

ANNUAL REPORT

2021-2022





Campbell Page acknowledge the Traditional Owners and Custodians of the lands on which we live and work, and we pay our respects to Elders past, present and emerging.



OUR VISION

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

OUR PURPOSE

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

OUR VALUES

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

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SAY WHAT... JEFF?!

This year, our Get Real “Say What” campaign asked controversial questions to find out the raw, unedited truth about living with an injury, illness, mental health condition or disability.

Jeff shared his lived experience with a physical disability after having his leg amputated.

We asked Jeff things like...

“Do they give you a shoe discount, because you only need one?”

“What happened to your leg?”

“What are the perks of being in a wheelchair?”

and so much more. To see Jeff’s candid responses, click on the QR code below.



this is jeff



WHO WE ARE...

Campbell Page is 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.

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, as well as social enterprises.

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.



Photo: Bree, a Youth and Family Mentor and former Campbell Page customer.

REFLECT: RECONCILIATION ACTION PLAN

This year we submitted our first Reflect: Reconciliation Action Plan for endorsement by Reconciliation Australia.

Our RAP is about learning, listening, respecting, acknowledging and strengthening relationships between Aboriginal and Torres Strait Islander peoples and non-Indigenous peoples. As an organisation we believe reconciliation is of benefit to all Australians and we are committed to be playing our part in making sure we do our best to create culturally safe environments. We hope our genuine efforts to create opportunities to work collaboratively with communities will earn the trust of Elders, knowledge holders and leaders so we can make sure our programs and services are relevant and meaningful.

Since our establishment in 1985, Campbell Page has been a champion for people from all walks of life. We believe in the potential of every person and understand reconciliation is essential to do this well for Aboriginal and Torres Strait Islander people and communities. This is an important journey that we're embarking on and one that certainly doesn't stop with the preparation of the Reconciliation Action Plan. This is merely the beginning of our reconciliation journey together and we're excited to continue to expand our organisational knowledge and each of our team's understanding of Aboriginal and Torres Strait Islander people's history and experiences, their important roles as custodians of land and culture and to embrace these as they guide our story into the future.

Artwork

The body of images used in our RAP is based on cultural workshops and events we have supported to keep traditions of making and knowledge transfer accessible to young people in our region.

The images that appear though the document of dancing, young women's weaving, and the young men's wooden artefact making workshop are examples of reconciling old crafts with young people. The weaving and artefacts tell the current chapter of crafts that connect back to pre-colonial Australia. We use them as a visual thread through the document to keep the reader aware of the importance of continuity, learning and hope for the future.

Bree (photograph on the facing page) is the face of our RAP. She is one of our Youth and Family Mentors and a former Campbell Page customer. She attended our Youth Centre and participated in our school based career planning for Aboriginal students.

We felt that Bree was the perfect person to represent our Reconciliation Action Plan, not only because of her achievements within the community but also to recognise that if we invest in our young people, we can create more meaningful opportunities and open doors that are too often locked.

BOARD CHAIR & CEO REPORT



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



NATALIE TURMINE
CHIEF EXECUTIVE
OFFICER

THIS PAST YEAR HAS BEEN ONE OF BOTH CHALLENGES AND OPPORTUNITIES. AS AN ORGANISATION, WE HAVE INVESTED AND FOCUSED ON A TRANSFORMATIONAL STRATEGY TO CREATE A NEW FUTURE FOR CAMPBELL PAGE AND THE CUSTOMERS WE SUPPORT.

Thankfully, it would seem this financial year brought with it the end of COVID-19 lockdowns, but as Australia enters its new normal, we are faced with the looming economic impact of the past few years. Record low unemployment rates have seen employment services caseloads greatly diminish and we've had to tighten our belts accordingly.

We have remained true to our strategic objective of reducing employment by supporting 3,417 customers to find employment, work experience or education, including 467 Indigenous Australians who found employment or work experience. We're also proud to have continued our focus on customer experience, increasing customer satisfaction across all employment programs, with 85% of customers surveyed rating their satisfaction with our service as 9 or 10/10.

Under our strategic pillar of preventing unemployment, we have continued to expand our Young Mothers Pathways Program, both from a service delivery perspective by preparing to move into new regions, and from a funding perspective by securing philanthropic funding for the program. To date we have supported 60 young single mothers and their children to create a new future.

Our area of biggest growth and innovation is within our creating employment strategic pillar. EcoCrews has gone

from strength to strength this past financial year, meeting or exceeding every target that was set. We have delivered exceptional outcomes through our NSW Bushfire Local Economic Recovery Fund on the South Coast of NSW, including the creation of 45 jobs, with integrated training and practical experience working on the land. This coming financial year will see us pilot a commercialised model for EcoCrews with more businesses choosing to "buy social" as the social procurement, diversity and inclusion agendas strengthen.

Recruitflex, our ethical recruitment services and workforce development business has also seen significant growth this past year. Our innovative CareFlex program, developed in response to the aged care industry shortages, has grown month on month and expanded into new regions across NSW. This workforce development model creates a pipeline for new entrants into the care industry via micro credentials and work placements, in an attempt to alleviate some of

the staffing shortages we're seeing in aged care.

Early 2022 also brought the unfortunate news that Campbell Page was unsuccessful in our bid to deliver the new Workforce Australia contract which replaced jobactive. A huge blow for our jobactive teams and services in our homeland region of South Coast NSW. We would like to take this opportunity to extend our sincere thanks to everyone that both led and worked within our jobactive contract over the past 5 years.

In addition to the immense work completed under our strategic pillars, Campbell Page has made its first foray into the National Disability Insurance Scheme (NDIS) space, with support coordination work due to commence early in the new financial year. We have commenced the submission for our registration as a NDIS provider and are hopeful this will come through in the next financial year.

Campbell Page is proud to have developed and submitted our first Reflect Reconciliation Action Plan (RAP) to Reconciliation Australia. Our RAP is about learning, listening, respecting, acknowledging and strengthening relationships between Aboriginal and Torres Strait Islander peoples and non-Indigenous peoples. As an organisation we believe reconciliation is of benefit to all Australians and we are committed to be playing our part in making sure we do our best to create culturally safe environments. We hope our genuine efforts to create opportunities to work collaboratively with communities will earn the trust of Elders, knowledge holders and leaders so we can make sure our programs and services are relevant and meaningful.

On behalf of the Board of Directors, we would like to extend our thanks to Nirmal Hansra, who retired as Chair of the Board in November 2021. Nirmal was a Director with Campbell Page for 9 years and was Chair for 6 of those years. We wish Nirmal every success in his future ventures and extend our sincere gratitude for his guidance and leadership as Chair of the Board.

We welcomed Nell Anderson as the new Chair of the Board in November 2021. Nell has been a Director with Campbell Page for the past 6 years and brings a wealth of experience as a senior executive across a range of industries. Nell, the Board and all the Campbell Page team will take us on the next stage of our journey as we pursue our strategic objectives of reducing and preventing unemployment and creating employment, targeting new types of service and improving service delivery models within our current programs.

The Board of Directors would also like to welcome Kate Kennedy and Raj Khatri, who joined the Board early in the financial year.

Making an impact

This past year we're proud to have supported 16,473 customers across all programs. 3,417 customers have successfully been placed into employment, work experience and education as they start their new path and create their possible.

This work wouldn't be possible without the incredible effort our employees and teams put

in each and every day, and we'd like to extend our sincere thanks and gratitude to all Campbell Page employees who, in one way or another, support our customers to thrive in life.

We are also grateful for the support of our funders, partners, employers and community partners who work in partnership with us to help break down barriers and stigmas, and enable our customers to achieve their goals.



Nell Anderson
Chair, Board of Directors



Natalie Turmine
Chief Executive Officer

“

**OUR VISION, PURPOSE AND VALUES
CONTINUE TO DRIVE US TO SUCCEED
AND WE REMAIN DEDICATED TO OUR
STRATEGIC PRIORITIES OF**

**PREVENTING UNEMPLOYMENT,
REDUCING UNEMPLOYMENT,
& CREATING EMPLOYMENT.**

”



SAY WHAT... DASH?!

As part of our Get Real “Say What” campaign we met Dash and asked them controversial questions to find out the raw, unedited truth about living with an injury, illness, mental health condition or disability.

Dash shared their lived experience with addiction.

We asked Dash things like...

“why would you want to ruin your life by doing drugs?”

“do you think of yourself as a druggie?”

“what made you stop doing drugs?”

and so much more.
To see Dash’s candid responses, click on the QR code below.



this is dash
[they / them]

OUR IMPACT



16,473

CUSTOMERS SUPPORTED ACROSS ALL PROGRAMS



3,417

PEOPLE PLACED INTO EMPLOYMENT, WORK EXPERIENCE & EDUCATION



61,347

HOURS OF SUPPORT PROVIDED TO OUR CUSTOMERS

467

INDIGENOUS AUSTRALIANS SUPPORTED INTO EMPLOYMENT OR WORK EXPERIENCE

7,923

PEOPLE LIVING WITH DISABILITY WERE SUPPORTED THIS PAST YEAR

80+

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

PUTTING CUSTOMER PROGRESS FIRST



OUR CUSTOMER EXPERIENCE CONTINUES TO EVOLVE WITH THE CHANGING LANDSCAPE

In light of the prolonged lockdowns and flooding across states, the majority of our staff have continued working from home periodically throughout the year and customers remain able to choose flexibility in their appointments. With more customers opting for remote servicing our customer feedback surveys continued to be distributed by SMS.

Results of the surveys remain strong across all programs, with an average of 85% of customers surveyed rating their satisfaction with Campbell Page as 9/10 or 10/10 – a 2% increase on last financial year.

Our Customer Contact Centre has continued to flex in terms of both capacity and capability based on business needs. Receiving calls for the whole of business, our team provide a critical first point of contact and resolution for >80% of inbound calls. Our Customer Contact Team continue to optimise our case load growth through outbound Welcome and Direct Registration calls.

We supported customers through the closure of our jobactive contract with communications both ahead of changes and during to ensure a smooth transition.

Customer feedback continues to drive improvements across all programs and services. We have developed additional training to implement improvements to our service delivery with a 6x6 customer service framework which will be incorporated into our Corporate Induction for all staff. We have also elevated our feedback processes and policies to align with current and future accreditations.

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

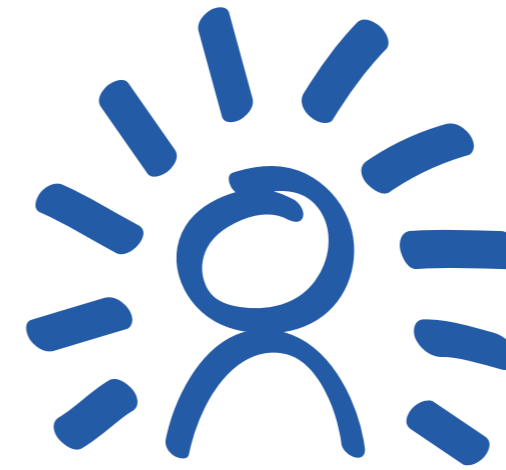
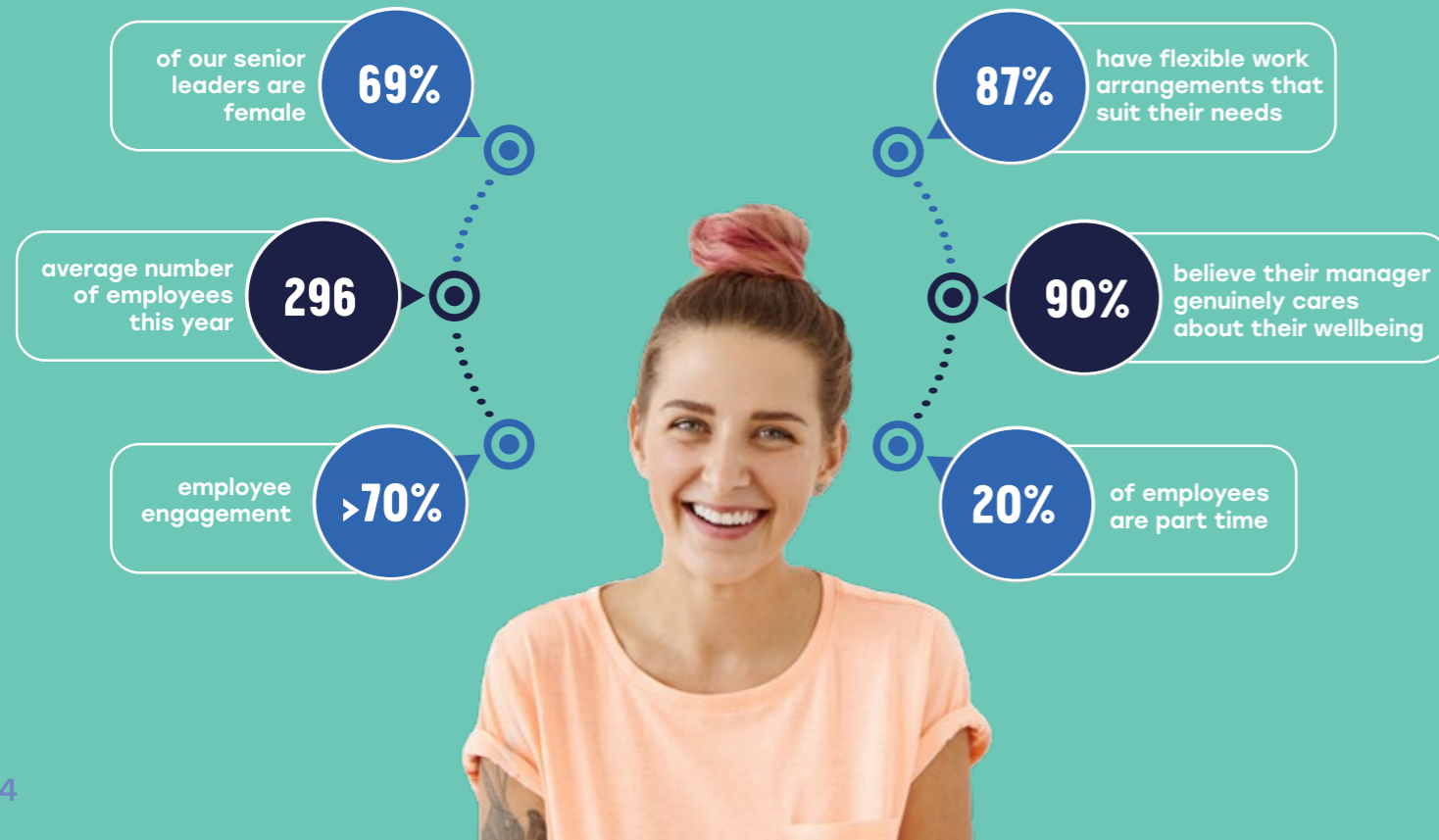
80%

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

86%

TOP 5 SENTIMENTS FROM CSAT: HELPFUL | UNDERSTANDING | SATISFIED | FRIENDLY | SUPPORTIVE

CULTIVATING OUR CULTURE



OUR CULTURE

The year was characterised by change, challenge and courage. The passion and commitment of our people to support each other and our customers demonstrated real strength in our culture.

A key focus for the year was Employee Experience (EX), including the introduction of Culture Amp, a sophisticated survey tool that provides insights and benchmarks to better understand the experience of our people. An employee lifecycle approach was introduced, to track the experience of employees over time. Our employee engagement results range from 71% - 88% favourable during their employment, and we continue to look for ways to strengthen and enhance EX. Employees' belief in our organisation's purpose remains an important engagement driver.

Wellbeing, training, development, and quality themes were all underpinned by various initiatives. Our induction program was revamped, and the feedback shows that our new starters have a great introduction to Campbell Page, as well as the training to gain the skills and knowledge that they need to hit

the ground running. A bespoke tool Jumpstart was introduced to provide Employment Consultants with additional support and guidance in finding the best supports for their customers. Culture and wellbeing check ins were conducted to prevent issues and understand wellbeing priorities.

Our leadership development continued throughout the year and we are proud of the internal promotions into leadership roles. Five key cohorts, People with a disability, Aboriginal & Torres Straight Islanders, Culturally and Linguistically Diverse, LGBTIQ+ and Gender continue to be a focus for our Disability & Inclusion Strategy.

Our key culture priorities for 2022/23 are diversity & inclusion, leadership development, and reward and recognition.



**GROWING &
GETTING
STRONGER**



BY:

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

HELPING PEOPLE INTO PERMANENT EMPLOYMENT



AS THE ECONOMY TRANSITIONED OUT OF COVID-19 RESTRICTIONS OVER THE PAST TWELVE MONTHS, THE DEMANDS FROM EMPLOYERS FOR BOTH A SKILLED AND UNSKILLED WORKFORCE HAVE SKYROCKETED.

Due to the exodus of overseas workers during 20/21, lower than usual migration and visa workers returning to Australia as well as the existing workforce being impacted by COVID-19 related health restrictions, many businesses have struggled to find the staff required to meet the growing demand for products and services. The unemployment rate has reduced to levels not seen for around 40 years.

Across our two major employment programs Disability Employment Services and jobactive flexible servicing arrangements remained in place allowing customers to either attend our offices in person or alternatively connect digitally or via phone. This ongoing flexibility was particularly important across many of our NSW sites due to persistent flooding which has frequently impacted accessibility to sites.

Key developments throughout the year to assist customers move into employment and remain employed were: Jumpstart -our technology based assessment and intervention tool, the expansion of our Health Support Services to provide much needed assistance to customers, especially those living with mental health illness and the national expansion of our Workforce Solutions team to directly assist employers with their recruiting and staffing needs.

Over the FY22 we successfully assisted 3,417 customers into employment with key roles being housekeepers, labourers and kitchen hands. Further to this Campbell Page assisted 86 customers engage in further training and activities so they were better placed to meet employer needs.

Our latest National Standards for Disability Service audit confirmed our ongoing high quality and individualised service delivery that has been a foundation of our service for many years.

IN DES:

- We supported 7,511 customers with an illness, injury, health condition or disability
- 1,514 customers achieved their goal of employment or education
- We supported 3,249 customers who experience mental health conditions
- 40 Indigenous customers living with a disability were supported
- 1,489 employers were provided staffing solutions

IN JOBACTIVE:

- 6,821 customers were supported in their search for permanent employment
- 1,111 Indigenous customers achieved their goals
- 1,008 customers receiving intensive job search assistance succeeded in gaining employment

HELPING PEOPLE INTO FLEXIBLE EMPLOYMENT



GROWTH AND INNOVATION SEES RECRUITFLEX EXPAND INTO NEW REGIONS WITH NEW PRODUCTS.

Recruitflex, our ethical recruitment services and workforce solutions business has continued to grow in both capability and capacity this past financial year. Our team has expanded into two distinct areas of operations; Recruitment Services and Workforce Development.

As we continue our growth strategy for Recruitflex we have embedded both structural and process changes to create strong foundations on which to expand.

Our innovative CareFlex program has matured and expanded into the Sydney Metro region, providing much needed assistance to the skill and labour shortages in the care industry.

We will continue to focus on expanding the CareFlex program across New South Wales, and our innovative program has achieved great success in enabling care services providers to expand their workforces during a time of significant skills shortages across the sector.

Our Careflex product has been promoted to the care sector and we have been engaging with the informal carers market via engagement with Carers NSW and participation in the Carers Day Out.

We are increasing our presence on the south coast, engaging new clients within the industrial, care and tourism sectors and have made steps into Victoria recently in the construction and landscaping industries.

recruitflex

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.

ParentsNext

In ParentsNext, following changes to eligibility and the design of the program, our customer base has grown substantially across the Illawarra South Coast, including more remote coastal towns and we are now helping around 900 parents prepare for employment. Some key areas we have been able to provide financial assistance to parents and ready them for work include: training courses, laptops, licences and Allied Health supports.

This past year we have proudly supported 245 parents re-enter or enter the workforce providing greater stability and financial independence for them and their families.

Young Mothers Pathways Program

Over the past two years, Campbell Page has been leading a consortium of partners to pilot the Young Mothers Pathways Program (YMPP) a wrap around approach that deeply considers barriers and makes it easier for young mothers to:

- complete their education;
- choose a career; and
- achieve financial security through work.

The YMPP has a dual focus on young mothers' capabilities, education, training, and employment, as well as their children's development and education. With high engagement rates for the program, we have achieved our 3-year goal to support 60 young single mothers, 9 months ahead of target.

Throughout the program, 40% of our young mothers have gained jobs that fit with their parenting priorities, 47% are studying careers of their choice and 42% of school-aged (15-19yr) mothers are completing Year 12 or VET qualifications. These results are all positive to targets set at the outset of the program.

Development of such a holistic program would not have been possible without our consortium of partners including GoodStart Early Learning, Mimi's House, Deception Bay State High School and Queensland University of Technology (QUT), who all joined forces with us to design better supported pathways for young single mothers.

Thanks also to our major funder Macquarie Group Foundation, as well as Third Link Investment Managers, Consumers Health Forum of Australia, Collier Charitable Fund, Desmond Prentice Charitable Fund and The Lionel & Yvonne Spencer Trust.

HELPING CHILDREN PREPARE FOR SCHOOL



OUR COMMUNITY-BASED MOGO ABORIGINAL PRESCHOOL DELIVERS A QUALITY CURRICULUM THAT IS RICH IN CULTURE

Families can be confident in receiving quality early childhood education and care when their children attend Mogo Aboriginal Preschool. In June 2022, Mogo Aboriginal Pre-School participated in a rigorous review of our service and was assessed as meeting all seven standards of the National Quality Standards.

Built by Mogo Local Aboriginal Land Council the preschool's location is culturally significant. The design and arrangement of spaces within the indoor and outdoor environment draw on and reflect the diverse cultures of the broader community by actively engaging with the local Aboriginal and Torres Strait Islander communities. Educators foster children's capacity to understand and respect the natural environment and the interdependence between people, plants, animals and the land and draw on the voices of families and community to shape and promote learning that is contextual and meaningful.

We know that children can thrive when they have a strong connection to their community and culture. That is why our Preschool partners with Elders and cultural knowledge-holders, families and community and we embed Dhurga language into our programming. Educators interact positively and meaningfully with children and use their interactions with children to support the

maintenance of both Dhurga and English languages helping children to feel accepted and to develop a sense of attachment, trust and learning.

Our Yarn to Learn Family Connections Support Coordinator is connecting with community including pop-up playgroups so that parents of Aboriginal young children have opportunities to connect.

It's also why we host Our Yarn to Learn playgroup so that families and children can build relationships with Educators, access support for parents and connect with health teams in a culturally safe environment.

This past year the preschool supported 60 children across 58 families.

Photo: Campbell Page partnered with Doolagartefacts to teach youth how to make traditional artefacts.



HELPING YOUTH & FAMILIES

THRIVING FAMILIES, YOUNG PEOPLE AND COMMUNITIES HAS BEEN THE LENS WE HAVE APPLIED THIS PAST YEAR.

Campbell Page has been providing Indigenous, Youth and Family Services on the South Coast of NSW for over 35 years. This past year, we worked closely with over 900 individuals including around 300 Aboriginal community members, and our group learning and community activities saw us reach vastly more community members across the South Coast of NSW – Queanbeyan, Eurobodalla and Bega Valley.

Creative, engaging and fun are the best ingredients for activities and events that bring young people, families and communities together. Over the past year we have delivered programs including developing rap dancing videos, young men's cultural artefacts, young women's cultural weaving and youth leadership programs that develop peer coaching skills.

Working in partnership with community and other support organisations is fundamental to our approach allowing us to dramatically increase our impact. Two initiatives we have been pleased to partner with the Family Place on are their ReGrowth Initiative, a series of youth theatre and creative storytelling workshops, and the Eurobodalla Sporting Community Aboriginal Corporation's My Voice My Journey Aboriginal Youth Leadership Program and documentary.

Over the past two years we have introduced young people into a Coaching Young People for Success Framework to identify what really matters to them and support them to achieve their goals.

Our teams have been invited to schools to work with young people, often from a starting point of school disengagement

and multiple suspensions. We witness young people build a picture of the future they want and see the hope and inspiration this provides. With two years of Coaching delivery we have seen young people identify a career and future that they are passionate about and use this motivation to re-engage with school, rebuild relationships with teachers, attend classes, enroll in vocational training, source work placements and gain work.

There continues to be a critical shortage of housing across our communities and our teams are still supporting too many young people and families moving between couch surfing, shipping containers, tents and crisis accommodation. Secure and affordable housing solutions don't come fast but support is provided over the longer term.

COVID-19 continued to be a source of significant stress and anxiety for families and young people. We offered programs to help families support one another and navigate the additional tensions it has caused. Tuning Into Teens and other parenting programs such as Circle of Security and Sing and Grow, allowed us to partner with psychologists to offer online parent support sessions and targeted support to grandparents raising kids.



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 900 children, youth and families, and around 300 Aboriginal community members along the NSW South Coast. Through our wide range of community activities, we reach vastly more individuals in the community each year.

QUAAMA
Youth Services & Cultural Programs
Delivering in-school cultural programs and assistance to young people under the Targeted Earlier Intervention Program

BEGA
Youth Services
Working in schools and running Youth Centres, we work with young leaders through the Indigenous Advancement Strategy & Youth programs, as well as 60 young people at risk of homelessness.

EDEN
Youth Services
Eden Community Hub Youth Centres and Targeted Earlier Intervention Program assisted 200 children, youth and families in the Bega Valley and over 2,500 families through community activities.

SYDNEY
Campbell Page Corporate Office

QUEANBEYAN
Family & Children Services
Supports 250 parents and their children through parenting groups and programs.

BATEMANS BAY
Youth & Family Services
Youth Homelessness Service
We directly assist over 400 families and young people in the Eurobodalla through community outreach, on site and in schools.

MOGO
Mogo Aboriginal Preschool
Delivers culturally strong, quality Early Childhood Education and Care to 60 children across 58 families, 50% of which are Aboriginal children and families.

MORUYA
Youth & Family Services
Youth Homelessness Services
Our "Growing Stronger Communities that Care" will survey over 900 local youth to inform future priorities. Reaches 200 young people in Eurobodalla. Specialist Youth Homeless Services and Eurobodalla Reconnect.

NAROOMA
Youth & Family Services
Youth Homelessness Services
Delivers outreach homelessness and In-school programs and assistance to young people under the Targeted Earlier Intervention Program.



HELPING COMMUNITIES & MAKING AN IMPACT



GROWING IN AN EXCITING NEW DIRECTION: ECOCREWS IS OUR JOB-FOCUSSED, ENVIRONMENTALLY-CONSCIOUS SOCIAL ENTERPRISE THAT HAS RECENTLY CELEBRATED ITS ONE-YEAR ANNIVERSARY.

We have delivered exceptional outcomes on our NSW Bushfire Local Economic Recovery Fund on the South Coast of NSW, including through the creation of 45 Award Wage jobs, with integrated training and practical experience working on the land. We are now exploring exciting new ways to grow as Australia adapts to climate change and decarbonisation.

Since starting in late 2021, our EcoCrews have worked on three EcoProjects with our Host Partners: Eurobodalla and Bega Valley Shire Councils and the SAGE Stepping Stone Farm. These projects have primarily been funded by the Department of Regional NSW's Bushfire Local Economic Recovery Fund. We have operated in two tranches meaning that we have created six EcoCrews.

Even more pleasingly, we have helped our Crew Members on their way to very promising careers working in this sector and adjacent spaces. EcoCrews graduates have gone onto positive employment outcomes. Our EcoCrew Members were also lucky enough to be offered the opportunity to expand on their initial training modules and complete full Cert II qualifications in Conservation and Land Management, with our RTO partners Fusion Walan Miya.

Other highlights within the year included our launch ceremony, held at the Eurobodalla Botanic Gardens, which was well attended including by local dignitaries such as Fiona Phillips MP. We were also fortunate to work in

partnership with World Wildlife Foundation, the Great Eastern Ranges Initiative and Coastwatchers on the 'Cores, Corridors and Koalas' project to restore bushfire-hit landscapes and habitats. We piloted our Planting the Seed initiative as a feeder program into EcoCrews for those who weren't quite ready for EcoCrews, funded by the Department of Employment and Workplace Relations, supported by the Illawarra South Coast Employment and Skills Taskforce.

We are proud of the diversity and inclusion within our EcoCrews, with a 50:50 gender split (in a traditionally male-dominated industry), a quarter of Crew Members being Indigenous and an average age of under-25. Allied with our commitment to our purpose and vision 'to pioneer a human-centric, jobs-focused approach to climate change', this diversity has helped us get certified as a 'Social Trader', meaning EcoCrews is officially a Social Enterprise. Expect to see big things grow in that area over the next year!



“I GOT INVOLVED WITH ECOCREWS BECAUSE I WANTED A JOB WHERE I COULD BE OUTDOORS AND MAKE A POSITIVE IMPACT ON THE COMMUNITY & ENVIRONMENT” - AIDEN WATSON, ECOCREWS TEAM MEMBER.



removed
355 ha
of weeds



completed
208 ha
of erosion control
& dune restoration



propogated
2,609
native plants

ECOCREWS IMPACT



installed
1900 m
of new fencing



planted
12,010
native plants



restoration for
32
properties
impacted by fire



created
45
award wage
jobs for locals

TECH TACTICS TO SUPPORT & GROW

MOBILISATION, SECURITY AND INSIGHTS HAVE BEEN KEY DRIVERS FOR US THIS PAST YEAR AS WE PAVE THE WAY TO A NEW NORMAL.

Despite the easing of lockdowns across our Nation, we've not yet returned to pre-COVID activity and are paving a new path for a steady and stable service to our customers. One supported by more technology and telephony solutions.

This year Campbell Page completed the first part of our Modern Workforce strategy which included a new laptop fleet, upgraded site Internet connections (NBN), Wi-Fi and transitioned all our mobile services to 5G to provide better connectivity for our staff.

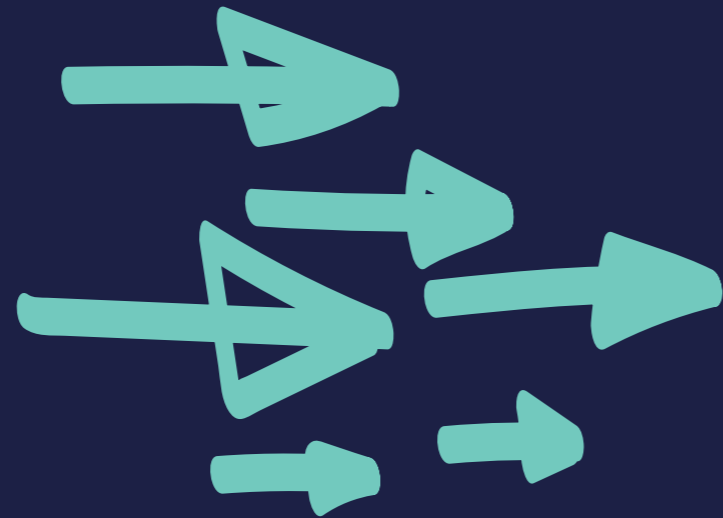
We have also continued to enhance our cyber security with new email filtering and device protection. In addition we also successfully passed our ISO27001 surveillance audit.

A new employee experience platform was rolled out to better understand and track our employee experience. The platform uses machine learning, AI, and industry data to provide meaningful and actionable insights.

We finalised our Business Improvement Strategy with a goal of transforming our data into intelligence and insights to gain competitiveness, customer confidence, and employee empowerment, through design and implementation of a secure, intuitive, and automated business intelligence environment that supports decision makers at all levels of the company.

Work also continued on our consolidation of server Infrastructure to support our transition to the cloud.

GOVERNANCE & FINANCIALS



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

BOARD OF DIRECTORS



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

CHAIR



RAJ KHATRI
FFin, GAICD

DIRECTOR



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

DIRECTOR



LISA COTTON

DIRECTOR



NIRMAL HANSRA
Mcomm, FAICD, FCA, FCPA, FGIA

CHAIR
Retired November 2021



DAVID NATHAN
BSc, LLB, FAICD

DIRECTOR



KATE KENNEDY
GAICD

DIRECTOR



CHARLES WEISER
MBA, FFin, FRSA, MAICD

DIRECTOR



NATALIE TURMINE
Chief Executive Officer



GAIL O'DONNELL
Chief Financial Officer



ROSS MCLATCHIE
Chief Operations Officer



PETER BACON
Head of Strategic Growth



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

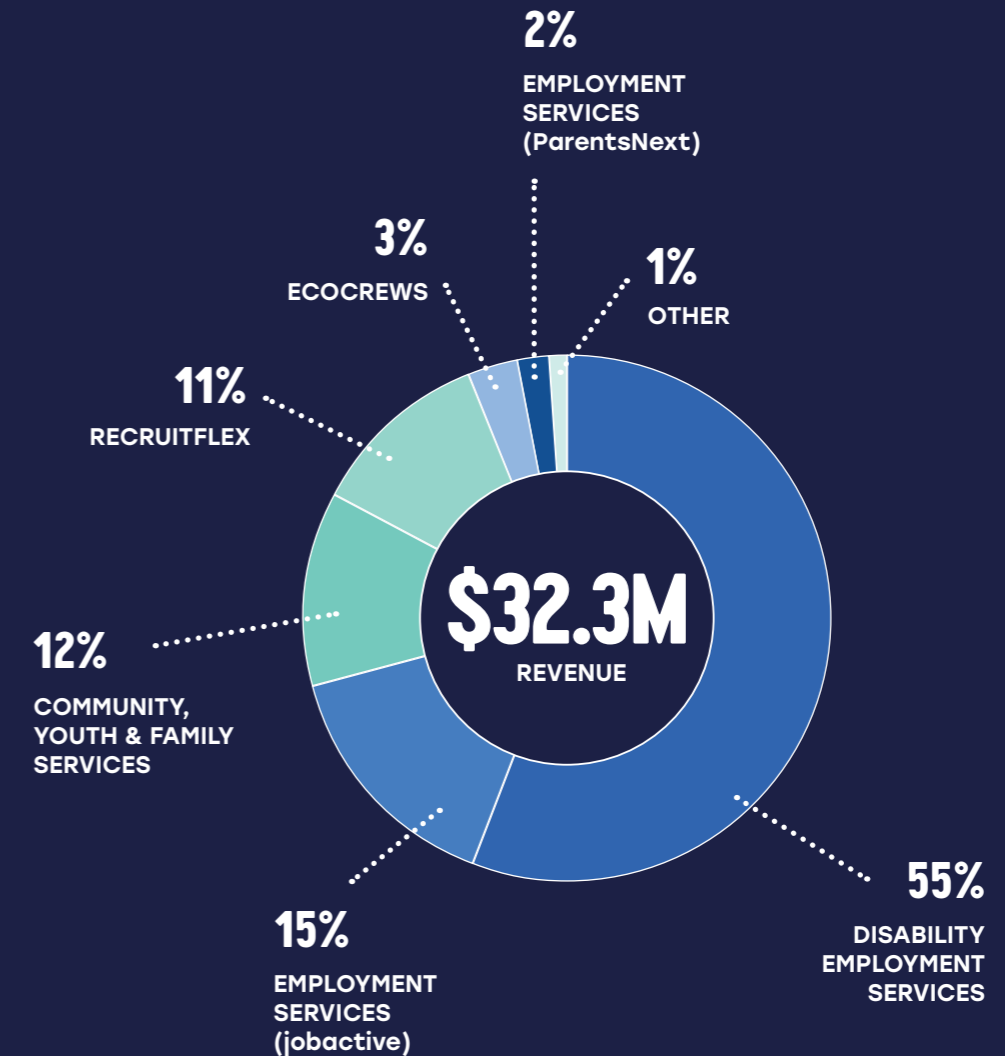
EXECUTIVE LEADERSHIP TEAM

FINANCIALS

A year of challenges with COVID-19 lockdowns in the first six months impacting operations, associated supply chain issues and workforce shortages restricting our ability to employ staff and attract candidates in our recruitment services divisions. Caseloads in our employment services programs experienced decline and impacted revenue in the last quarter of the financial year. Pivotal changes have been made in our operating management structure and service delivery model to address these challenges.

Key highlights include:

- We supported 16,473 customers on their journey into employment.
- Successful implementation of our EcoCrews project to assist bushfire affected regions in the Eurobodalla and Bega Valley.
- Commencing in 2022, Way Ahead, an innovative youth development program that partners closely with schools in the Eurobodalla and Bega Valley shires.
- Continued success of the Young Mothers program and plans to start a second program in Queanbeyan in the next financial year.
- Successful implementation of Careflex program to address workforce and skill shortage in the care industry.



OUR SERVICES & SUPPORTS



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

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

OUR SITES & LOCATIONS





campbellpage.org.au
1300 139 920