campbell page

ANNUAL REPORT

2019-2020

OUR PURPOSE

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

OUR VALUES

we’re in it together

*

do what’s right

*

never give up

*

deliver on our promise

Where others see problems, we see possibilities.

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

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

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

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

Campbell Page...

CREATE YOUR POSSIBLE

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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.

WHO WE ARE...

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

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

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

QUEENSLAND

Brisbane • Nundah • Upper Mount Gravatt • Yeronga • Zillmere

NEW SOUTH WALES

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

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/Taylors Lake • Werribee • Whittlesea • Yarra Junction

SOUTH AUSTRALIA

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

BOARD CHAIR & CEO REPORT

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

NATALIE TURMINE
CHIEF EXECUTIVE OFFICER

Our people have shown tremendous resilience and commitment not only to supporting our customers and each other, but also in advancing our strategic priorities and purpose.

Nirmal Hansra, Chair

THIS PAST YEAR HAS BEEN INCREDIBLY CHALLENGING FOR MANY OF OUR EMPLOYEES, CUSTOMERS AND COMMUNITIES, INDEED FOR ALL OF AUSTRALIA.

Early 2020 saw us face some of the most devastating bushfires our country has seen and shortly thereafter the COVID-19 pandemic was declared, and multiple lockdowns ensued, forcing life as we knew it to come to somewhat of a grinding halt.

Throughout it all, our organisational purpose and strategic priorities have guided our response to the crises and driven us to triumph through adversity. Our teams have excelled in quickly and effectively responding to the demands of both bushfires and COVID-19, pivoting our service delivery model to a flexible one, designed to meet the new service norm.

We are incredibly proud of the way in which our employees, Managers, Executive Leadership Team and Board of Directors have adapted to suit the changing environment, taking on multiple roles both personally and professionally, and going above and beyond ensuring our services remain viable and valuable to those who need them most.

In accordance with our purpose of helping people, finding jobs and building better communities, we introduced new, and expanded our existing range of, services and supports this year. Following the bushfires in NSW, we launched an Emergency Bushfire Relief fundraising appeal, raising more than $30,000 to support bushfire affected locals, small businesses and communities along the NSW South Coast.

In response to a growing demand for flexible work options along the NSW South Coast and an increase in demand for recovery work following the bushfires, we dedicated time and resources to growing our labour hire business, Recruitflex.

The sudden onset of COVID-19 saw more than 1 million Australians out of work, putting increased pressure on our employment services programs. We mobilised our entire workforce to work from home in the early stages of the pandemic and shifted our suite of customer support services to an online and telephony model. Additional customer supports and ‘check-ins’ were established throughout both crises and mental health training delivered to our front-line teams. These measures proved successful with customer satisfaction scores consistently above 82% across all employment programs.

Our Mogo Aboriginal Preschool was heavily impacted this year by the multiple crises that swept through the town. As a result, much work has been undertaken by the team to minimise the compounding impact on the mental well-being of our children and their families.

Likewise, our community teams have noted a significant impact on our most vulnerable members of the community. The combined events of this year have greatly increased the divide in our economies and communities. The normal resilience and social structures within our vulnerable communities were shut down or severely reduced, leaving many, including at risk young people, disconnected and struggling to cope with mental health, financial stress, relationships and education.

Throughout the year, the wellbeing, both physically and psychologically, of our customers, employees and communities has been at the forefront of our efforts. Our people have shown tremendous resilience and commitment not only to supporting our customers and each other, but also in advancing our strategic priorities and purpose.

Despite the challenges of this year, we've managed to continue delivering our services and, together with our business partners, have supported our customers to achieve their goals. Our sincere thanks go to everyone that has played a part in our success this year.

Financial year performance

Campbell Page started the FY20 year with a solid performance and was fortunate to enter the second half of the year in a strong financial position. The two major crises in 2020 significantly impacted our revenue with an immediate reduction in placements and employment outcomes due to external factors. However, the business quickly and successfully mitigated ongoing financial risks by shifting to new service delivery models, reducing operating costs and implementing performance improvement strategies. We are proud to have made it through the crises of 2020 without any reduction in staffing numbers.

We achieved revenue for the year of $35.9M and a surplus of $3.7M. Revenue increased $3.4M from the previous financial year and was driven by: an increase in performance and market share in our Disability Employment Service and jobactive contracts; implementing effective cost controls; diversifying revenue sources including new philanthropic funding of our Sole Parents program in Deception Bay QLD; and commercially funded growth from our ethical labour hire business Recruitflex.

We would like to thank our Federal, State and Local Government funders, philanthropic donors, partners, employers and the communities in which we work. Your ongoing support enables us to deliver on our purpose... to help people, find jobs and build better communities.

Nirmal Hansra
Chair, Campbell Page Board of Directors

Natalie Turmine
Chief Executive Officer

“

DESPITE THE CHALLENGES OF THIS YEAR, WE'VE MANAGED TO CONTINUE DELIVERING OUR SERVICES AND SUPPORTING OUR CUSTOMERS TO ACHIEVE THEIR GOALS. OUR SINCERE THANKS GO TO EVERYONE THAT HAS PLAYED A PART IN OUR SUCCESS THIS YEAR.

Natalie Turmine, CEO

MEET DAVIDE...

Davide moved to Australia when he was young, but never learned to read or write.

When Davide came to Campbell Page and told us he'd like to change this, we knew we could help.

We worked with Davide and encouraged him to achieve his goal, even when it all seemed too hard.

It brought a tear to our eyes when Davide proudly told us that he'd written his first love letter to his wife of 40 years!

OUR IMPACT

5,304
people placed into employment, work experience & education

14,773
customers supported across all community and employment services

9,087
people living with disability were supported this past year

385
Indigenous Australians supported into employment or work experience

108
employees with heritage other than Australian

80+
sites across four States - VIC, NSW, SA & QLD

$30k+
donated to our bushfire fundraising appeal, supporting bushfire affected locals, small business and local economy.

60,262
hours of support provided to our customers

OUR STRATEGIC PRIORITIES...

putting customer progress 1st

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

cultivating our culture

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

growing & getting stronger

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

more $$ into the community

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

tech tactics to support & grow

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

WE'RE PUTTING CUSTOMER PROGRESS 1ST

We love hearing customers' stories, both good and bad, because it lets them tell their story and be heard, and it teaches us how to make our services and business better.

KAY JOYCE,
HEAD OF CUSTOMER EXPERIENCE & MARKETING

THIS PAST YEAR WE'VE TAKEN OUR CUSTOMER EXPERIENCE FOCUS TO NEW HEIGHTS...

with a range of internal promotional campaigns, targeted training for all employees, professional development sessions, additional customer research and increased efforts to gain customer feedback via our voice of the customer framework.

We're always on the lookout for new avenues of gathering customer feedback to use the insights and data to drive improvements in our service delivery.

In October 2019, all staff across Campbell Page undertook an online learning module via our professional development portal 'The Academy'. The training focused on the five stages of our customer journey and provided in-depth insights, how-tos, outcomes and expectations for each stage.

Our Customer Contact Centre has grown this year in terms of both capacity and capability, and consistently overachieves on targets to deliver a high-quality service to our customers and our programs. Targeted with resolving calls at the first point of contact, the team works closely with our front-line teams to drive continuous improvement and find ways to support and grow our business.

In 2019, our Net Promoter Score (NPS) surveys indicated a high-level of customer loyalty with an average NPS result of +60 across our employment services programs. Due to COVID-19 and our shift to a work from home model, NPS was put on hold in early 2020 and replaced by an SMS customer satisfaction survey. To June 2020, more than 82% of customers surveyed, rated their satisfaction with Campbell Page as 9/10 or 10/10.

94%

OF CUSTOMERS SURVEYED RATED THEIR SATISFACTION WITH OUR PARENTSNEXT PROGRAM AS 9/10 OR 10/10

86%

OF CUSTOMERS SURVEYED RATED THEIR SATISFACTION WITH OUR JOBACTIVE EMPLOYMENT SERVICE AS 9/10 OR 10/10

82%

OF CUSTOMERS SURVEYED RATED THEIR SATISFACTION WITH OUR DISABILITY EMPLOYMENT SERVICES AS 9/10 OR 10/10

CULTIVATING OUR CULTURE !!!

331 OUR AVERAGE NUMBER OF EMPLOYEES LAST YEAR

42 IS THE AVERAGE AGE OF OUR EMPLOYEES

73% OF OUR WORKFORCE IS FEMALE

63% OF OUR EXECUTIVE LEADERSHIP TEAM IS FEMALE

36% OF OUR WORKFORCE IS PART-TIME

295 HOURS OF LEADERSHIP DEVELOPMENT TRAINING DELIVERED

1/3 OF EMPLOYEES TOOK PART IN WHITE RIBBON TRAINING

1/3 OF EMPLOYEES ARE WORKING TOWARDS MENTAL HEALTH FIRST AID CERTIFICATES

“We’re cultivating a culture that values and celebrates customer centricity, whilst also striving for high performance. We value both aspects of our culture in equal amounts and won’t compromise on one for the other.

RACHAEL HARVEY,
HEAD OF PEOPLE & CULTURE

OUR CULTURE IS SO MUCH MORE THAN THE WAY OUR PEOPLE ACT OR BEHAVE...

it’s the ‘vibe’ you get when you walk in, it’s the character and personality of who we are as an organisation.

Comprising our Values, beliefs, traditions, interactions, and attitudes, our culture is an ever-changing entity that we proactively cultivate and drive.

This past year has certainly put our culture to the test, yet despite the many challenges, our teams have rallied together, supporting each other to deliver on our promise and never giving up. To support the sudden shift to a work from home environment in 2020, a group of action-minded employees across the various business areas formed the Work from Home Warriors, an advocacy and support group, to help each other through these challenging COVID-19 times (and have a bit of fun!).

We developed our new Employee Value Proposition (EVP) – Give Some, Get Some, Grow Some, designed to attract, engage and retain excellent talent into Campbell Page. Our new EVP focuses on flexibility in the workplace, nurturing eager learners and recognising and rewarding our people for both the big and little things.

The Academy, our online training portal, delivered a wide range of operational and leadership training sessions. With our “High Five” Employee Awards, we recognised 74 individuals and teams across all programs and corporate services for delivering outstanding customer experience and high performance in their field. And, 20 individuals and teams were awarded our highest recognition, receiving a Values in Practice Award (V.I.P) for their continuous excellence.

V.I.Ps

Hats off to the recipients of our Values in Practise (V.I.P) Awards this past year:

WE’RE IN IT TOGETHER
Michael Pavia, the Claims Team, Jim Reynolds, Tracy Stamers

DELIVER ON OUR PROMISE
Amy Seath, Ella Colombo, Kim Swadling, Tami Smith

DO WHAT’S RIGHT
Anita Macartney, Stephen Rowan, Joanne Remedios, Ben Wright

NEVER GIVE UP
Amanda Guest, Lisa Endycott, Malissa Hepburn, the IT Team

DARE TO BE DIFFERENT
Sean Kemp, Sarah Ham

ANYTHING’S POSSIBLE
Adrian Santo, Grace Ashford

GROWING
& GETTING STRONGER

BY:

HELPING PEOPLE INTO PERMANENT EMPLOYMENT

HELPING PEOPLE INTO FLEXIBLE EMPLOYMENT

HELPING PARENTS PREPARE AND PLAN FOR THE FUTURE

HELPING CHILDREN PREPARE FOR SCHOOL

HELPING YOUTH, INDIGENOUS & FAMILIES

HELPING COMMUNITIES & MAKING AN IMPACT

“

We believe everyone is deserving of the chance of employment and we believe there’s a job out there for everyone.

It’s this belief that drives us forward in breaking down stereotypes and raising awareness of workplace diversity not only with employers, but with the wider community too.

ROSS MCLATCHIE
CHIEF OPERATIONS OFFICER

HELPING PEOPLE INTO PERMANENT EMPLOYMENT

14,773 CUSTOMERS SUPPORTED IN THEIR SEARCH FOR EMPLOYMENT

5,304 PEOPLE PLACED INTO EMPLOYMENT, WORK EXPERIENCE & EDUCATION

363 INDIGENOUS AUSTRALIANS SUPPORTED INTO EMPLOYMENT OR WORK EXPERIENCE

THIS PAST YEAR HAS CERTAINLY BEEN A CHALLENGE FOR OUR EMPLOYMENT SERVICES PROGRAMS; DISABILITY EMPLOYMENT SERVICES & JOBACTIVE.

Following a tremendously successful end to 2019, we were hit in January by some of the most devastating bushfires our country has ever seen. Our offices all along the NSW South Coast were heavily impacted by the bushfires and our Emergency Response Team worked round the clock closing offices and ensuring staff and customers were safe and accounted for.

No sooner had the bushfires burnt out than COVID-19 hit Australian shores and brought with it unprecedented changes to life as knew it.

For the first time in the history of employment services, our entire workforce shifted to a work from home environment and our face-to-face service delivery shifted to a telephony model. Mutual Obligation Requirements were paused for the second time this year and remained paused at 30 June 2020. And, as part of a COVID-19 support package from the Federal Government, the JobSeeker payment was effectively doubled for all recipients.

However, despite the challenges and turmoil of 2020, there's also been unique opportunities. Following the bushfires, we supported customers into employment assisting with clean-up and recovery efforts along the South Coast. Throughout the COVID-19 lock-downs and closures, we supported many customers into essential worker roles and industries, like aged care, freight, warehousing and supermarkets.

Our employees have exemplified Campbell Page values this year and shown incredible resilience and tenacity in supporting our customers to find opportunities and continue progressing towards their goal of permanent employment.

KEY ACHIEVEMENTS FOR DISABILITY EMPLOYMENT SERVICES:

- We're proud to have supported 7,696 customers with an illness, injury, health condition or disability in their search for employment
- 1,833 customers achieved their goal of employment or education
- 3,414 mature aged customers were supported in their search for employment
- 3,378 of our customers experience mental health conditions
- 283 Indigenous customers live with a disability
- 580+ new customers joined our Disability Employment Service

KEY ACHIEVEMENTS FOR JOBACTIVE:

- 'Reach for the Stars' project launched to improve our service delivery, create efficiencies and support more customers into work.
- 6,181 customers were supported in their search for permanent employment.
- 637 Indigenous customers achieved their goals.
- Workforce solutions team was established in NSW and tasked with building multi-faceted solutions for local employers.

158

LABOUR HIRE EMPLOYEES TAKEN ON THIS PAST YEAR

10%

OF OUR EMPLOYEES ARE ABORIGINAL & TORRES STRAIT ISLANDER

HELPING PEOPLE INTO FLEXIBLE EMPLOYMENT

IN RESPONSE TO THE GROWING NEED FOR FLEXIBLE EMPLOYMENT OPTIONS ALONG THE NSW SOUTH COAST....

we've focused our attention this past year on increasing capacity and capability of our ethical labour hire business, Recruitflex.

Our focus has been on increasing the scalability of the business whilst also achieving strong financial results and offering excellent customer service to employers and on-hire employees.

A significant reform to our business this year was the implementation of FastTrack 360, an online labour hire management technology that has streamlined and updated our back-end processes.

We have also enhanced our sales capability with the appointment of a dedicated Workforce Solutions Specialist. This has been complemented by a new sales approach which incorporates data-based sales targeting; deliberate emphasis of Recruitflex as a local, not-for-profit entity capable of supporting diversity initiatives; competence and experience of working with major organisations; and access to a broad range of candidates through our local standing and range of services.

Following the establishment of this scalable platform, we have reviewed our sales processes to be as speedy and efficient as possible, thereby providing maximum responsiveness to employers. We are now looking at how we can implement 'Grow Your Own' models for training on-hire employees in our core industries of Construction, Community Care and Cleaning, including as a pathway from our Employment Services.

Despite the challenging environment in which we've operated, due to the impact of bushfires and COVID-19, we have retained major customers including Eurobodalla Shire Council, John Holland and Downer, whilst partnering with new employers from Nowra down to Eden.

We are currently pursuing a number of major new initiatives and are confident that the next year will be as full of growth, innovation and satisfied customers as the last.

HELPING PARENTS PREPARE & PLAN FOR THE FUTURE

SUPPORTING PARENTS HAS BECOME A LARGER FOCUS FOR CAMPBELL PAGE THIS PAST YEAR.

Our ParentsNext team supported 896 parents over the past year to prepare for, and plan, their future. Focusing on a range of pre-employment and community-based support, we helped 54 parents' complete education courses and a further 183 are well on their way to gaining new qualifications. We're also proud to have supported 57 parents to enter or re-enter the workforce and achieve their goal of employment.

A key component of our ParentsNext program is the creation of community linkages for parents to help build support networks and ensure they have appropriate support available when they need it. This has been particularly pertinent this year with the multiple crises our customers on the NSW South Coast have faced.

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 program, currently in development, is being co-designed with young parents and intends to help them build skills for life, skills for finding and keeping employment, as well as equipping parents to build a healthy, happy family.

We'll be supporting young mums to overcome challenges such as completing school, social isolation distrust of accessing support services and hurdles to employment in order to provide a strong future for young women and their children.

KEY ACHIEVEMENTS FOR PARENTSNEXT:

- Campbell Page ParentsNext was ranked in the top 15% of providers nationally
- 99% of parents are actively engaged in the program and taking steps towards employment
- 26% of ParentsNext customers are younger than 24 years old
- 22% of ParentsNext customers are Indigenous

HEAR FROM OUR CUSTOMERS:

- "(Campbell Page are) always making sure I have access to any help I might require, its feels nice to know that I have support even in the toughest of times"
- "I feel very blessed that I have (her) as my person to contact and I am forever grateful for all that she has helped me with since coming on board"

HELPING CHILDREN PREPARE FOR SCHOOL

73

CHILDREN PARTICIPATED IN OUR QUALITY EARLY CHILDHOOD EDUCATION PROGRAM

61

LOCAL FAMILIES HAD CHILDREN ATTEND THE PRESCHOOL DURING 2019-2020

18

OUR PRESCHOOL BUS SERVICE MEANT THAT CHILDREN FROM 18 SMALL COMMUNITIES IN THE AREA COULD ATTEND THE PRESCHOOL

OUR COMMUNITY-BASED MOGO ABORIGINAL PRESCHOOL PRIDES ITSELF ON BALANCING A HIGH-QUALITY CURRICULUM WITH A DEEP UNDERSTANDING AND CELEBRATION OF OUR LOCAL HERITAGE AND CULTURE.

Delivering learning and activities in Dhurga Language is a key aspect of our Cultural Learning program embedded in the preschool.

In partnership with Mogo Local Aboriginal Land Council, Elders and community members, we enjoyed many Cultural excursions, one of which culminated in the creation and publication of a children's book. Titled "Our Barling's Beach Aboriginal Cultural Day" the book features stories, photos, Dhurga language and artwork from the excursion and is a wonderful literacy tool for families and generations to come. The book was launched at an intimate ceremony at the preschool with families, members of the community and Elders in attendance.

Together, we also created a Cultural Bush Tucker Garden and Yarning Circle that is used daily for Acknowledgment of Country and Story Telling and is a place where visiting Elders, community and our playgroup families come and share stories and knowledge. Local Cultural Artists have also created scar tree sculptures, a beautiful yarning mat and clapping sticks, ensuring our outdoor classroom is a culturally comfortable place for children's learning and craft.

Thanks to our partnership with Royal Far West, our children have had access to the specialist Aboriginal Speech Therapy program SWAY (Sounds, Words, Aboriginal Language and Yarning), and we have embedded many elements from the program in our daily curriculum and home learning resources.

With the summer fires significantly impacting families, during Term 1, 2020 we implemented a suite of emergency recovery lesson plans developed by the Australian Red Cross. Term 2 also saw significant disruption with most of our families under stay at home orders due to COVID-19. Despite not physically being in attendance at the preschool we continued to provide quality learning opportunities with culturally rich learning resources delivered to families' homes each week and support given to parents to engage in and deliver home schooling activities.

BOOK LAUNCH

photo: Mogo Local Aboriginal Land Council Ranger Adam Nye at the Dhugan Njin Daruuwa Ceremony

BOOK LAUNCH

photo: Locals, Ava Freeman-North and Leon Devries, taking home their goodie bag - Mogo Aboriginal Preschool

HELPING YOUTH, INDIGENOUS & FAMILIES

I'd like to commend the extraordinary efforts we and others in the sector took to stay connected with our community members and provide the support they needed.

The focus is now on mitigating the long term consequences of the crisis, and developing strategies that see communities and local economies build again.

ANNE HODGE,
HEAD OF
COMMUNITY SERVICES

THE MULTIPLE CRISES EXPERIENCED THROUGHOUT REGIONAL NSW THIS YEAR HAVE HAD A SIGNIFICANT IMPACT ON OUR MOST VULNERABLE MEMBERS OF THE COMMUNITY AND HAS GREATLY INCREASED THE DIVIDE IN ECONOMIES.

The normal resilience and social structures within our vulnerable communities were shutdown or severely reduced, leaving many young people disconnected and struggling to cope with mental health, financial stress, relationships and education to name but a few of the challenges.

Throughout the bushfires of early 2020, we saw many families and children living in a state of emergency, their cars packed with valuables and many not being able to return home for lengthy periods of time. On top of that the COVID-19 restrictions placed on support services and stay at home orders for individuals, have made it harder for crisis and homelessness services to deliver support to those most in need.

Despite the challenges of 2020, this year we supported 201 young local people experiencing homelessness, or at risk of homelessness to find safety and certainty in these unprecedented times. 57% of those youngsters were Aboriginal young people.

To help ease the strain felt by local families during the COVID-19 crisis, our team organised and delivered food hampers to doorsteps of residents in Eden, Bega and along the NSW South Coast. Partnering with Bega Valley Primary School, they also delivered a further 14 hampers to families within the school community. In an effort to support local businesses, all hamper items were purchased locally from small businesses. Big thanks to Sapphire Community Pantry and Eden Community Pantry for their support.

We delivered five parenting programs throughout the year, over 35 sessions, some in partnership with local practitioners, our thanks go out to all involved. The sessions included:

- Circle of Security (both face-to-face and online)
- Bringing Up Great Kids
- Tips n Tricks for Happy Kids Online
- Flexible Triple P (level 4) parenting sessions (one-on-one)
- Triple P Positive Parenting (level 5)

HELPING COMMUNITIES AND MAKING AN IMPACT

A KEY DRIVER FOR FUTURE GROWTH AT CAMPBELL PAGE REVOLVES AROUND OUR CONTINUAL EVALUATION OF THE LANDSCAPE AND ECONOMY TO FIND OPPORTUNITIES, COMMUNITIES OR INDIVIDUALS THAT HAVE FALLEN THROUGH HOLES OR CRACKS IN EXISTING SYSTEMS.

This year, we have designed and launched a number of key projects that we believe provide real innovation, position us for future success and create new opportunities for our customers.

EcoCrews – in response to the Bushfires and COVID-19 crises, we have re-engineered our old Green Army program for the future. We will combine land management, skills development and employment support to give unemployed the opportunity to contribute to the recovery of their local area, supported by local Councils. We have designed several shovel-ready projects that we hope to be able to launch in the new year.

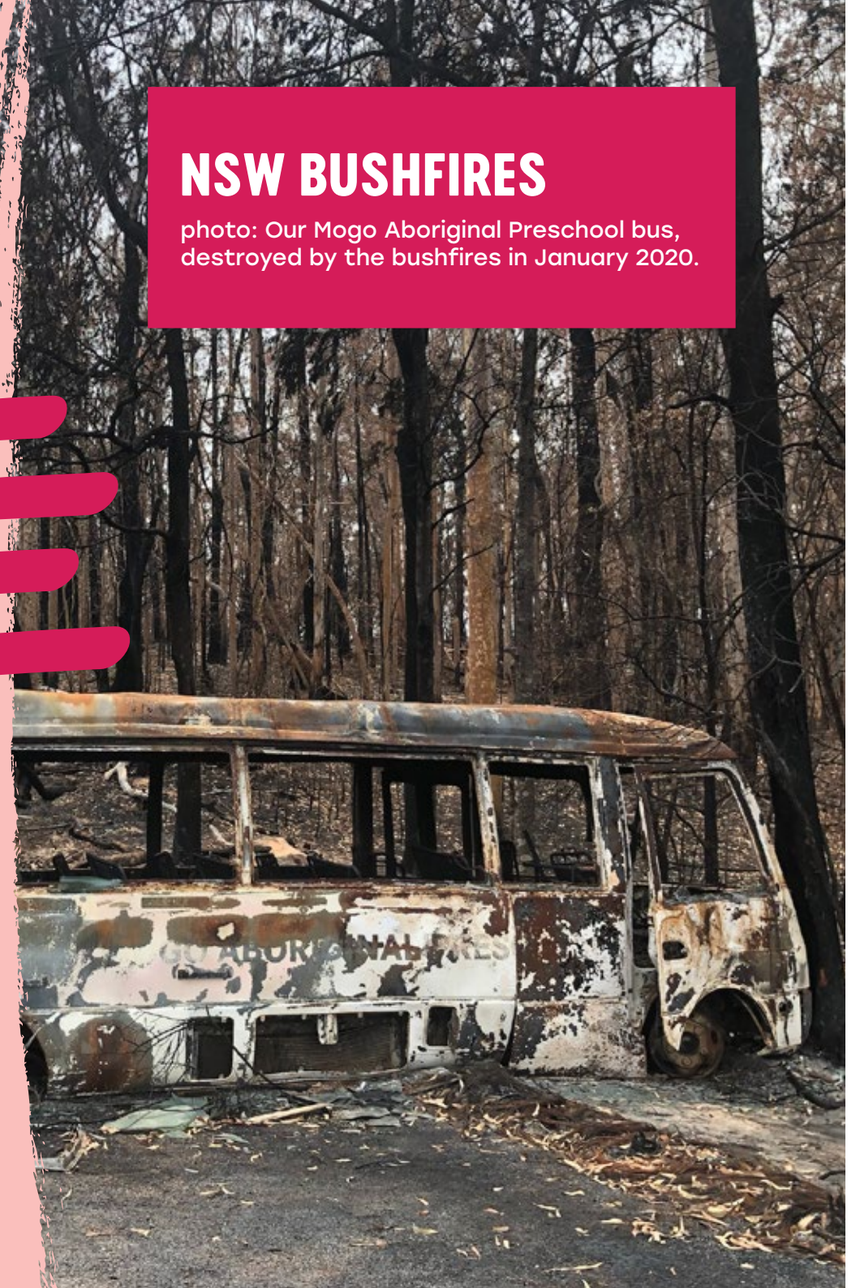
Skills Nexus – following a successful pilot in Queensland, we are looking at ways to expand on the work we are doing with schools, where we are supporting young people with disabilities to build their employment readiness (working with The Better Health Generation), map out career pathways and take up Traineeships and Apprenticeships with our partner MEGT.

People Partners – we are working closely with Councils including Wollongong and Kiama to develop their employment pathways for people living with disabilities, so they can be an exemplar to local employers in their area. This includes disability-positive recruitment models and establishing new best practice in how best to support those living with disabilities to flourish in the workplace.

“We’re always thinking about the future and how we can continue to grow the impact we make on people’s lives and our communities. There are so many opportunities out there, and it’s up to us to fully grasp them and go forward with confidence and conviction.

PETER BACON,
HEAD OF STRATEGIC GROWTH

MORE $$ INTO COMMUNITY



NSW BUSHFIRES

photo: Our Mogo Aboriginal Preschool bus, destroyed by the bushfires in January 2020.

IN EARLY 2020, THE SOUTH COAST OF NSW WAS HIT BY SOME OF THE MOST DEVASTATING BUSHFIRES AUSTRALIA HAS EVER SEEN.

Not only did we lose many human lives, but also an unimaginable number of wildlife, homes were burnt to the ground, families displaced, businesses ruined, and countless properties damaged.

With the immediate fire threat over, we slowly started to see the magnitude of work required to re-build local communities, businesses, houses and families.

Campbell Page's Emergency Bushfire Relief Appeal sought donations to make a real and immediate difference to bushfire affected locals that were un- or under-insured, whilst financially supporting small businesses, saving jobs and stimulating local economies.

With thanks to our major donor, Sikh Youth Australia, Campbell Page raised over $30,000 allowing us to support 46 bushfire affected families and individuals with much needed clean up and recovery work. Donations allowed us to provide and pay for over 232 hours of work to local businesses providing clean up work such as property maintenance, removal of burnt trees and plants, removal of debris, rebuilding fences and garden beds, replenishing soil, planting new gardens, and even sourcing new laying hens for a chook farm that lost everything.

With many offices and services in the region, Campbell Page was also fire affected and as the fire swept through Mogo, our Mogo Aboriginal Preschool bus was sadly lost to the flames. Funding from NSW DET, and insurance, covered the replacement of the bus, but did not cover other essentials, such as child safety seats. Upon hearing of our loss, GIVIT, a fellow not-for-profit organisation dedicated to finding goods for good causes, and Kmart Batemans Bay, donated 17 new child safety seats for the bus.

SINCERE THANKS

TO OUR MAJOR SPONSOR THIS YEAR:

SIKH YOUTH AUSTRALIA

FOR THE GENEROUS DONATIONS:

GIVIT & KMART BATEMANS BAY

TECH TACTICS TO SUPPORT & GROW

AS CHALLENGING AS THIS PAST YEAR HAS BEEN, IT'S ALSO SEEN SIGNIFICANT TRIUMPHS, ACHIEVEMENTS AND INNOVATION FROM A TECHNOLOGY POINT OF VIEW.

The start of 2020 certainly put our technological response to the test with crisis response to the bushfires and then the developing pandemic. Whilst the bushfires caused temporary site closures and re-location of workspaces, it was the COVID-19 crisis that saw us mobilise our entire workforce to work from home environments.

To support the swift transition to our standard operating procedure, we fast-tracked the implementation of online collaboration tools as well as video conferencing capabilities with the introduction of Microsoft Teams. We also supported the transition from a face to face servicing environment for our customers, to an online and telephony model.

Thankfully, in late 2019, we had rolled out Windows 10 to our entire fleet, paving the way for an easier transition to the online operating environment and a smoother introduction to additional Microsoft tools.

Our Business Intelligence team introduced PowerBI to our teams in 2019, with a range of performance and customer experience dashboards, allowing us to track progress against many of our strategic priorities.

Work also commenced this past year on strengthening our IT policies, systems and procedures in preparation for our ISO27001 Accreditation. ISO27001 is a well-respected international information security standard, with certification showcasing our organisation adopts best practice to minimise security threats. We expect to complete the audit process in the coming months and hope to secure certification within the next financial year.

> **"This year in particular highlighted our ability as an organisation to adapt and continue to support our customers by leveraging our technology capabilities.**
>
> CHRIS MCEWAN,
> HEAD OF INFORMATION TECHNOLOGY

JAMES'S STORY...

Single dad, James, had been unemployed for a while before coming to Campbell Page.

Disillusioned and suffering severe depression, James was at risk of becoming homeless with his young kids. But, we knew he could turn his life around with the right support.

James started coming into our office every day and he quickly regained some of his independence again.

When he was ready, we put James forward for a role with a large supermarket chain and he was so enthusiastic in his group interview, he was offered a job on the spot. Way to go James, we're so proud of you!

GOVERNANCE & FINANCIALS

BOARD OF DIRECTORS

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

PAMELA CATTY
Dip.Jour, GAICD
DIRECTOR
(retired Nov. 2019)

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

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

DAVID NATHAN
BSc, LLB, FAICD
DIRECTOR

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

CHARLES WEISER
MBA, Ffin, FRSA, MAICD
DIRECTOR

LISA COTTON
DIRECTOR
(appointed Apr. 2020)

EXECUTIVE LEADERSHIP TEAM

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

FINANCIALS

Campbell Page achieved revenue of $35.9M and a surplus of $3.7M with strong performance in all employment services contracts in the first six months of the financial year.

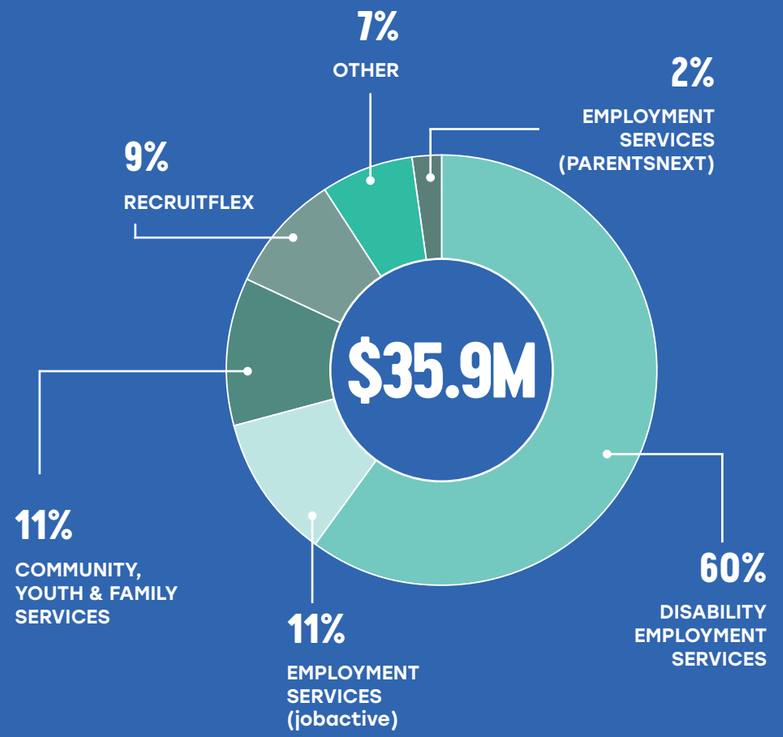
Significant challenges in the last six months of the year, due to the bushfire crisis in the South Coast of NSW and the COVID-19 pandemic, impacted placement and outcome performance, and reduced business activity impacted our labour hire division. The company was able to shift quickly to a new servicing model during both crisis and finish the year in a strong financial position.

Key highlights include:

- Significant improvement in jobactive star rating performance
- Implemented Workforce Solutions Team
- Additional philanthropic funding sources to increase our community service offerings, in particular, the Single Parent program in Queensland and provision of a new bus for our Preschool
- Emergency Bushfire Relief Appeal to help and support bushfire affected communities on the South Coast of NSW

Our investment in previous years is now paying off and positioning us for a strong future.

GAIL O'DONNELL
CHIEF FINANCIAL OFFICER



OUR RANGE OF SERVICES & SUPPORTS

DISABILITY EMPLOYMENT

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

Disability™ Employment Services
AN AUSTRALIAN GOVERNMENT INITIATIVE

jobactive

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

jobactive®
an Australian Government Initiative

PARENTSNEXT

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

ParentsNext
AN AUSTRALIAN GOVERNMENT INITIATIVE

MOGO ABORIGINAL PRESCHOOL

Not-for-profit community based preschool in Mogo, dedicated to delivering a high-quality curriculum alongside a deep cultural understanding and celebration of our country and heritage.

YOUTH, FAMILY & INDIGENOUS

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

RECRUITFLEX

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

(Your local labour hire specialists)

recruitflex

campbell page

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