Annual Report

2023-2024

campbell page

The VERTO Group

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We acknowledge the Traditional Custodians of the many lands where our teams we work and live. We pay respect 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.

Campbell Page

Who We Are

Campbell Page is a not-for-profit (NFP) charity registered with the Australian Charities and Not-for-profits Commission and a Public Benevolent Institution. Campbell Page delivers a range of employment, community and commercial services in order to pursue its purpose of providing relief of poverty, destitution, helplessness and distress of persons who are unemployed or otherwise disadvantaged.

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 employment opportunities.

Campbell Page began as a youth drop-in centre in Narooma in 1985. Since then, we've expanded significantly, now delivering a broad range of employment, community, and commercial services, as well as social enterprises, across more than 60 locations Australia-wide.

We Deliver:

- Employment support to those individuals experiencing disadvantage, including those experiencing long-term unemployment, illness, injury or disability
- Pre-employment support and training to those experiencing long-term unemployment
- Recruitment services, towards both permanent and temporary employment solutions, with a focus on addressing skills 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 and young people
- 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.

Message from the Chair

Andrew Abel

A new era has begun. The 2023 – 2024 financial year saw Campbell Page strengthen and secure its future by joining the VERTO Group. This coming together of two significant organisations in the employment, training and community sectors will result in better outcomes for more clients across a larger footprint and will allow Campbell Page to better achieve its benevolent purpose.

Whilst the acquisition of Campbell Page by VERTO was announced in June 2023, it is the last 12 months where the opportunities for synergies and economies of scale have been identified and realised. The result is an organisation more robust, more capable and more able to respond to the evolving needs of our clients.

Structurally there have been a number of significant changes including a new Board Chair, three new Directors joining the Campbell Page Board and importantly the appointment of a new CEO, Paul Barbaro, to drive the organisation forward in this new era.

Paul comes to Campbell Page with deep experience in employment services, disability employment services and the recruitment industry. To date Paul's focus has been on repositioning Campbell Page for success with a key focus on improving outcomes for clients across the full spectrum of operations.

Pleasingly, we are already seeing improved outcomes across the board. Disability Employment Services is seeing a sharp increase in both placements and job retention, meaning more clients with a disability are securing meaningful employment and keeping their job longer.

This upwards trend is even more impressive considering deteriorating economic conditions and increased competition for placements from among the broader population.

Our Community Services programs have continued to make a material difference for some of our most disadvantaged communities. Of particular note are the Mogo Aboriginal Preschool, Young Mothers Pathways Project, My Voice My Journey, ParentsNext and the Youth Homelessness Support Service. All these services meet a critical need in their communities.

Recruitflex is one of very few not-for-profit recruitment agencies providing services to the commercial, NFP and government sectors where profits are applied to support many of our community service programs described above. Recruitflex, is moving ahead in leaps and bounds with increasing placements across a number of key sectors.

Campbell Page has realised a suite of organisational synergies by leveraging the expertise and resources of VERTO. VERTO now provides active operational support in the areas of communications and tenders.

Of particular note, working with VERTO, Campbell Page submitted its ParentsNext tender, upgraded its Reconciliation Action Plan (RAP) and further upgraded its Right Fit For Risk Cyber Security Accreditation. Whilst it is early days, the synergies between the two organisations are making a positive impact.

The Board saw a number of changes through the year. Not only were three new Directors appointed, but two Directors, with exceptional service to Campbell Page, retired.

Campbell Page's previous Board Chair and lead through the acquisition process, Nell Anderson, stood down at the end of 2023. Nell's vision and commitment to securing Campbell Page's future cannot be underestimated and I thank her for her significant contribution.

The other Director retiring was Lisa Cotton who stood down in July of this year. Lisa was Chair of the Social Impact Committee and played a key role in guiding Community Services to secure funding to support a number of their most impactful programs.

Looking forward, economic conditions are expected to soften further, with a tight labour market, rising unemployment and more need in the community. In this environment the mission of Campbell Page will be even more important to those communities and individuals we serve.

After a year of repositioning the organisation for success, the Board is confident Campbell Page is ready to meet the challenges which lay ahead.

I acknowledge and extend my gratitude to the Directors of Campbell Page for their tireless work and counsel. It has been a busy year, with much expected and much achieved.

I would like to thank Gail O'Donnell, for stepping up into the acting CEO role for just over six months. It was reassuring to have someone of Gail's experience and organisational understanding presiding over this transition period.

I both welcome and thank our CEO, Paul Barbaro, for his expertise and leadership throughout the last six months. He has achieved so much in a short period of time and he's only getting started.

Finally, to all the staff at Campbell Page. You are the heartbeat of this organisation. You are the ones on the front line making a day-to-day difference in the lives of our clients and communities and on behalf of the Board I thank you for your ongoing commitment to our mission.

Andrew Abel
Chair

Message from the CEO

Paul Barbaro

The 2023-2024 financial year was a defining one for Campbell Page.

The acquisition by VERTO triggered several initiatives that will pave the way for a new era for the business. These included a new Board Chair, new Directors and a new CEO, all of which have been significant. With it has come a renewed sense of purpose, a fresh direction underpinned by service excellence, and a new appetite for growth and innovation.

Additionally, the business has invested in a new operating model for the Disability Employment Services (DES) program, designed to enhance outcomes to customers and improve employer engagement. The partnership with VERTO will enable a compelling, professional and innovative submission for the new contract. We remain optimistic about the future of this program and our ability to expand our services even further.

To support this, a new commercial focus to build income streams within Recruitflex and EcoCrews has seen the acquisition of new trading customers and strategic alliances.

These efforts will further strengthen our ability to assist people in need, scale operations nationally and position us as a fully integrated provider of human capital solutions across multiple industries.

In addition to these new ventures, we have also continued to deliver key services areas, namely:

- The successful delivery of the DES contract, supporting over 5,000 people nationally, and achieving employment or training outcomes for more than 600 people
- The ongoing success of our ParentsNext program in NSW, supporting and enhancing the employment opportunities of young parents
- The award nominated My Voice My Journey program, delivered successfully in the Central Coast of NSW, and with the support our First Nations' leaders, we are actively expanding into new regions in the new financial year
- The Mogo Aboriginal Preschool continued to serve over 40 First Nations children, with our commitment to providing quality early learning remaining a priority in the year ahead
- Our longstanding relationship with Twofold Aboriginal Corporation has resulted in a four-year collaboration, setting young Aboriginal people up for the careers of their choice

- The emergence of Recruitflex as a successful business within the suite of brands of Campbell Page.

These key initiatives reinforce the significant value Campbell Page provides to communities in need and our ambition to work towards achieving our benevolent purpose and become a more prominent national supplier in the future.

With a rich history embedded in the South Coast region of NSW, we are now focussed on expanding our services across Australia. We will leverage our expertise in delivering high-quality services while broadening our offering through strategic partnerships, increased income streams, and strong community connections.

On a personal note, it has been an honour to be selected to lead Campbell Page as CEO. We have a rich history spanning almost 40 years, and I believe our future is bright given the many initiatives to be rolled out during the new financial year and beyond.

I am humbled by the continued commitment staff have shown across the entire enterprise. Their hard work, dedication and ongoing support are what makes this a special organisation. I would also like to extend my gratitude to the Board of Directors, led by Andrew Abel, for their support and guidance during my first six months as CEO.

I look forward to leading the organisation through its next phase of growth and innovation. I remain passionate about our services, our staff, and the many clients we service across the nation.

Paul Barbaro
Chief Executive Officer

Our Impact

7,971
Individuals assisted across all of Campbell Page services

1,710
Clients living with a disability supported through the DES program

318
Participants assisted through the ParentsNext program

59
Children from 57 familes attended Mogo Aboriginal Preschool

780
families with young children supported through the Helping Hands program

4,250
Clients on the South Coast participated in Indigenous, youth and family services activities

127
Supported into employment with Recruitflex

15
Employed on various EcoCrews projects

Our Strategy
2020 - 2025

Our customers need:

- **Education and skills**
- **Sustained success**
- **Strong foundations**
- **Employment.**

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 employed!)
- **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.

Disability Employment Services

Amanda Guest

At the core of our values is a commitment to delivering effective, supportive, and quality-focused services through our DES team. We believe in the transformative power of connecting with our customers on an individual level, fostering strong relationships and rapport that ultimately leads to sustainable employment opportunities.

Over the past year, we have supported nearly 600 people in achieving their goals of employment or education.

We have focused on identifying both vocational and non-vocational barriers that our customers face. By understanding these challenges, we have created tailored support solutions that empower individuals to thrive, connecting to local support networks within their communities. Our dedication to quality was recognised in this year's NSDS audit, which highlighted our exceptional engagement and support strategies. This affirmation reflects the hard work and commitment of our team in providing high-quality services to people in need.

We also have welcomed 33 new team members into our organisation. Their fresh perspectives and talents enrich our dynamic team, enabling us to enhance our service offerings further.

In our continued pursuit of excellence, we invested in upskilling our team through comprehensive internal and external training programs, including Certificate IV in Community Services, Accidental Counsellor, and Mental Health First Aid. This commitment to professional development equips our team with the necessary skills to provide empathetic and informed support to those we assist.

Additionally, we established strong connections with local community support networks and facilitated meaningful conversations with local employers. Our advocacy for individuals with disabilities aims to create inclusive workplaces and opportunities for all. To provide further support, we have established a National Sales and Community Partnership team focused on national employers and their disability inclusion strategies and plans.

Looking ahead, we remain focused on fostering engaged, supported, and high-performing teams. Together, we will continue to build meaningful relationships that empower our customers toward successful and fulfilling employment.

NDIS

In 2023-24, Campbell Page became a registered provider of NDIS services, commencing delivery to participants from Ulladulla to Eden on the far South Coast of NSW. We are pleased to be supporting around 20 NDIS participants with services such as support coordination, mentoring, and employment support.

Our Support Coordinators are now helping people living with disability from 9-65 years to maximise their NDIS plans and funding, ensuring they achieve the lives they want and the goals they set. We assist participants by:

- Navigating the NDIS system
- Getting the right plan and supports
- Understanding and utilising their plan and funding
- Engaging socially
- Accessing the right therapies
- Pursuing education, training and work opportunities.

Our School Leavers Employment Support (SLES) service supports students and school leavers with a disability in Ulladulla, Eurobodalla and Bega Valley prepare for work and life with confidence. Employment supports include:

- Goal setting, coaching and mentoring
- Building skills and confidence
- Training and education
- Employment, apprenticeships or traineeships
- Participation in the community.

Pathways for Parents

Anne Hodge

Spanning a geography from Wollongong, NSW to the Victorian border, our ParentsNext Coaches have been helping over 300 parents plan for the careers they want once their children start school during 2023-24.

Parents are finding that this flexible and supportive service provides practical assistance in their career preparation. With more parents choosing face-to-face services, the introduction of Engagement Support Vouchers has been a wonderful addition, offering families extra support along their journey.

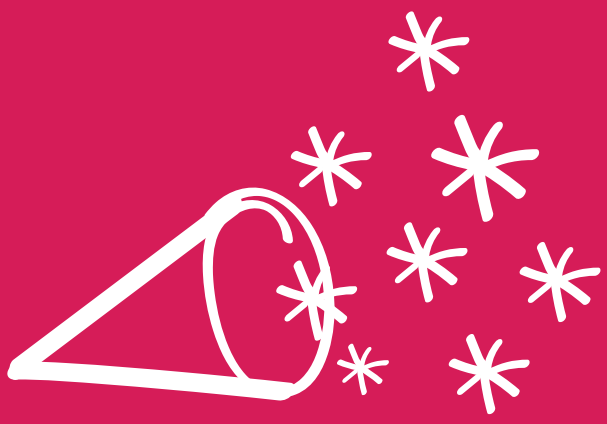
As the program comes to a conclusion, we feel privileged to have been part of so many parents' journeys while they are raising young children and planning for the future.

We look forward to the new Parent Pathways program that will commence in November 2024.

During 2023-24, our education and employment Key Performance Indicators (KPIs) were a highlight, consistently performing well above national averages. This achievement speaks volumes to our ability to achieve the program's primary goal of preparing participants for employment before their children start school.

Over the life of the ParentsNext program, many of our participants achieved their goals with our support, including almost 300 participants taking up study and 260 taking on part-time work.

Young Mothers Pathways Program



Doors open to a different future for young mothers and their children when we support success in all aspects of life.

Young mothers, like so many parents, want great futures for their children. The young women we work with in Deception Bay, QLD and Queanbeyan, NSW, want their children to know that they can be anything they set their minds to. While each young mother has their own vision for their future, they want to provide a great family life, to be role models for their children, and to secure a stable financial future for their families.

That's why the Young Mothers Pathways Program encourages these young women to achieve the futures and careers they aspire to, by building the capabilities to succeed in both parenting and careers. We open up opportunities that are often not designed with young parents in mind. We don't do this alone. We partner with organisations that tackle challenges such as housing, early childhood education and care, health services, and more.

We also collaborate with organisations that help parents build the skills they need, such as parenting programs, vocational training providers, schools, employers, and driving schools.

The achievements of these mothers demonstrate what is possible when the right networks join forces to make opportunities accessible.

During 2023-24, we worked with over 60 young mothers in Deception Bay, with 36 per cent gaining employment and 59 per cent still working after six months. Additionally, 41 per cent of young mothers (aged under 19) have engaged in vocational education or training. These results all exceed market benchmarks.

We also began part-time delivery in Queanbeyan, where 11 young mothers have joined the program, with 30 per cent having gained employment. Of these young mothers, 30 per cent are undertaking education or vocational training.

This important work would not be possible without the support of our major funders, Third Link Investment Managers and The Snow Foundation. Their commitment and investment in the futures of these young women have been invaluable.

Mogo Aboriginal Preschool

Anne Hodge

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

The children come from many cultures and communities, creating an inclusive space where all children aged 3-6 years receive high-quality, culturally inclusive early childhood education and care. This ensures a strong foundation for lifelong learning. The Preschool bus plays a vital role in ensuring children can access quality early learning, regardless of their circumstances.

In 2023-24, 59 children from 57 families attended the preschool, with 75 per cent identifying as Aboriginal or Torres Strait Islander peoples and six per cent as culturally and linguistically diverse.

The evidence is clear that children who engage positively with their identities are more engaged, providing them opportunities for deep and sustained learning. Aboriginal and Torres Strait Islander children have better educational outcomes when their learning strengthens their identity as Aboriginal and Torres Strait Islander peoples. That is why our educators connect with local Elders and knowledge-holders to create cultural learning opportunities and embedding Dhurga, the local Aboriginal language.

Our Yarn to Learn Aboriginal Family Connections Coordinators know that families are the first and most important teachers to their children. With a focus on children thriving in their early years, the team works within the communities providing opportunities for families to connect, participate in family-friendly activities, and build children's social and emotional learning while giving parents access to advice and support.

Our Yarn to Learn Playgroup, held at the preschool is a great way for families and children to build relationships with educators, become familiar with the preschool and connect with other family or health support services in a culturally safe environment. The weekly sessions are the perfect opportunity for children to meet new friends, socialise, gain independence, begin orientation at our preschool, and explore and engage in their world.

Together, this suite of programs helps engage Aboriginal children in high-quality, culturally appropriate early childhood education, supporting them to reach their full learning potential in environments where Aboriginal and Torres Strait Islander peoples' cultures and languages are strong, supported, and thriving.

mogo
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youth ser
campbell page
My Voice My Journey
Resilience

Reconciliation Action Plan

The 2023-2024 year has been all about completing our Reflect Reconciliation Action Plan (RAP), and in doing so, gaining a deeper understanding of the work we can do to help create a more reconciled society. Early in our Reflect RAP journey, we recognised that to achieve a common understanding of the value and importance of reconciliation to our business goals and organisational culture, we needed to focus on improving cultural competency. To support this, we engaged specialists to conduct a cultural competence survey, benchmarking our understanding and tailoring our learning opportunities accordingly.

We also dedicated time to workshopping with our teams, building a shared vision of reconciliation that we, as an organisation, can help influence.

At Campbell Page, we are committed to strengthening community cohesion and building people's capacity, with a focus on providing services that secure their future and financial independence through employment opportunities. Our organisational purpose lays the foundation for our new Innovate RAP through which we will connect and listen to Aboriginal and Torres Strait Islander peoples to deliver opportunities for our clients and, our employees, and the many and diverse communities for whom we deliver services.

The hopes and aspirations of Campbell Page's Aboriginal and Torres Strait Islander employees are at the centre of the organisation's vision for a reconciled Australia where Aboriginal and Torres Strait Islander people enjoy and hold their rightful place, built on a fair and truthful relationship with all Australians, sharing respect for Australia's first cultures. We will walk together toward a future where Aboriginal and Torres Strait Islander people and their children flourish, strong in culture and equal in opportunity.

This vision and the work undertaken through our Reflect Reconciliation Action Plan are the cornerstones of our Innovate RAP for 2024 to 2026, which will be soon launched.

We end this financial year with 151 employees, 17 of whom identify as Aboriginal and/or Torres Strait Islander, comprising 11 per cent of our workforce or eight per cent full-time equivalent.

Helping Youth and Families

We know that when people are part of a community, their sense of connectedness improves. When communities take care of their members, the wellbeing of the community increases.

During 2023-24, our Helping Hands family programs in Queanbeyan, Eurobodalla and Bega Valley provided great opportunities for 780 families with young children to come together for fun, engaging and evidence-based family activities. These activities allowed parents to connect, children to learn through play, and additional support to be offered where needed.

Community cohesion is one of the reasons we partnered with others to host events in our communities during 2023-24:

- In Queanbeyan, NSW, we reached approximately 550 families through evidence-based, family-friendly activities such as Sing and Grow, Pop-up Storytimes, supported playgroups, and community events, including Family Safety Day and Children's Week
- In the Bega Valley, NSW, we reached around 1,400 familes by delivering in-school activities such as Cultural Programs, Feeling Fantastic, RAGE, Achieve & Believe as well as partnering to support community events such as the GIYONG Festival and NAIDOC Week activities.
- In the Eurobodalla, NSW, reaching around 2,300 families by delivering school holiday programs, The Reading Tree, Beyond Babies, Tuning into Teens and Tuning into Kids, My Voice My Journey cultural workshops, and partnering to support community events such as Party in the Park, Youth Week events, Kidsfest, Community BBQs, and NAIDOC celebrations

Our Youth Homelessness team has worked directly with 160 unaccompanied children and young people experiencing homelessness and supported a further 140 at risk of becoming homeless. A majority of these children were Aboriginal, reflecting the Campbell Page commitment to working with First Nations communities to deliver culturally safe services. We would like to acknowledge our corporate supporter, Blackshaw Coastal Real Estate, which continues to hold annual winter and Christmas appeals for young people experiencing homelessness and is exploring ways to increase their support throughout the year. This partnership brings both relief and joy to those who need it most.

The Way Ahead pilot entered its second year, demonstrating a new approach to building school engagement, career goal setting, and life skills in primary and high schools in Eurobodalla. During 2023-24, 250 young people from years six to eight participated during 2023-24, and evaluation of the program is well underway.

The My Voice My Journey Aboriginal youth leadership program has seen 60 young people from the Bega Valley and Eurobodalla regions co-design their program of activities. They built a documentary about their leadership journey, travelled to other communities, and connected with Elders and knowledge-holders.

Recruitflex

Julie Apoyan

Recruitflex achieved significant progress this financial year. Within the competitive recruitment services sector, Recruitflex's social enterprise status is incredibly unique. Our focus on generating revenue which helps Campbell Page to achieve social impact is now front and centre.

All of our brand messaging, including our new and improved website, champions the wonderful programs and services which Campbell Page delivers. This has been a key factor in successfully engaging many of the clients we support.

In 2023-24, we grew to service clients across NSW, VIC, QLD, SA, the ACT and the NT, positioning us as the only Social Traders certified social enterprise recruitment agency operating at a national scale.

With a focus on sustainable business growth, we have grown our permanent recruitment desk. Following our exit from labour hire services early in the year, we continue to deliver temporary recruitment services under a new, client-payrolled placement model.

The industries Recruitflex services have expanded considerably. We now work with clients across financial services, property, Fast-moving consumer goods (FMCG), community services, allied health, legal, not-for-profit, education, manufacturing and more.

Having been formally approved as a Local Government Procurement (LGP) recruitment services provider, Recruitflex continues to deliver services to local government organisations within NSW. We have also supported many aged care providers to grow their care workforces through targeted nurse relocation and sponsorship campaigns, as well as our innovative workforce development program, CareFlex.

As we head into a new financial year, we're focused on driving the ongoing growth of our national client portfolio, which will be complemented by the expansion of our recruitment team.

EcoCrews

Paul Barbaro

EcoCrews delivered key environmental projects across 2023-24, while providing valuable employment opportunities for individuals and contributing to the wellbeing of local communities.

Our focus throughout the year remained on supporting these communities by engaging people in meaningful work across various locations, helping individuals gain valuable skills and environmental work experience.

EcoCrews also focused on supporting youth experiencing disadvantage through targeted training programs. These programs enabled young people to develop essential skills and gain practical experience, positioning them for employment in roles that positively impact the environment. By providing these individuals with the tools and knowledge they need, EcoCrews not only addressed local environmental needs, but also helped youth overcome barriers to employment and build sustainable careers.

One of our key projects was the Duralie Coal Mine Planting Program for Yancoal, where a 3-person, all-female crew successfully planted 6,740 native plants across seven vegetation management units. EcoCrews delivered multiple projects across Eurobodalla and Eden, focusing on planting, weeding, and environmental restoration.

These included:

- Bawley Point and Batemans Bay projects, which involved planting and weeding work across reserves and community areas
- Work on the Eden Bike Trails and Tomakin Sandbar, where our crews engaged in planting, mulching, and weed removal
- Additional environmental work at Moruya Airport and Broulee, where the team carried out planting, mulching, and site preparation tasks.

Across these projects, EcoCrews provided local employment for individuals experiencing barriers to work, particularly supporting female crew members and those from Indigenous backgrounds.

As we look toward the future, our goal is to broaden EcoCrews' impact by expanding our services, ensuring that even more individuals can access meaningful job opportunities and thrive in sustainable careers, regardless of the challenges they face.

Information Technology

Chris McEwan

Campbell Page continued to advance its modern architecture strategy this financial year, with a strong focus on enhancing our cybersecurity position.

We successfully rolled out a Security Operations Centre (SoC) using the SentinelOne XDR platform and began initiatives toward a zero-trust architecture, supported by Cloudflare, Aussie Broadband, and the NBN network.

We are pleased to report that Campbell Page passed the final surveillance audit for ISO27001:2013 and Right Fit for Risk, and work has now commenced on the transition to ISO27001:2022.

Additionally, we continued our work with Microsoft Azure, consolidating and retiring legacy infrastructure. There are many exciting projects and plans in the pipeline for 2024-25.

Board of Directors

Chair
ANDREW ABEL

Director
CHARLES WEISER

Director
RAJ KHATRI

Director
LARRY ANDERSON

Director
DR. MELANIE BOURSNELL

Director
KATE KENNEDY

Leadership Team

Chief Executive Officer
PAUL BARBARO

Chief Financial Officer
GAIL O' DONNELL

Head of Community Services
ANNE HODGE

Head of Information Technology
CHRIS MCEWAN

General Manager of Recruitflex
JULIE APOYAN

General Manager of People and Culture
RACHAEL MCCONNELL

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The VERTO Group

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Campbell Page is a charity registered with the Australian Charities and Not-for-profits Comission with a public benevolent institution subtype.