

ANNUAL REPORT

2022-2023



The VERTO Group



My
Voice
My
Journey



Leadership and Resilience



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Our Vision

Seeing people thrive by getting a job (and keeping it!).

Our Purpose

Preparing 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.



Campbell Page acknowledges the Traditional Custodians of the many lands where our teams work and live. We pay respects to Ancestors and Elders, past and present, and to the young leaders of the future. We are committed to strengthening relationships that bring value to Aboriginal and Torres Strait Islander peoples.

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 these jobs.

Campbell Page started as a youth drop-in centre in Narooma in 1985. We've expanded over the years, now delivering a wide range of employment, community, and commercial services, as well as social enterprises in more than 60 locations across Australia.

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
- Recruitment services, towards both permanent and temporary employment solutions, with a focus on addressing skill shortages through workforce development programs
- A range of local, tailored, Indigenous, youth and family services including homelessness support, Indigenous leadership and career planning, wellbeing education and assistance for parents, young people and community
- An Aboriginal preschool for children aged three to six years, in Mogo, NSW
- A range of social enterprises including EcoCrews, a local training and employment opportunity for young people addressing environmental regeneration and bushfire recovery work.



RAP update

Since August 2022 when Campbell Page started implementing our Reflect Reconciliation Action Plan (RAP), we have worked to understand how we can best influence reconciliation with Aboriginal and Torres Strait Islander peoples.

We knew our approach needed to be consistent across the organisation. With the help of specialist Aboriginal cultural advisors Callaghan Cultural Consultancy, we undertook a cultural capability assessment to identify where our organisation-wide cultural competence sits.

Since then, we have focused on building the right environment so that open, supportive and cooperative relationships can prosper.

We continue to share information and knowledge on Aboriginal and Torres Strait Islander cultures, rights and experiences to increase understanding and foster respect.

Artwork in Reflect Reconciliation Action Plan

The images used in Campbell Page's RAP are based on cultural activities and events we have supported to keep traditions alive in our local regions.

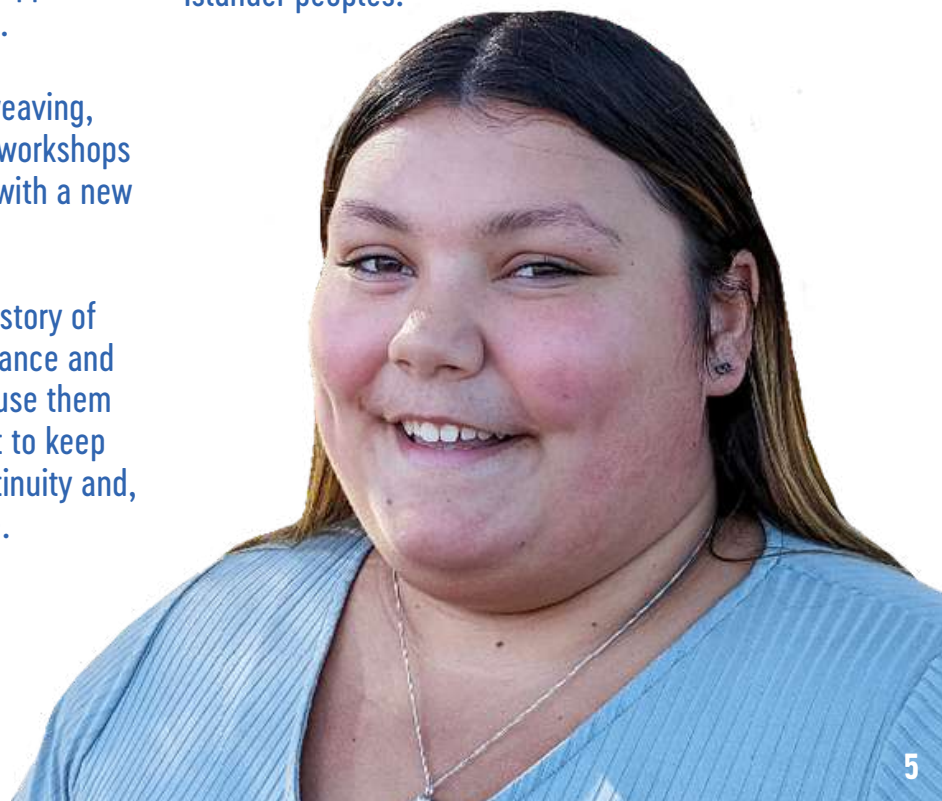
Images include dancing, young women's weaving, and young men's wooden artefact making workshops – all examples of reconciling older crafts with a new generation.

The weaving and artefacts tell the current story of these crafts while connecting their significance and history back to pre-colonial Australia. We use them as visual threads throughout the document to keep the reader aware of the importance of continuity and, learning while instilling hope for the future.

Bree (below) is the face of our RAP. Campbell Page has been connected to Bree for many years - as a young person, Bree was a Campbell Page customer. She attended our Youth Centre and participated in our school-based career planning for Aboriginal students before joining our team of youth and family mentors as a young adult.

Bree is the ideal person to represent our RAP, not only because of her achievements within the community but also as a shining example of the doors that can open and the ambition that is fostered through investment in our youth.

The entire Campbell Page team has learned a lot from the cultural capability assessment. The knowledge and recommendations gained will inform the creation of our next Reconciliation Action Plan (the Innovate RAP) and will serve as a key driver in creating opportunities for Aboriginal and Torres Strait Islander peoples.



Board Chair and CEO Report



Gail O'Donnell
CEO/CFO



Nell Anderson
Chair

Campbell Page has remained resilient and unwavering in a year of challenges and changes.

We are pleased to announce that as the financial year drew to a close, plans to become part of The VERTO Group were finalised.

This move will provide greater strength, expertise and scale as we become part of a larger organisation that shares a similar origin and aligns with our vision for the future.





We saw continued success towards our strategic goal of reducing unemployment by assisting 6,000 customers on their path to employment through our Disability Employment Services, ParentsNext and our innovative Careflex programs. Our customers remain at the centre of everything we do - with 87 per cent rating our service as 9 out of 10 or 10 out of 10.

In terms of preventing unemployment, our community services programs continue to deliver fantastic outcomes for our young people. The My Voice My Journey production (pictured above) during the year was a true highlight, empowering our First Nations young people with the skills to build their confidence and cultural identity.

Our Young Mothers program has gone from strength to strength with an expansion of services to the Queanbeyan area, following much appreciated contributions from our philanthropic partners.

Under our strategic pillar of employment creation, the last financial year was an exciting time for EcoCrews (pictured right). Our crews worked with local councils and businesses, with 74 per cent of participants continuing in employment after finishing the program. Pleasingly, the majority of participants completed a Certificate II or Certificate III in Conservation and Ecosystem Management.

During the year we said goodbye to two of our directors, Peter Bennett and David Nathan, who served on our board for nine and six years respectively. The Board of Directors thank them for their passion and commitment to Campbell Page.

Also leaving us at the end of the financial year was our CEO, Natalie Turmine, and we thank her for her leadership during her tenure at Campbell Page. Natalie joined us in October 2017 and has led the company with a visionary and innovative approach over the last five years.

Finally, and most importantly, we thank all our passionate and dedicated employees who have been with us on this journey and whose contribution enables the delivery of wonderful outcomes for our customers, every day.





Our impact

1035

Indigenous Australians supported into employment or work experience. These customers remained engaged across all Campbell Page programs.

33,303

hours of support provided to our customers.

60+

sites across four states.

9,377

customers supported across all programs (employment, Recruitflex, community services etc).

5,699

people living with disability supported by Campbell Page in the last financial year.



Helping people into employment

49

Indigenous Australians supported into employment or work experience.

6,603

customers supported in their search for employment, across all employment programs.

851

people placed into employment, work experience and education.



Disability Employment Services

832

employers were provided staffing solutions.

243

Indigenous customers living with a disability were supported.

2,489


customers supported who experience mental health conditions.

776

customers achieved their goal of employment or education.

5,577

customers supported suffering illness, injury, health condition or disability in 2022-23.



Our Strategy

2020-25

Our Customers Need...



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.



Investing in communities

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



Growing and getting stronger

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



Optimising tech tactics

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



Campbell Page culture is positive

The year was again characterised by change, challenge and courage. The passion and commitment of Campbell Page's employees to support each other and our customers demonstrated a real strength in our culture.

In 2022-23, we continued our focus on employee engagement, recording a 79 per cent positive participation rating. 80 per cent of employees felt supported to make use of flexible work practices, and understood how their work contributes to Campbell Page's strategies, while more than 87 per cent of employees felt their manager cared about their wellbeing and the team's culture.

There were some areas identified for improvement with only 59 per cent of respondents feeling Campbell Page had a clear strategy, 60 per cent feeling our accountability is a key feature of the organisation and only 65 per cent feeling there were open and honest communications.

This feedback will be vital as we work to enhance our employee experience, as the belief of our employees in our organisation's purpose is an essential driver of engagement.

Our leadership development continued throughout 2022-23 as we held a leadership conference in Melbourne where we shared our strategic direction and continued to invest in our leader's professional development.

We introduced Vibe this financial year, which is a new and exciting way to reward and recognise our staff. More than 95 per cent of staff engaged in this program within the last 12 months.

With positive reward and recognition systems now in place, our 2023-24 culture initiatives will focus on building and leading engaged, motivated, high performing teams.



Cultivating our culture

69%

Of our senior
leaders are
female.

195

Average number
of employees last
financial year.

79%

Positive
Employee
Engagement.

81%

Of the Campbell Page
workforce felt supported
through flexible work
arrangements.

87%

Campbell Page
employees felt that
their managers cared
about their wellbeing.



Putting customer success first

Our continuous commitment to customer experience.

Whilst the challenges of recent years brought about by the COVID-19 pandemic, bushfires and floods have subsided, a new challenge has entered our landscape - historically low unemployment rates.

With fewer job seekers in the market, Campbell Page has been compelled to explore innovative avenues to connect our customers with meaningful employment opportunities, making customer experience more important than ever.

To ensure the services we deliver are targeted and appropriate for our customers, we have continued to distribute feedback surveys via SMS, enabling us to gather valuable insights into their experiences and uncover instrumental service improvement opportunities.

Our customer experience team has decreased in size in the last financial year, which has led to the transformation of our Customer Contact Centre. Working at reduced capacity and capability, we deployed strategic measures to ensure seamless customer interactions.

Our dedicated team and critical first point of contact, has remained steadfast in resolving over 80 per cent of inbound calls in the last financial year. This highlights our dedication towards providing exceptional service to our valued customers.

Our customer satisfaction surveys are also positive. In the past year, an average of 87 per cent of surveyed customers rated their satisfaction with Campbell Page as 9 out of 10 or 10 out of 10, marking a two per cent increase from the previous financial year.

These results are a testament to the hard work and dedication of our employees, as well as the continuous improvements we have implemented based on valuable customer feedback.

As we embrace the exciting opportunities and challenges that lie ahead, we are confident in our ability to adapt, and evolve, continuing to provide an unparalleled level of service to our valued customers.



Helping people into permanent employment

It has been a challenging 12 months for our employment services team, especially for our Disability Employment Services (DES) team who have demonstrated a high degree of agility while accommodating several changes throughout the year.

While demand from employers for both skilled and unskilled labour has remained high, unemployment has also remained at record low levels which has seen customer numbers within the DES program steadily decline.

Our staffing profile and structure was adjusted accordingly. Uncertainty around the Star Ratings and the performance framework have also been external factors the team have grappled with. We strongly welcomed the news of a two-year extension to the current DES contract to June 2025, as well as the announcement of a new quality framework by Minister Rishworth.

Despite the challenges of the last 12 months, our 2023 National Standard for Disability Service was a glowing endorsement for the services provided by Campbell Page staff, echoed through customer feedback surveys with 87 per cent rating the service at 9 or 10 out of 10.



Connecting businesses and job seekers, helping them to thrive

Over the last 12 months, Recruitflex has undergone a complete transformation.

Changes in leadership, processes, branding and strategic direction have seen Recruitflex emerge with a fresh look, confident brand message and broader service offering.

This journey was extremely complex. Coupled with challenging market conditions and significantly low unemployment numbers that limited candidate pools, this impacted our capacity to aggressively scale up the business.

Due to the risks and costs involved in operating labour hire services, a decision was made late in the financial year to pivot our focus towards developing workforces through our CareFlex program, as well as continuing to expand our growing permanent recruitment desk. This resulted in the development of a new and innovative temporary recruitment solution.

Our business development team has secured new customers within the aged and community care sectors as well as a range of other industries including allied health, construction, transport, marine, community services and more.

Through brand development workshops led by our marketing team, we have clearly defined our purpose and brand, enabling us to create a new image that properly reflects who we are. This has been rolled out across a suite of new marketing collateral, and our new website build is nearly complete.

CareFlex continues to support employers within the care sector to build quality care workforces, enabling them to deliver much needed care to their customers.



Our regional presence has grown significantly in NSW, and we have delivered the CareFlex program to job seekers across the South Coast, Sydney metropolitan, Central Coast, Hunter, Tamworth, Goulburn and Byron Bay regions.

Attending numerous regional events throughout the financial year allowed us to promote the CareFlex program to prospective job seekers and client markets, as we look to participate in a wider range of events this financial year.

To enable more job seekers to access the program, we are eager to develop classroom-based and after-hours training delivery models to complement our current virtual training model.

We look forward to partnering with VERTO's training specialists to further enhance our product.

As we move into the new financial year, our focus is on cementing our presence as a leading not-for-profit recruitment agency and social enterprise.

With a focus on business growth, we will be engaging with leading providers in industries including care services, the not-for-profit sector, transport, logistics and more, as well as tendering for high value recruitment contracts in both NSW and interstate.

RECRUITFLEX



Helping parents prepare and plan for the future

Young Mothers Pathways Program

Young mothers who are raising children alone are taking control of their family's financial future. When provided access to the right support network, they can successfully balance career and parenting.

The odds are stacked against single parents, particularly women, moving out of poverty because career pathways aren't designed with them in mind and the quality support that makes employment possible are often inaccessible or unaffordable.

That's why the Young Mothers Pathways Program and engagement by our partners keeps a dual focus on young mothers' capabilities, education, training, and employment, as well as their children's development and education. Founded in Deception Bay, Queensland, the program will expand to Queanbeyan, NSW, in the coming financial year.

Over 40 per cent of young mothers (15-30 years of age) enrolled in the program are studying for new careers. Of those aged 19-30 years, 36 per cent have gained jobs that align with their parenting priorities, with 59 per cent still working after six months.

Just as importantly, these young mothers are experiencing improvements in their social, physical and mental wellbeing: 65 per cent made new community connections, over 40 per cent experienced increased capabilities, motivation, and opportunities as well as improved sense of identity, confidence and health and wellbeing.

These results exceed all market benchmarks, opening doors to a better future for young mothers and their children through the program's support.

We extend our gratitude to our major funders Macquarie Group Foundation and Third Link Investment Managers, for their commitment and investment into the futures of these young women, and to The Snow Foundation for helping us to bring this program to Queanbeyan in 2023-24.



ParentsNext

Our ParentsNext program continued to achieve great outcomes for our customers with some changes late in the financial year changing the contract from compulsory to voluntary.

A testament to the quality service being provided by our mentors was the volume of customers choosing to voluntarily continue with the program. We found that those who continued were more engaged and happy to extend their relationship with our ParentsNext mentors without feeling forced to engage in a program in order to continue receiving parenting payments.



With all the highs and lows that the ParentsNext team faced throughout the year, we continued to produce strong results and a number of good news stories.

Our performance interim results for 2023 showed an uplift in our performance against our 2022 KPIs. Our education and employment KPIs were a highlight, performing well above national averages. This speaks volumes for our capacity to achieve the program's primary goals - getting customers ready for employment before their children start school.

For Campbell Page ParentsNext customers, growth and personal development highlights included:

144 Took up study.

63 Entered into our internal counselling program.

38 Commenced driving lessons.

85 Took on part-time work.

Helping children prepare for school

Our community-based Mogo Aboriginal Preschool delivers a quality curriculum that is rich in culture.

Mogo Aboriginal Preschool is not-for-profit and our skilled educators are dedicated to delivering a high-quality curriculum for children aged three to six years. Along with quality early childhood education and care, children who attend our preschool gain a deep cultural understanding and celebration of country and heritage. Built by Mogo Local Aboriginal Land Council, the preschool's location is culturally significant.

The voices of family and community are important and help shape learning that is contextual and meaningful to each child's sense of identity and belonging. The design and arrangement of spaces reflect the diverse cultures of the broader community. Educators foster the children's capacity to understand and respect by actively engaging with the local Elders to include local cultural history, knowledge, and language as part of the curriculum.





Our preschool is helping to bring the local Dhurga language back into the vocabularies of children and their families. Children participate in learning experiences that incorporate English, the local Dhurga language as well as Auslan.

For families with younger children, our Yarn to Learn Family Connections Support Coordinator hosts community activities so that parents and children have opportunities to connect. In addition, our Yarn to Learn Playgroup is a great way for families and children to build relationships with educators, become familiar with the preschool as well as access any other family or health support in a culturally safe environment.

Weekly sessions run by the preschool are the perfect chance for children to meet new friends, socialise, gain independence, develop social and emotional skills, and explore and engage in their world.



In 2022-23, the preschool supported 63 children across 59 families.

65% identify as Aboriginal or Torres Strait Islander.

8% are from culturally and linguistically diverse backgrounds.

Helping youth and families

Our families, young people and communities are increasingly feeling the effects of rising cost of living and housing shortages.

Campbell Page has worked with communities to allow a better future for their young people for more than 35 years. From humble beginnings, we started as a youth drop-in centre in Narooma and have been assisting local young people and their families ever since.

This past year, we worked closely with more than 2,300 people including around 880 Aboriginal community members, and our group learning and activities saw us reach many more people across the South Coast of NSW – including Queanbeyan, the Eurobodalla and the Bega Valley.

The critical housing shortage is being exacerbated by the ever-increasing cost of living. Every year our youth homelessness team supports too many young people experiencing homelessness in the Eurobodalla. Local real estate agency, Blackshaw Coastal, was aware of the impact of housing shortages and rising rents and wanted to help. They launched a successful winter appeal that provided valuable resources to more than 150 individuals and 22 families.

Our Helping Hands family programs in Queanbeyan, the Eurobodalla and the Bega Valley offer great opportunities for families with young children to come together through fun and engaging activities so that parents are connected, children are learning through play and support can be provided.

Campbell Page is pleased to support and coordinate the Growing Stronger initiative under auspice for the Eurobodalla Local Drug Action Team, a partnership of community members and support services.

In partnership with Deakin University, more than 900 young people in the Eurobodalla undertook a survey to provide us with a detailed understanding of their current wellbeing and risk factors. With this detailed knowledge, a community action plan will focus local efforts to where they will have the greatest impact so our young people can thrive.

This year, we partnered with schools in the the Eurobodalla and the Bega Valley to pilot a new way of building school engagement, career goal setting and life skills through the Way Ahead program. More than 200 young people from years six to eight have already participated in the evidence-based, internationally recognised program, Coaching Young People for Success [CYPFS].

Early results demonstrate a measurable positive shift, with over 80 per cent of respondents reporting high confidence and motivation about their career planning. Risky behaviour declined on average by 20 per cent, the ability to say no to peers increased on average by 25 per cent and their ability to regulate emotions increased by 20 per cent.

The new My Voice My Journey Aboriginal Youth Leadership Program has taken on its first group of 26 young people in the Eurobodalla who are developing their leadership skills, co-designing their program of activities, travelling to community, and connecting with Elders and knowledge-holders while also participating in a documentary about their journey. The next group of young people to participate in this program will be from the Bega Valley.

Helping communities make an impact

If we want to change the outcomes for communities, we need to partner with communities and those who are committed to their development.

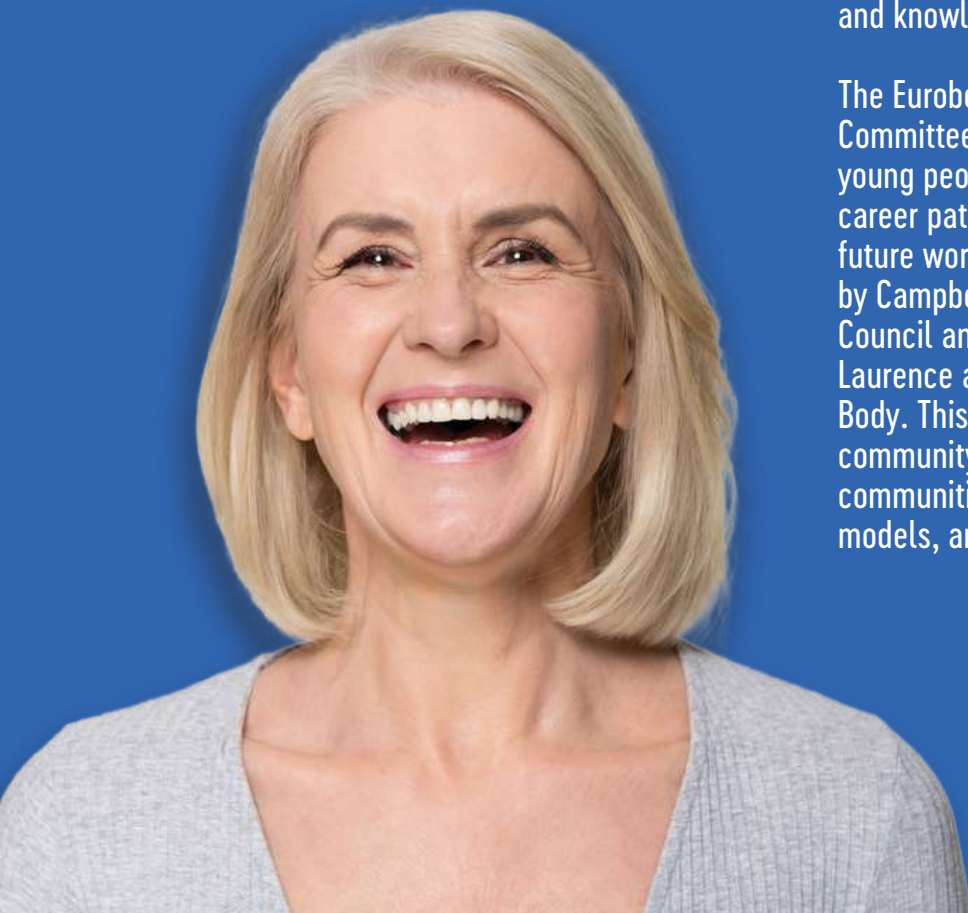
Having a holistic understanding of the impact we hope to achieve while building real partnerships at a local level to deliver positive results is something that we are becoming more focused on and skilled at achieving. This approach targets resources, extends reach and impact, and removes duplication of effort.

The Growing Stronger initiative is a place-based initiative with 17 partner organisations. Campbell Page is pleased to auspice the project on behalf of Eurobodalla Local Drug Action Team to coordinate local research, which includes participation from nine schools and more than 900 students, nine community workshops with more than 150 people in attendance, and asset mapping of more than 160 local health and community services.

With support from Deakin University and the Murdoch Children's Research Institute, working groups of young people and Aboriginal community members, youth services analysed the local data and research to set the community's five-year action plan aimed at improving youth mental health and reducing misuse of alcohol and other substances.

My Voice My Journey is an Aboriginal youth leadership program that was successfully piloted in 2021. For the second phase, which included the last financial year, the lead organiser approached Campbell Page to provide organisational and governance support. We are pleased to continue to provide support to this program alongside NSW Aboriginal Affairs, NSW Health, PCYC, local schools and Aboriginal Elders and knowledge holders.

The Eurobodalla Community Investment Committee is a place-based partnership between young people and employers to build effective career pathways for local young people and the future workforce for local employers. It is co-led by Campbell Page and the Eurobodalla Shire Council and supported by the Brotherhood of St Laurence and the National Youth Employment Body. This framework allows us to learn from community investment committees in other communities, access research on effective models, and evidence the impact of our pilots.



EcoCrews

EcoCrews has delivered exceptional outcomes to our NSW Bushfire Local Economic Recovery Fund on the South Coast of NSW. This is now expanding into fee-for-service work, focusing on bush regeneration work that we've been doing since inception, as well as commercial landscaping work.

Since November 2021, we have completed three rounds of six-month projects, employing 50 people in award wage jobs. Of those employees, 35 were unemployed and 15 were underemployed. Of those 50 people, 12 are still employed with EcoCrews, 25 are employed elsewhere in award wage jobs and three have transitioned into training. The average age of EcoCrews members is under 25.

In the 2022-23 financial year, we employed 28 EcoCrews members of which five are still employed, 16 have transitioned into award-wage jobs, and one is undertaking training.

Our projects are six months in duration to provide the best opportunity for ongoing employment. Our employment services experience has found that once someone has been in a job for six months, they are likely to remain employed thereafter.

In terms of achievement against barriers to employment, we maintain an Indigenous participation rate of 14 per cent and a 62 per cent workforce share for women in non-traditional roles.

This is not achieved via quotas and identified positions, but rather by support throughout engagement with EcoCrews.

The impact on our 50 employees includes:

- Access to meaningful employment
- Skills, qualifications and confidence
- Increased employability and improved health and wellbeing.

The impact on the local communities includes:

- Access to local employment opportunities
- Stronger and more connected communities
- Beautified environments and improved community amenity.

Looking to the future, Social Ventures Australia (SVA) confirmed the opportunity for EcoCrews members to work with the construction industry on bush regeneration and commercial landscaping projects based on cohort suitability and market opportunity through the Government's \$1.8 billion Jobs and Infrastructure Acceleration Fund for regional NSW.

Consultations with tier one construction companies validates the promising opportunity for a social enterprise to enter this market through a flexible and adaptable business model, which is a natural adjacency to EcoCrews' core bush regeneration capabilities.

Our goal for the next two years is to employ 52 people in EcoCrews and transition them into mainstream employment as well as:

- Continuing and consolidating our bush regeneration model where we have a strong track record
- Expanding services into commercial landscaping for civil infrastructure projects.



Tech Tactics to Support and Grow



This year Campbell Page completed a significant milestone in our Information Technology (IT) strategy by migrating our services to Microsoft Azure. This provides a more agile and cost-effective platform to integrate into our existing Microsoft services and utilise new capabilities.

We also passed our ISO27007 and Right Fit for Risk (RFFR) surveillance audit in September 2022. Cyber security remains a key focus for us with new Artificial Intelligence (AI) technologies being used for more sophisticated attacks that can compromise organisations. It is vital we continue to enhance our cyber security posture and train employees on best practice.

Our Business Intelligence team has rolled out new program reporting processes to our DES, Recruitflex and Community Services programs with a goal to provide greater insights into the services we deliver.

We have also transitioned our intranet to SharePoint online which allows us to leverage our existing Microsoft Office 365 capabilities and provide a better collaboration experience for staff.



Board of Directors



Nell Anderson
Chair



Charles Weiser
Director



Raj Khatri
Director



Lisa Cotton
Director



Kate Kennedy
Director



David Nathan
Director
To 29 Nov 2022



Peter Bennet
Director
To 29 Nov 2022

Executive Leadership Team



Gail O'Donnell
CEO/CFO



Ross McLatchie
COO



Anne Hodge
Head of Community
Services



Kay Joyce
Head of Marketing &
Customer Experience



Chris McEwan
Head of IT



Natalie Turmine
CEO
To May 2023



Rachel Harvey
Head of People &
Culture
To 25 Jan 2023



Peter Bacon
Head of Strategic
Growth
To 17 Feb 2023

Our Services and Supports



YOUTH, FAMILY & INDIGENOUS

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.



ParentsNext

ParentsNext

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



MOGO ABORIGINAL PRESCHOOL

Mogo Aboriginal Preschool

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



Disability™ Employment Services

AN AUSTRALIAN GOVERNMENT INITIATIVE

Disability Employment

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



Eco Crews

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

RECRUITFLEX

Recruitflex

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



**campbell
page**

The **VERTO** Group

campbellpage.org.au
1300 139 920