

ANNUAL REPORT

2020-2021



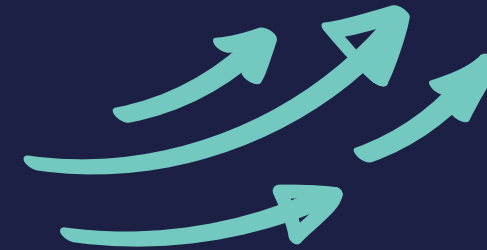
OUR VISION

is for people to thrive
by getting a job
(and keeping it!)



OUR VALUES

we're in it together
*
do what's right
*
never give up
*
deliver on our promise



OUR PURPOSE

is to prepare people for work
and engage local communities
to create, capture and connect
people to jobs





CONTENTS

- 2 • Who We Are
- 4 • Board Chair & CEO Report
- 8 • Our Strategy 2020-25
- 10 • Our Impact
- 12 • Putting Customer Progress First
- 16 • Cultivating Our Culture
- 18 • Growing & Getting Stronger, by
 - 20 • Helping people into permanent employment
 - 22 • Helping people into flexible employment
 - 24 • Helping parents prepare & plan for the future
 - 26 • Helping children prepare for school
 - 28 • Helping youth, Indigenous and families
 - 32 • Helping communities and making an impact
- 34 • Tech Tactics to Support and Grow
- 36 • Governance & Financials
 - 38 • Board of Directors
 - 39 • Executive Leadership Team
 - 40 • Financials
 - 42 • Our Services & Supports

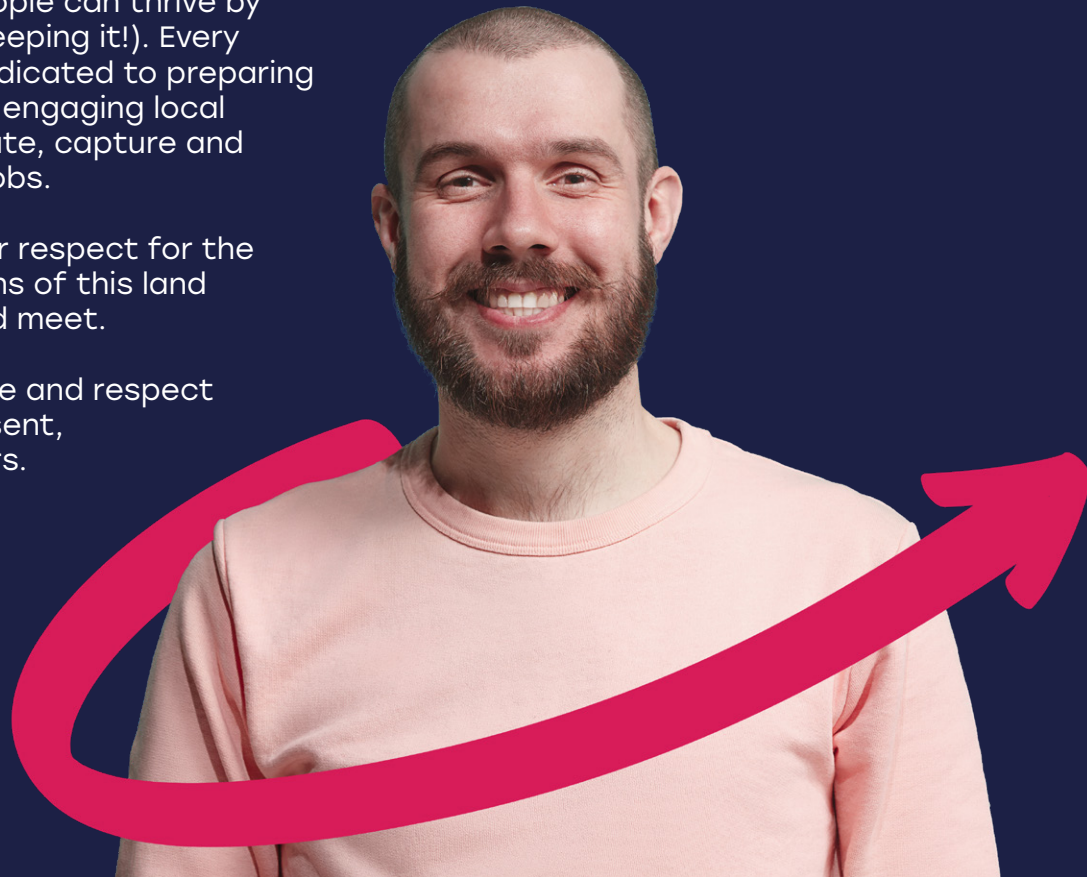
WHO WE ARE...

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

At Campbell Page, we strongly believe in our vision that people can thrive by getting a job (and keeping it!). Every action we take is dedicated to preparing people for work and engaging local communities to create, capture and connect people to jobs.

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.



Headquartered in the Eurobodalla, Campbell Page started as a youth drop-in centre in Narooma in 1985. We've expanded over the years to now deliver a wide range of employment, community, and commercial services across 4 states and almost 80 sites.

We deliver:

- 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 community care, construction and local government
- a range of local, tailored, Indigenous, youth and family services including homelessness services, Indigenous leadership and career planning, wellbeing education and support for parents, young people and community.
- an Aboriginal preschool for children aged 3 - 6 years, in Mogo, NSW.
- social enterprise such as EcoCrews, a local training and employment opportunity for young people that addresses environmental regeneration and bushfire recovery work.

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 • Mile End • Modbury • Munno
Para • Norwood • Port Adelaide • Salisbury • Stirling • Woodville

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

QUEENSLAND

Deception Bay • Nundah • Spring Hill •
Upper Mount Gravatt • Yeronga • Zillmere

BOARD CHAIR & CEO REPORT



NIRMAL HANSRA
Mcomm, FAICD, FCA, FCPA, FGIA
BOARD CHAIR



NATALIE TURMINE
CHIEF EXECUTIVE
OFFICER

IN THE FACE OF ADVERSITY, WE CONTINUE TO ADAPT AND EVOLVE, ENSURING WE ARE WELL PREPARED ON OUR JOURNEY TO HELP PEOPLE TO THRIVE.

2021 sadly did not see the end of the COVID-19 health crisis or lockdowns as we had hoped; instead it brought with it many new challenges and obstacles to overcome. It also brought with it the ability for our organisation to pivot, go where the need is greatest and help those most impacted by the pandemic that continues its grip on our country and indeed the world.

Our vision, purpose and values continue to drive us to succeed and our strategic priorities of preventing unemployment, reducing unemployment, and creating employment have been the cornerstone of our decision-making and planning this past year.

Despite the prevalence and immediacy of the COVID-19 pandemic and the challenges it brings, we are also still supporting communities to recover along the NSW South Coast that suffered from the devastation of the bushfires in early 2020. It is this fight that has born a number of new initiatives this year, including social enterprise, fundraising and donations and much needed localised community work to drive employment and economic engagement.

During the Australian Chamber of Commerce Tourism Summit in Batemans Bay in 2020, it was apparent that local businesses needed resources to help them restore the area to attract tourism after the bushfires. In response, Campbell Page designed a bushfire recovery program and successfully secured \$2.1m in Bushfire Local Economic Recovery Funding to establish “EcoCrews” - a youth jobs-focused contribution to bushfire recovery.

In collaboration with our key partners Bega Valley and Eurobodalla Shire Councils, as well as Stepping Stone Farm, the initial project will see 45 locally employed Crew members play a vital role in restoring the region’s natural environment, much of which was destroyed in the fires. EcoCrews will make an

impact across Regional NSW’s environmental, economic and social objectives for Bushfire Recovery.

Campbell Page is also leading a long-term (10 year) evidence-based approach in our “Growing Stronger” Program, to identify and quantify the priority risks local young people are facing. In partnership with 17 local community organisations we will collaborate to target the greatest risks with evidence-based interventions. Our combined focus is on the wellbeing of young people, creating a community environment where they can achieve their potential and for our local young people to lead the way, succeed in future careers, and provide a life where the next generation can thrive.

In addition to the new avenues of service, we have also maintained our steadfast commitment to customers in our employment programs and community services across VIC, NSW, QLD and SA, ensuring they are equipped to cope with the changing needs of society and impacts of the COVID-19 pandemic. We believe work is critical in order for people to thrive in life, which is why we have continued to adapt our service delivery to a remote, online model, whilst also identifying new opportunities for employment in this environment of lockdowns.

On behalf of the Board, we would like to acknowledge and thank Pamela Catty and Jane Schwager who retired as Directors of Campbell Page on completion of their maximum terms. Pamela chaired the Governance, Board Development and Remuneration Committee whilst Jane chaired the Social Impact Committee. We are delighted that Ms Lisa Cotton joined the Board in March 2020 and as part of board succession planning we appointed two new directors, who will join us in the new financial year, and bring complementary skills and

experience to our board – Ms Kate Kennedy and Mr Raj Khatri.

We are also incredibly proud of our people, and the way in which our employees, Managers, Executive Leadership Team and Board of Directors have soldiered on despite the uncertainty of the past year. As a group we have excelled in providing solid support to our customers in their biggest time of need and at the same time support each other.

Financial year performance

The first half of FY21 was heavily affected by the ongoing COVID-19 impacts, in particular in VIC where our offices were closed for months. The business continued to mitigate ongoing financial risks by optimising flexible service delivery models, managing operating costs and driving ongoing performance improvement. As lockdown restrictions started easing across all states, we were able to finish the second half of the year in a much stronger financial position.

We achieved revenue for the year of \$36.3m and a surplus of \$3.3M. The FY21 result was

driven by improvements in performance and market share in our Employment Service contracts; ongoing diversification of funding sources, and growth from Recruitflex - our labour hire business.

Our sincere thanks go out to our employees, business partners, supporters, State and Federal funding bodies and donors that again backed us this year and enabled us to support over 15,300 customers to achieve their goals.



Nirmal Hansra
Chair, Campbell Page Board of Directors



Natalie Turmine
Chief Executive Officer

“

OUR VISION, PURPOSE AND VALUES CONTINUE TO DRIVE US TO SUCCEED AND OUR STRATEGIC PRIORITIES OF

PREVENTING UNEMPLOYMENT, REDUCING UNEMPLOYMENT, & CREATING EMPLOYMENT

HAVE BEEN THE CORNERSTONE OF OUR DECISION-MAKING AND PLANNING THIS PAST YEAR.

”

OUR STRATEGY

2020-25



OUR CUSTOMERS NEED...

strong foundations • education and skills •
employment • sustained success •



WHAT WE'RE DOING ABOUT IT...



PREVENTING UNEMPLOYMENT

We're setting people up for success in life and work

REDUCING UNEMPLOYMENT

We're reducing long term unemployment by getting people jobs (and keeping them there!)

CREATING EMPLOYMENT

We're creating new jobs through social enterprise and employer partnerships

HOW WE'RE DOING IT...



PUTTING CUSTOMER PROGRESS FIRST

We're delivering an experience that provides genuine benefit to our customers and employers.



CULTIVATING OUR CULTURE

We're championing a 'customer-centric and high-performing' culture with great people.



GROWING & GETTING STRONGER

We're building our organisation with passion, purpose and performance.



INVESTING IN COMMUNITIES

We're amplifying our impact by increasing investment into local communities.



OPTIMISING TECH TACTICS

We're customising solutions for our customers, employees and organisation to succeed.





16,395
CUSTOMERS SUPPORTED
ACROSS ALL PROGRAMS

545
INDIGENOUS AUSTRALIANS
SUPPORTED INTO
EMPLOYMENT
OR WORK EXPERIENCE

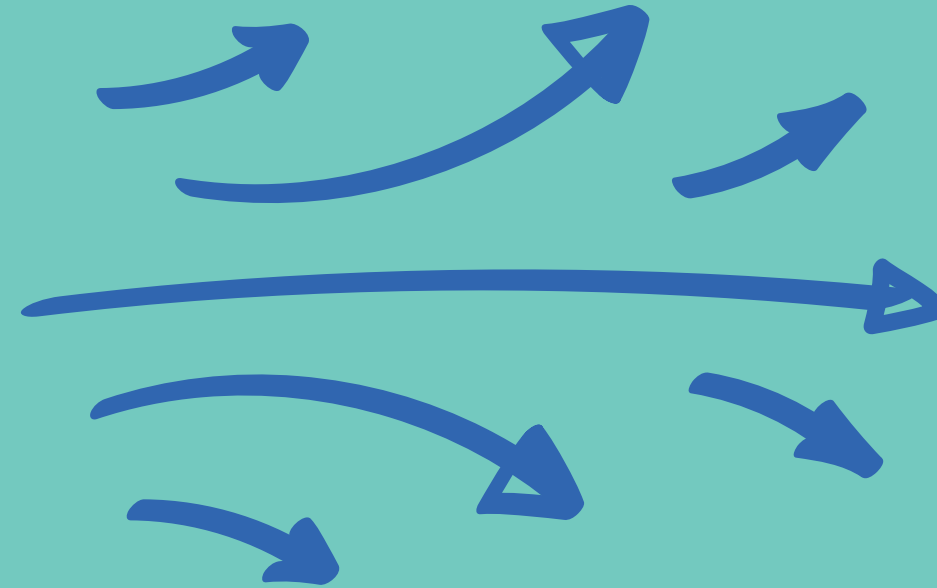
5,882
PEOPLE PLACED INTO
EMPLOYMENT, WORK
EXPERIENCE & EDUCATION

9,359
PEOPLE LIVING WITH
DISABILITY WERE SUPPORTED
THIS PAST YEAR

137
EMPLOYEES WITH
HERITAGE OTHER
THAN AUSTRALIAN (46%)

80+
SITES ACROSS
FOUR STATES -
VIC, NSW, SA & QLD

69,779
HOURS OF SUPPORT
PROVIDED TO
OUR CUSTOMERS



PUTTING CUSTOMER PROGRESS FIRST



OUR CUSTOMER EXPERIENCE CONTINUES TO GO FROM STRENGTH TO STRENGTH...

Improving the customer experience and making advancements within our customer's journey are central to our efforts across all programs. The success of this is shown in our robust customer feedback which has gone from strength to strength this past financial year.

In light of continued lockdowns across states, and the majority of our staff working from home throughout the year, our customer feedback surveys continued to be distributed by SMS. Results of the surveys remain very strong across all programs, with an average of 83% of customers surveyed rating their satisfaction with Campbell Page as 9/10 or 10/10.

Our Customer Contact Centre has continued to grow in terms of both capacity and capability. Now receiving calls for the whole of business, our team provide a critical first point of contact, timely response and resolution at first point of contact for more than 80% of customer calls.

Putting customer progress first was a central theme to our Taking Care of Business performance improvement project in DES. We made improvements to our service delivery with the use of service blueprints, customer journey mapping and feedback received directly through our customer feedback system and Voice of the Customer in the Customer Contact Centre.

Customer feedback continues to drive improvements across all programs and services.

of customers surveyed rated their satisfaction with parentsnext as 9/10 or 10/10

93%

of customers surveyed rated their satisfaction with jobactive as 9/10 or 10/10

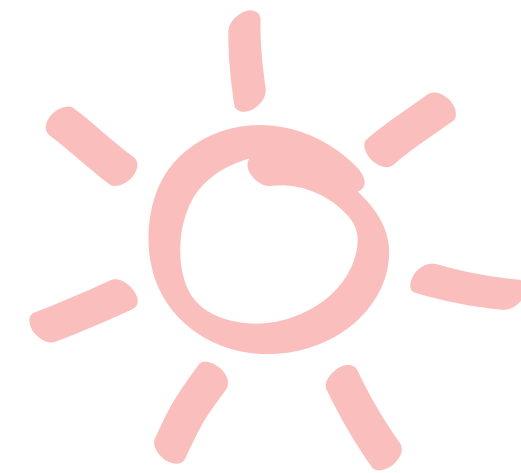
86%

of customers surveyed rated their satisfaction with disability employment as 9/10 or 10/10

82%



FINDING YOUR PASSION IN THE MIDDLE OF A PANDEMIC



Having a job can be great, especially when you find one you love, but the best part isn't just having a job – it's what it does for the rest of your life that makes it so great. There's no one that knows this more than Disability Employment Services Customer, Sarah.

Prior to joining our DES program, Sarah was working in traffic control. While she was happy to have a job, she wasn't really enjoying the work, she had little job security and generally had low confidence in the workplace. She wanted to make a change, but didn't know how.

Sarah came to Campbell Page with low expectations, doubting we could provide much help or make her journey into healthcare easier. We're happy to say we proved her wrong!

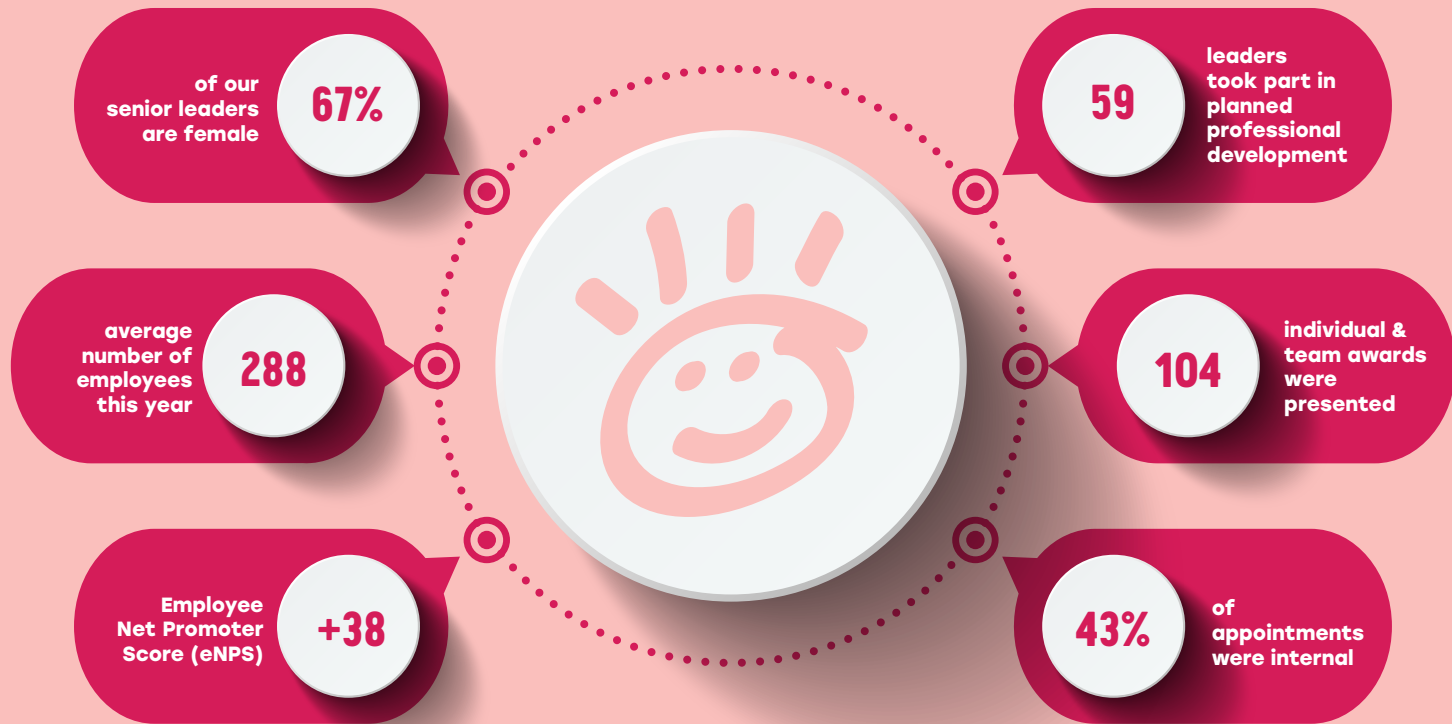
Sarah's Employment Consultant quickly discovered her interest in healthcare and together they set about linking her up with some of our amazing community partners and local employers to give her the chance to find out more about what each role involved. It was through this process Sarah was able to connect with a local Pathology Service and just like that- Sarah knew what she wanted to do.

We supported Sarah to complete her Cert III in Pathology Collection, helped with her resume and practiced interview skills. Sarah quickly landed a job as a Pathology Collector. Her role includes collecting, storing and preparing samples (as well as administering COVID-19 tests), and she's been thriving ever since!

Sarah has found a job she truly loves, and along with that, a newfound confidence within herself. She's working independently, taking charge of her day, and feeling confident in her decision making – something she didn't have in past roles.

This newfound confidence is spilling over to her personal life too and she's enjoying a better social life as a result of her new career. Sarah is enjoying her job security and the steady income and has now set her sights on her next goal – becoming a Nurse "I feel really happy and proud of myself" said Sarah.

CULTIVATING OUR CULTURE



OUR CULTURE KEPT US THRIVING IN 2020.

To our Campbell Page team, a sincere and very big “THANK YOU!!!”

We are extremely grateful for our dedicated and passionate workforce especially during such tumultuous times this past year. Together, we’ve risen to many difficult challenges and now look forward to our “new norm” of growth and strength.

Our culture plan for 2020/21 centered on safety and employee wellbeing – taking care of our people. A group of employee champions was established, initially termed “Work from home Warriors”. Their goal was to find fun and novel ways of connecting, energising and maintaining strong team relationships in a remote working environment. Daily and weekly communication has helped keep everyone informed, and over 30 new processes and practices were developed to keep our people and customers safe.

From our recent pulse survey, 8 of 10 people said they’d recommend Campbell Page as a great

place to work. We’re very proud of that! Our culture strategy will continue to understand and enhance our employee experience.

We think we’ve got great leaders and we’re investing in their future career goals. In support of their professional development, this past financial year 59 leaders took part in interactive leadership workshops. This coming year we are further developing our leadership program to advance their capabilities and expand their leadership opportunities.

In line with our employee value proposition of “Give some, get some, grow some” many of our people have taken up flexible working options, all leaders have undertaken leadership development, and we know through feedback that meaningful work and a great team environment is what makes people tick here at Campbell Page.

GROWING & GETTING STRONGER



BY HELPING:

- PEOPLE INTO PERMANENT EMPLOYMENT
- PEOPLE INTO FLEXIBLE EMPLOYMENT
- PARENTS PREPARE & PLAN FOR THE FUTURE
- CHILDREN PREPARE FOR SCHOOL
- YOUTH, INDIGENOUS & FAMILIES
- COMMUNITIES & MAKING AN IMPACT

HELPING PEOPLE INTO PERMANENT EMPLOYMENT

15,336

customers supported in their search for employment across all employment programs

5,882

people placed into employment, work experience & education

545

Indigenous Australians supported into employment or work experience

EMPLOYMENT HAS STRUGGLED ACROSS THE BOARD WITH THE PERSISTENCE OF COVID-19 INTO 2021, BUT WE CONTINUE TO THRIVE IN A CHALLENGING ENVIRONMENT.

COVID-19 has certainly brought its fair share of challenges this year. Our offices across all states have been hit by rolling lockdowns and we've had to pivot our services to deliver online and phone supports when we weren't able to provide support in person.

Despite these challenges we have been resolute in our purpose of helping people to thrive by getting a job (and keeping it!). In our two major employment programs, Disability Employment Services (DES) and jobactive, our focus has been looking for employment opportunities COVID-19 has created, rather than focus on the negatives. This has allowed us to place more customers into employment and strong placement results in both programs.

Building on the success of our 'Reach for the Stars' program in jobactive to drive improvements and efficiencies in quality of service, we developed and launched a similar initiative in DES this year, 'Taking Care of Business' (TCOB). The intent behind TCOB is to use customer feedback to build a stronger service delivery model and deliver better outcomes for our customers based on their needs.

Across the Illawarra – South Coast region in NSW we also implemented a Workforce Solutions Team to drive engagement with local employers and provide staffing solutions for businesses large and small. With a focus on personal care, infrastructure, retail and hospitality, the team have been successful in filling vacancies for employers despite the challenges of COVID-19.

In our recent National Standards for Disability Services audit we were thrilled to receive commendation on our high-quality customer service and customer-centric approach. As the cornerstone of our service delivery model, it was pleasing to see this noted externally.

This past year has certainly tested our resilience, but our employees across all employment services have risen to the occasion and not only demonstrated but highlighted our values in their daily work.

IN DISABILITY EMPLOYMENT SERVICES:

- We supported 7,723 customers with an illness, injury, health condition or disability
- 1,582 customers achieved their goal of employment or education
- We supported 3,470 customers who experience mental health conditions
- 298 Indigenous customers living with a disability were supported
- 1,362 employers were provided staffing solutions

IN JOBSITE:

- 6,690 customers were supported in their search for permanent employment
- 723 Indigenous customers achieved their goals
- 1,007 customers receiving intensive job search assistance succeeded in gaining employment

HELPING PEOPLE INTO

FLEXIBLE

EMPLOYMENT



CONTINUED FOCUS ON GROWTH AND SCALABILITY ALLOW US TO PROVIDE MORE FLEXIBLE EMPLOYMENT OPTIONS FOR LOCALS ALONG THE NSW SOUTH COAST.

Our ethical labour hire business, Recruitflex, has continued to grow in both capability and capacity this past financial year, allowing us to achieve strong financial results and flexible employment options for customers.

The recruitment of a dedicated, industry experienced General Manager saw an acceleration in our growth plans this year. Following the on-boarding of a new team to support the future direction of the business our immediate focus was placed on increasing our capability by growing our candidate database.

We also invested significantly in capability within the Talent Acquisition Specialist front line team, enabling us to rapidly expand our regional footprint from the Eurobodalla to Shoalhaven, Bega Valley, Southern Highlands and Capital region inclusive of ACT. This also enabled us to on-board multiple new and major host employers across multiple sectors.

Whilst we maintain a strong regional foothold within the Health, Construction and Local Government sectors, we intensified our focus on the most prominent skill shortages within our regions being the Personal Care Workforce within the Aged, NDIS and Community Services.

We dedicated many months to actively engaging and collaborating with providers across regional NSW to develop an industry endorsed “Building the local care workforce” model. This will be piloted via the Care Connect training program across several NSW regional areas within the first months of the new financial year.

In line with our phased growth strategy Recruitflex’s current geographic footprint will continue to be a major focus in the coming year, with the commitment to establishing multiple physical Recruitflex locations within NSW and also initiate an active footprint within Victoria. We have undertaken extensive market research that cements our industry based strategies across our target sectors and regional footprint.

HELPING PARENTS PREPARE & PLAN FOR THE FUTURE



OUR FOCUS ON SUPPORTING PARENTS ON THEIR PATH TO EMPLOYMENT CONTINUES TO GROW.

Helping parents plan and prepare for the future is a key driver across a number of our programs as we support parents to balance the challenges of family life with their future career goals.

In ParentsNext, our team supported 898 parents this past year as they prepare for, and plan, their future. We're delighted to have received a three year contract extension for ParentsNext, allowing us a greater ability to help more parents on their path to employment.

This past year, we're proud to have supported 82 parents to enter or re-enter the workforce and achieve their goal of employment, putting them on a new path for them and their family.

In addition to our successful ParentsNext program delivered across NSW, we have also secured philanthropic funding to build a sole parent support program aimed specifically at young mums in Deception Bay, QLD.

The Young Mothers Pathways Project, delivered in Deception Bay QLD, focuses on building great futures for young mothers and their children.

Campbell Page is leading a consortium of partners to pilot a wraparound approach that deeply considers barriers and makes it easier for young mothers to complete high school, choose a career and achieve financial security. Since October, we have been working with 24 young women, of which all have now identified a future career, 57% are undertaking vocational studies and 28% are in work or actively seeking employment that fits in with their family priorities.

Thanks to our founding funder, Macquarie Group Foundation for allowing this project to commence, and we welcome the support of the Desmond Prentice Charitable Fund, the Lionel & Yvonne Spencer Trust and Consumer Health Forum during 21-22. This project has benefited from the guidance of our consortium partners GoodStart Early Learning, Mimi's House and Deception Bay High and our evaluation partner Queensland University of Technology.

HELPING CHILDREN PREPARE FOR SCHOOL



children participated in our early childhood education program

70

children from local families attended the preschool

66



QUALITY, CULTURE AND SUSTAINABILITY FOR OUR COMMUNITY-BASED MOGO ABORIGINAL PRESCHOOL.

Dhurga language and cultural learning experiences continue at the Preschool. Our outdoor classroom, beautiful Cultural Bush Tucker Garden and Yarning Circle surrounded by scar tree sculptures by local cultural artists, create a culturally safe and welcoming environment for children, families and Community.

Our Yarn to Learn program continues to enable local Elders and knowledge holders to share cultural learnings and wisdom with children and families at the Preschool and playgroup. Our day starts by 'acknowledging country' in Dhurga language and we have visits from Elders and families who share dreaming stories, art, language and bush tucker, bringing our spaces alive.

Whilst COVID-19 has at various times interrupted on-site experiences at the Preschool, periods of remote learning have been a true partnership between the Preschool team and families. When families were encouraged to remain at home, it provided a wonderful opportunity to take cultural learning home. Each week, we delivered preschool packs to their door full of learning experiences celebrating local heritage and culture.

This year, we also partnered with the Mogo community as it continues its journey of recovery from bushfires. We played an

active role in educational approaches to recovery and resilience, and partnered with organisations such as Save the Children's Journey of Hope and Good Grief's Storm Birds programs, to deliver educational programs for children and families.

Our Yarn to Learn playgroup, run in partnership with health and family support services at Mogo Aboriginal Preschool, has given families the opportunity to build relationships with Educators, family support programs and health teams in a culturally safe environment.

Our team's professional development continues to incorporate cultural learning, including guidance and sharing from our Aboriginal team and community leaders. This is coupled with our focus on embedding principles into our educational programs and practices from both the Gowrie's Mana Baya program and the 8 Aboriginal Ways of Learning Aboriginal pedagogy.



HELPING YOUTH, INDIGENOUS & FAMILIES



RECOVERY, RESILIENCE AND RENEWAL HAVE BEEN THE FOCUS THIS YEAR AS WE SUPPORT COMMUNITIES TO REINVIGORATE SOCIAL STRUCTURES, RECOVER FROM BUSHFIRES AND MAKE IT THROUGH THE UPS AND DOWNS OF THE PANDEMIC.

Tackling the legacy of multiples crises that have left many young people disconnected and struggling to cope with mental health, financial stress, relationships and education, we are working with the local community to rebuild and reconnect, ensuring a better future for this and future generations.

Campbell Page has been providing Indigenous, Youth and Family Services on the South Coast of NSW for over 35 years. By partnering with communities and the local service sector our efforts are coordinated and relevant to the priorities that our communities are facing.

This past year, we worked closely with over 1,000 individuals including over 500 Aboriginal community members, and our group learning and community activities saw us reach a further 4,000 community members across the South Coast of NSW – Queanbeyan, Eurobodalla and Bega Valley.

Joining forces with community coalition, the Eurobodalla Local Drug Action Team, Campbell Page is using evidence-based ‘Communities that Care’ processes to develop and deliver our ‘Growing Stronger’ program focussed on supporting bushfire affected youth.

We’ve also been working with young Aboriginal students leading the way, setting priorities and managing projects focussed

on building more cultural knowledge to help build a stronger cultural identity. With the support of Bega and Eden High Schools, we worked with close to 100 Aboriginal students to form project groups on Cultural Identity, Employment, Native Plants & Bush Tucker Garden, Traditional Dance and Arts and Yarning Circle Development.

Across our youth programs, we introduced Coaching Young People for Success to assist young people to connect to their dreams and design an inspiring life plan where careers and school engagement become desirable, accessible, and achievable.

Thanks to a generous donation of 100 laptop computers from leading energy infrastructure company, Jemena, we were able to provide technology to young people switching in and out of remote learning, as well as those struggling to remain in school and vocational education.



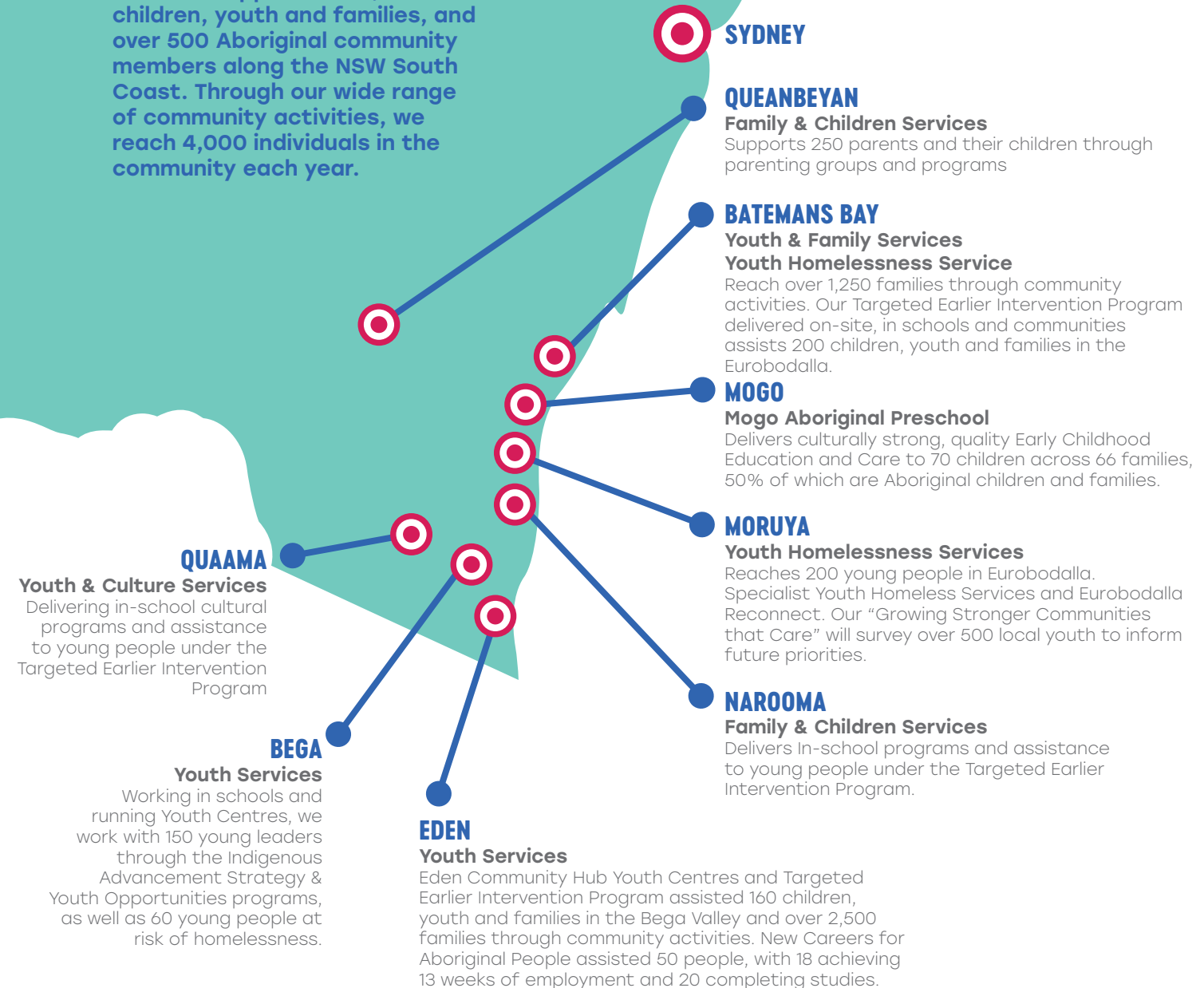
COMMUNITY CONNECTIONS & GRASSROOTS INITIATIVES

Campbell Page has been a proactive part of the community along the NSW South Coast for more than 35 years.

We're committed to identifying local needs and developing programs in collaboration with the community to alleviate struggles and hardship.

Our community-based footprint may be small but it is incredibly deep and the impacts of our work is often felt for generations.

Our Youth, Family & Indigenous Services support over 1,000 children, youth and families, and over 500 Aboriginal community members along the NSW South Coast. Through our wide range of community activities, we reach 4,000 individuals in the community each year.





HELPING COMMUNITIES & MAKING AN IMPACT

OUR SOCIAL ENTERPRISE GOALS BECAME REALITY THIS YEAR AS WE SECURED \$2.1M IN FUNDING TO DEVELOP AND LAUNCH OUR ECOCREWS PROGRAM IN NSW.

Initially funded by the NSW Bushfire Local Economic Recovery Fund, EcoCrews is an exciting new program offering quality pre-employment training, the creation of 45 well paying, eco-friendly jobs for local young people, as well as completing much needed bushfire recovery along the NSW South Coast.

Recruitment of a dedicated Program Manager has seen EcoCrews hit the ground running and in collaboration with our initial partners, the Eurobodalla and Bega Valley Shire Councils, as well as the Stepping Stone Farm, we'll be creating six EcoCrews over the coming year. The Crews will undergo 6-months of paid training and employment to deliver vital land-based works.

Whilst on the program, EcoCrew members will undertake accredited units in Conservation and Land Management, complemented by mentoring and supervision. We'll also be adding value to EcoCrew members' experience through innovations such as our package of social enterprise support.

EcoCrews is helping grow stronger communities by:

- Creating sustainable jobs for local people
- Putting money back into the local economy
- Filling critical skills gaps in the sector
- Achieving positive environmental outcomes

In addition to developing EcoCrews, we also secured funding to develop 'Planting the Seed', our internship feeder program for EcoCrews.

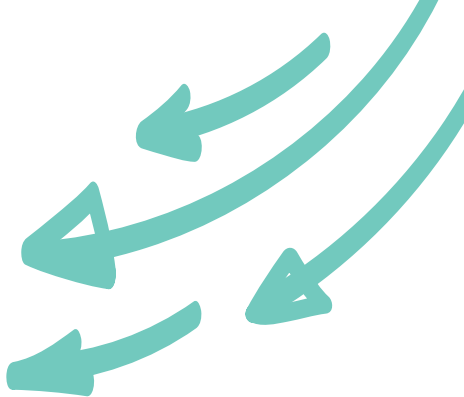
Available to eligible 17-24 year olds in the Eurobodalla and Shoalhaven regions, Planting the Seed offers 12 weeks of learning and working, establishing basic skills that prepare young people for a 6-month position in EcoCrews.

Campbell Page has a long history of community based programs in the NSW South Coast and we're delighted to bring this new eco project providing employment opportunities to the region.

We have a strong growth focus for EcoCrews into the new financial year as we commission research into different markets and seek further funding and philanthropic ventures to achieve our goals.



MOBILISING AND SECURING OUR TECHNOLOGY HAS BEEN A KEY FOCUS THIS PAST YEAR AS LOCKDOWNS CONTINUE TO DISRUPT USUAL WORK STRUCTURES.



The continuation of COVID-19 into 2020/21 has seen our workforce across all states, move into and out of lockdown sporadically and often with little notice. Ensuring we continue to deliver a steady and stable service to our customers, despite the disruption caused by lockdown, has been a key driver behind our tech advancements this year.

This year Campbell Page took a significant step forward in our information security measures, successfully achieving ISO27001 Certification. ISO27001 is a well-respected international information security standard, with certification showcasing our organisation adopts best practice to minimise security threats.

In addition to ISO27001 certification we have also continued to enhance our cyber security by rolling out additional capabilities to protect both our organisation and employees. With cyber threats on the rise during the pandemic and inherent uncertainty it brings, cyber security has never been more important.

Mobilising our fleet and enhancing remote work and collaboration efforts has seen a number of significant tech upgrades and improvements this past year. We successfully retired Citrix, making it easier for staff to remotely access tools and software.

We transitioned from Skype for Business to Microsoft Teams and enabled video collaboration for our entire workforce.

We partially upgraded our fleet to a mobile workforce setup and the remainder of the fleet will be upgraded in the new financial year.

To support learning, on-boarding and recruitment of new team members we also installed a new HR system, ELMO. ELMO provides scalability options and increased functionality to fast track our professional development and on-boarding.

Our Business Intelligence team continued to enhance and migrate legacy reporting into PowerBI dashboards and reports, generating deeper levels of insight and analysis.

GOVERNANCE & FINANCIALS



- BOARD OF DIRECTORS
- EXECUTIVE LEADERSHIP TEAM
- FINANCIAL
- OUR SERVICES & SUPPORTS

BOARD OF DIRECTORS

EXECUTIVE LEADERSHIP TEAM



NIRMAL HANSRA
Mcomm, FAICD, FCA, FCPA, FGIA

CHAIR



NELL ANDERSON
BSc(Hons), Grad Dip Bus Admin, GAICD

DIRECTOR



PETER BENNETT
BEcon, Dip Ed, MBA, GAICD, FCPA, SA Fin

DIRECTOR



LISA COTTON

DIRECTOR



NATALIE TURMINE
Chief Executive Officer



GAIL O'DONNELL
Chief Financial Officer



ROSS MCLATCHIE
Chief Operations Officer



PETER BACON
Head of Strategic Growth



DAVID NATHAN
BSc, LLB, FAICD

DIRECTOR



JANE SCHWAGER AO
BA, Dip Ed, Acc. M. Leader

DIRECTOR



CHARLES WEISER
MBA, Ffin, FRSA, MAICD

DIRECTOR



CHRIS MCEWAN
Head of Information Technology



RACHAEL HARVEY
Head of People & Culture



KAY JOYCE
Head of Customer Experience
& Marketing



ANNE HODGE
Head of Community Services

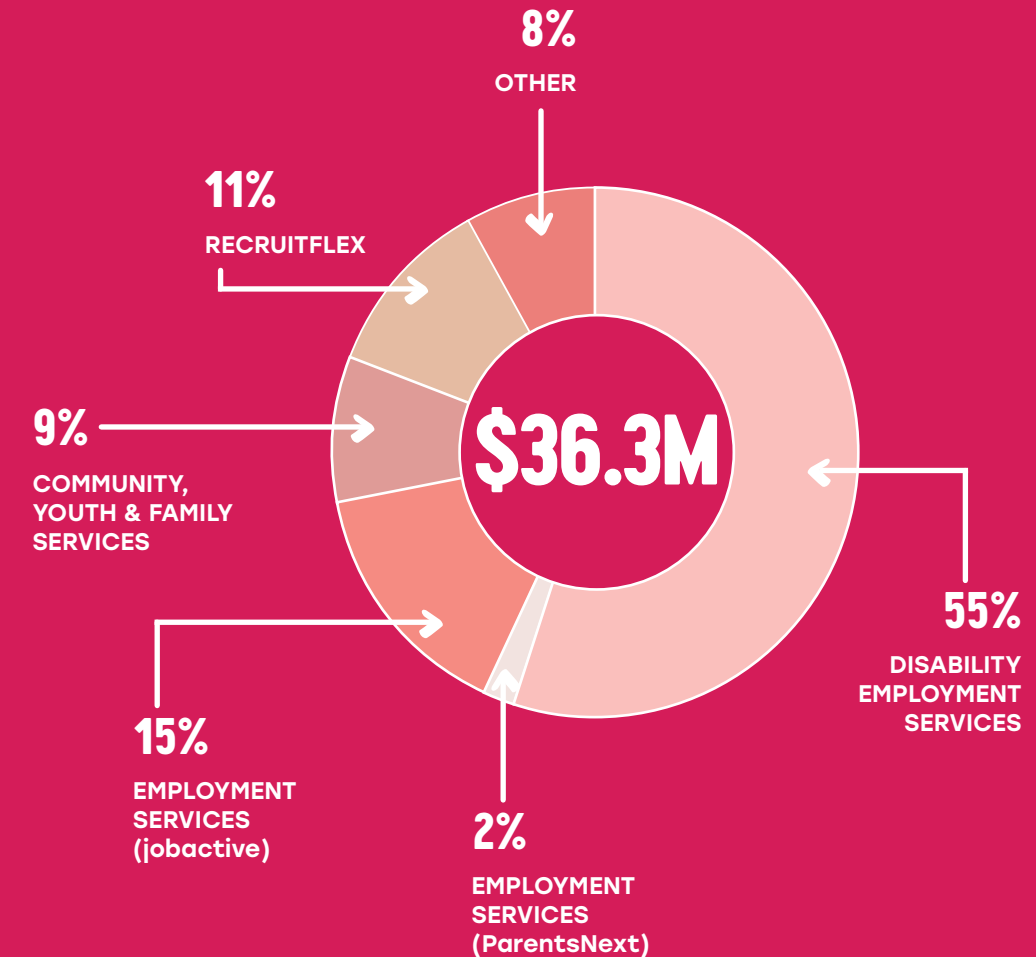


FINANCIALS

Despite the country experiencing continued lockdowns during the year due to COVID-19, Campbell Page was able to maintain its revenue whilst absorbing a 2-3% increase in operating expenses. The company has continued to be agile and adapt its operating model as regions moved in and out of lockdown. Caseloads in both jobactive and Disability Employment Services contracts declined during the year, but this was positively offset by strong outcome revenue performance.

Key highlights include:

- Supporting 16,395 customers on their journey into employment;
- Securing funding for EcoCrews project to assist bushfire affected region in Eurobodalla and Bega Valley;
- Securing funding for Growing Stronger program to build youth resilience in bushfire affected communities;
- Additional philanthropic funding secured for our Young Parents Pathway initiative; and
- Achieving a surplus of \$3.3M, investing \$1.5M in advocacy and governance, and \$1.4M in strengthening our community development and partnerships.



OUR SERVICES & SUPPORTS

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



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



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



MOGO ABORIGINAL PRESCHOOL
Community based preschool delivering a high-quality curriculum and deep cultural understanding and celebration of our country & heritage.



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



ECOCREWS
Quality pre-employment training and paid jobs in the eco sector, completing much needed bushfire recovery work.



YOUTH, FAMILY & INDIGENOUS
Our Youth, Family & Indigenous Services are developed over time, in collaboration with community, to respond to the individual needs of local people.



campbellpage.org.au
1300 139 920