



# Integrated Report

JANUARY - DECEMBER 2019



## INSIDE THIS REPORT

**The purpose of this report is to provide an overview of how Camp Quality has performed as an organisation across our Financial Year, January to December, 2019.**

The report aims to give greater insight and detail into our financial and program performance and how we continue to drive sustainable value for the community we support.

### 1. OVERVIEW AND HIGHLIGHTS

This section provides topline insight into the work we do as an organisation, highlighting the key measurements across services and programs delivered in 2019. This segment also contains messages from our Chairman and new CEO.

### 2. OUR VALUE PROPOSITION

This segment outlines how we drive value in the work that we do; explaining why Camp Quality exists, the needs we meet and areas of strategic focus in 2019.

### 3. HOW WE CHANGE THE CANCER STORY

We give a roadmap of how Camp Quality as an organisation supports kids and families impacted by a cancer diagnosis at any stage of the cancer experience, through the eyes of the Roberts family.

### 4. PERFORMANCE & OUTLOOK

An in-depth review of the key objectives set for the organisation in 2019 and how we performed against them, both in our outputs and our outcomes. Through these insights, we highlight matters for consideration moving forward.

### 5. GOVERNANCE & RISK MANAGEMENT

We provide an overview of our national Board of Directors, insight into their role as a board, our approach to managing risk and our overall governance framework.

### 6. FINANCIAL REPORTING

A summary of Camp Quality's financial performance and our year-end position. Our full financial statements for 2019, including our Director's statement and Auditor's report.

### 7. OUR SOCIAL ENTERPRISE

An overview of The Oranges Toolkit, our social enterprise that delivers evidence-based learning programs that build resilience and change-ready workplaces.

### 8. EXPRESSION OF GRATITUDE

Everything we achieved as an organisation was only made possible by the generous and heartfelt supporters who you'll find in this report.

We welcome your feedback on our 2019 Integrated Report and thank you in advance for your interest and considered support of Camp Quality.

## ADOPTING AN INTEGRATED APPROACH AT CAMP QUALITY

**Camp Quality continues to be one of the very few charities who have adopted the Integrated Reporting approach.** As an organisation we are committed to providing a deeper insight for our stakeholders into our business. This report enables us to do so by providing insight into both our financial performance for the 2019 calendar year and also how this performance is related to the other valued capitals, such as Social & Relationship, Intellectual and Human Capital, that drive our business as an integrated whole.

Further information relating to our full Financial Statements can be found by clicking **[here or visit campquality.org.au/about-us/reporting](https://campquality.org.au/about-us/reporting)**

# Our Reporting Approach

Our 2019 Integrated Report aims to demonstrate how we applied the principals of integrated thinking across all our activities as an organisation in 2019. It highlights how we deliver sustainable value for those we are here to support.

The primary purpose of this report is to demonstrate to all our stakeholders what resources we have used, how we have interacted with the external environment and what capital we have mobilised to create value within the community.

## Identified Value Enablers

We have maintained and held true to the four key Value Enablers that we identified as being critical to our business since the adoption of the Integrated Reporting approach in 2017.

### Camp Quality's Value Enablers:



#### Social & Relationship Capital

Social & Relationship Capital measures the value of the relationships we have built both within our organisation as well as between our organisation and external stakeholders: with our families, donors, suppliers and partners, as well as the wider community.



#### Intellectual Capital

The value of our paid employees and volunteers' knowledge and any proprietary information that provides Camp Quality with an advantage when delivering services or securing financial or in-kind support.



#### Human Capital

The skills, education, capacity and attributes of the Camp Quality team; both paid employees and volunteers, who are critical in driving our business and delivering our services and programs.



#### Financial Capital

The income and financial resources we access to provide, and further develop, our programs and services.



## 1. OVERVIEW AND HIGHLIGHTS

# What We Do

### **Camp Quality gives kids facing cancer the chance to be kids again.**

Our services and programs are made specifically to help children 0-13 who are dealing with their own diagnosis, or the diagnosis of someone they love, such as a brother, sister, mum or dad. We are there for them through the daily ups and downs of cancer, providing opportunities to laugh and make friends. Most importantly, we reduce social isolation and provide a safe

and supportive environment to increase children's confidence. By creating positive memories, Camp Quality helps change the cancer story for kids and their families: in hospital, at home, at school and away from it all.

In 2019 Camp Quality raised funds to ensure over 7,500 kids who were registered for our services and programs had the chance to just be kids again. Whilst we receive generous funding from Queensland Health, we do not receive any further

substantial state, territory or federal government funding.

Instead, we rely almost entirely on the generosity of everyday Australians, major donors, foundations, bequests and corporate partners to help us provide services and programs free of charge.

Camp Quality is proud to be Australia's most reputable children's cancer charity for children 0-13 years old.\*

\*AMR, Annual RepTrak Report 2019, Reputation Institute.



#### **In hospital**

Camp Quality Family Program Coordinators visit children diagnosed with cancer in hospitals around the country. They are a friendly face who play an active role in introducing families to Camp Quality's services and programs, as well as speaking to them about other support providers. Family Program Coordinators are often accompanied by the Camp Quality Puppets, or Recreation Program Volunteers, who bring laughter and distraction to kids at their bedside. This also provides parents and carers the chance to talk and find out how Camp Quality can help.

Camp Quality is also a significant funder of Child Life Therapists in New South Wales and Victoria. These professionals empower kids facing procedures by teaching them coping techniques and, when necessary, provide diversionary activities during treatment.



#### **At school**

The Primary School Education Program visits primary schools and pre-schools across Australia with an interactive puppet show that dispels cancer myths and creates an inclusive community for children who have been diagnosed with cancer or have a diagnosed parent or sibling. Kids who see the show are left in no doubt that: "You can't catch cancer!"

Schools are also provided with a range of age-appropriate, downloadable resources for teachers and parents to keep the discussion going well after the puppets have left the stage.



#### **At home**

Heading home after hospital treatment for families facing cancer often means adjusting to a 'new normal'. Camp Quality provides accessible education and support for parents and children through two apps – the *Kids' Guide to Cancer* and the *New Normal Navigator* – which are available in Google Play and the Apple App store for anyone to download for free.



#### **Away from it all**

Camp Quality provides Kids Camps, Family Camps and Retreats across the country. We also run Family Fun Days and Family Experiences.

Having a break from the anxiety and stress of cancer positively changes the experience for our kids and families.

Through our programs, we focus on creating moments where kids can simply be kids again. These opportunities are made available right throughout the cancer experience: during treatment, in remission and in the heartbreaking case of bereavement.

# Key Highlights for 2019

In Australia

Over  
**7,500**

kids facing cancer were registered for our services and programs.



It's estimated that

**750**

kids aged between 0-14 were newly diagnosed with cancer.

**59%**

of Australian children newly diagnosed with cancer were supported by our services and programs.



In Australia

Approximately

**40,000**

kids faced a parent's or primary caregiver's cancer diagnosis.



Almost

**2,000**

of these kids registered for our services and programs.



In Hospital

**+500**

visits were made by Family Program Coordinators to paediatric oncology wards across Australia...



...often with the Camp Quality Puppets and/or Recreation Program Volunteers.

At School

Almost  
**110,000**

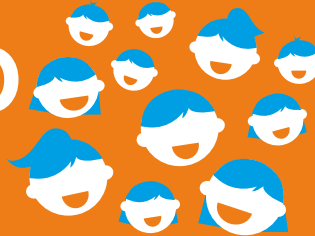
students watched our Primary School Education Program puppet show.



At Home

Almost  
**2,000**

families were given Family Experiences.



Exactly  
**700**

families attended our Family Fun Days.



Away from it all

**+300**

families attended our Family Camps.



Over

**1,100**

kids facing cancer attended one of our Kids' Camps.



Away from it all

Over  
**130**

families facing cancer enjoyed our Retreats.



Exactly  
**170**

bereaved families were provided with supportive services and programs.

Volunteers

Over

**1,200**

Recreation Program Volunteers were registered with us.



# From our Chairman



**Welcome to our fourth Annual Integrated Report, which provides a review of Camp Quality's accomplishments and challenges during the 2019 calendar year.**

2019 has been a positive year regarding operational performance, but we have continued to face challenges in relation to our financial performance. This is partly due to a highly competitive fundraising landscape, with many charities negatively impacted by the drought and bushfire appeals throughout the year.

It was great to see that our services and programs continued to thrive, with growth in families registering with Camp Quality, mainly due to increased demand from families with children aged 0-13 years who were impacted by a parent's cancer diagnosis. With this in mind, we developed the Kids Impacted by a Carer's Cancer (KICC) Camps, which were successfully trialled this year in Western Australia.

Our number of KICC families has grown over the past four years and represents a significant opportunity to expand our services. However, the increased numbers mean increased delivery demands and new funding requirements. To meet these needs we are innovating and streamlining our approach to provide a variety of KICC and Family Camps, and to fund these extra services and programs.

Our Camps, Retreats, Family Fun Days, Family Experiences, in-hospital services and our Camp Quality Puppets all continued to thrive and make a real difference to our kids and their families in 2019. We are currently reworking the Primary School Education Program (presented by the Camp Quality Puppets), with a team of experts and financial support from Gandel Philanthropy and Queensland Health. This will make the program more engaging and relevant to today's primary school children and include messaging for kids diagnosed with cancer, their siblings and those impacted by a parent or carer's diagnosis.

Camp Quality held over 320 events for families in 2019, including 65 camps and 46 Family Fun Days throughout Australia and visited more than 400 primary schools with our Primary School Education Program. This provided support to over 3,000 families and more than 7,000 children. Our volunteer base continues to develop, with 1,200 volunteers actively participating in our services and programs in 2019.

We are always striving for greater operational efficiency through improved business processes and in 2019 began our migration to a cloud-based file-sharing structure and to Salesforce for data management. This will improve our efficiencies and simplify how we work nationally and organisationally. We have also implemented a new organisational structure that enables our Services and Programs Team to report on national lines and our Revenue Team to drive a national strategy whilst nurturing strong local relationships. This means we can deliver what our community needs on a more efficient and consistent basis, taking into account localised requirements.

In 2019 we were also delighted to see the year's result for staff turnover showing a significant reduction, aligning our organisation with the current NFP sector average.

On the revenue side, we had a disappointing year, hampered by a continuing competitive and tight fundraising environment in which most of our events and community campaigns saw a decline in participation and revenue generation. We also experienced a \$3m decline in bequests from the prior year. On the positive side, we have seen strong corporate support emerging for us and we re-engaged with our long-term partner NAB and also launched our first 24-hour giving campaign with much success.

One of our key challenges remains being able to fund the delivery of services and programs to meet the ever-growing needs of our kids and their families. Three out of five Australian children newly diagnosed with cancer are registered with us, and while we are extremely proud of this number, we are determined to increase our reach.

As always, our greatest thanks go to our volunteers, our donors, our corporate partners, our staff and of course, most importantly, the families we support. I would also like to thank our Board members who not only volunteer their time and connections but carry the passion for Camp Quality with them wherever they go.

Following the retirement last year of three directors, Robyn Watts (Non-Executive), Kylea Tink (CEO and Director) and William Ulyate JP (Non-Executive Director), we welcomed Amanda Rischbieth and Mary Foley to our Board. Amanda and Mary have already provided an invaluable contribution to Camp Quality through their expertise and networks and we are all excited to have them on our Board. Thanks



to Robyn who was a member of the Board for more than eight years and a fabulous contributor, and to William who was with us for three years and was Chair of the Queensland Fundraising Committee. Thanks also goes to outgoing CEO Kylea Tink for her dedication and contribution to the evolution and growth of Camp Quality over the past three years. We wish them all well in their future endeavours.

Finally, the start of 2020 was shaping up to be an excellent year of consolidation and growth for us with generous corporate partners and fundraising initiatives all showing positive signs. We were also able to secure Deborah Thomas as our new CEO. Deborah has a wealth of experience as a CEO and Non-Executive Director and we are very fortunate to have her join us. Unfortunately, the unforeseen crisis of the COVID-19 pandemic has changed the current situation and we have adjusted our course to sustain the company through a challenging period of reduced revenues and a temporarily cancelled schedule of face-to-face services. However, we have been around for 36 years and have weathered many crises. We will come through this situation as well – and be stronger and more resilient for it.

As we evolve and adapt to a new set of challenges and opportunities, we will continue to focus on giving kids facing cancer the chance to be kids again and reminding our stakeholders that laughter really is the best medicine.



**Kim Jacobs AM**  
**Chairman, Camp Quality**



# CEO Round Up



**Whilst 2019 was a year of celebration and innovation for Camp Quality, it was also a challenging year, particularly in regard to revenue.**

Turning 35 years was a huge milestone for Camp Quality, made incredibly meaningful by founder Vera Entwistle returning to the organisation as an ambassador and sharing her inspiring stories with our families, volunteers, supporters and staff. To meet the woman whose vision started Camp Quality's valuable work was indeed a highlight for staff and supporters, and her photos of the early days and online interview inspired many who had been part of Camp Quality over the decades, to reconnect.

A memento of this legacy was created with a '35 Years Young' digital mosaic, where Camp Quality families and volunteers shared images and stories. Long-time volunteers and original staff members, even the first Camp Quality Puppets, came back to celebrate and '35 Years Young' events were held across the country.

Last year was also a period of program delivery growth, as a long-held dream for Camp Quality came true. It's estimated that 40,000 kids aged up to 13 are impacted by a carer's cancer in Australia every year and to that end we expanded our services to include this cohort. Two pilot Kids Impacted by a Carer's Cancer (KICC) Camps were held in WA in 2019 with great success. Even seasoned Camp Quality Volunteers were deeply moved on these camps, realising the serious need

for these kids to also just be kids, as they faced the frightening reality of a parent or primary caregiver's cancer.

It was a conversation with a Camp Quality mum that inspired our organisation to create another app to sit alongside our *Kids' Guide to Cancer*. The realisation that families often struggle when leaving hospital inspired the *New Normal Navigator* app. This free app provides families with information on services, emotional support from other families and wellbeing resources to help them negotiate the difficulties and reconnect, during what can be an overwhelming 'new normal'.

The successes of the year did not go unnoticed in Australia, with Camp Quality rising four places, from twelfth to eighth, out of all the charities in Australia in the Australian Charitable Reputation index in 2019. This places Camp Quality as the most trusted charity for children aged 0-13 in Australia.

Last year was also a year of renewal for the Camp Quality executive team, with Kylea Tink resigning as CEO and leaving in December, and seasoned NFP financial executive Rachael Clifford joining the Leadership Team as Head of Finance and Operations, whilst Simon Jarvis took over as the new Head of Services and Programs. On behalf of the Camp Quality family, we thank Kylea for her dedication, vision and service to the organisation. Over her three years, Kylea managed the many challenges and opportunities facing Camp Quality both intelligently and compassionately.

It is my pleasure and a privilege to take on the role as the new CEO, having started at Camp Quality on January 28, 2020. And what a year it has been so far.

Whilst we got off to a great start in the first quarter with revenue up, mainly due to new and renewed corporate partnerships, the global COVID-19 pandemic has forced us to regrettably suspend our face-to-

face services, programs and events. As I write, we are seeing restrictions cautiously being lifted by the government and remain optimistic that we will return to some semblance of normality in September. Until then we tread carefully, making sure we continue to engage with our families, volunteers and supporters as we pivot to online initiatives built for the long-term; including the *Happiness Hub*, our new home for the Camp Quality Puppets and Virtual Camps.

Helping us through this period of uncertainty is the team at The Oranges Toolkit (TOTK). Oranges offers evidence-based, measurable and practical learning programs and tools that build resilience and optimism. As Camp Quality's social enterprise, 100% of the profits go towards supporting kids facing cancer in Australia. We look forward to working more closely with TOTK in 2020 to support the wellbeing of our staff, families and volunteers and augment our income.

This period of isolation has not been easy for charities as we fight to sustain our businesses, while at the same time looking for new opportunities to grow our digital services and programs along with our face-to-face camps and Family Fun Days. To achieve this dual approach to our services, we need to look for new and more sustainable revenue streams and partnerships. Special thanks go to our corporate partners, including Caesarstone, Fujitsu, NAB, Lego, Higgins, Sarraf Strata, the Audi Foundation and the Arnott's Foundation.

The 2019 and 2020 Arnott's Foundation Gala Balls were extremely successful and a lot of fun for employees and supporters of the Arnott's Foundation and Camp Quality. A Camp Quality mum, Charlene Ebbs, spoke eloquently about her family's experience on camps and her moving story brought the room to tears, with a standing ovation acknowledging her courage in sharing her story.



I am happy to report that in May 2020 Camp Quality announced a new three-year partnership with ALDI Australia. ALDI will donate \$1.5 million over the period and aims to raise additional funds via a range of fundraising initiatives. The partnership will help fund Camp Quality's much-loved Kids' Camps. I am also pleased to report that Fujitsu has extended their current five-year partnership for another three years. Fujitsu is our Innovation Partner and we look forward to working with them to create an interactive suite of relevant apps to enable our stakeholders to connect with Camp Quality's services and programs anytime, anywhere.

We are currently in the process of refreshing and adapting our strategy for a post-COVID-19 future, knowing that the heart of everything we do will always be our interaction with our families and stakeholders, on camps, Family Fun Days or with the puppets in primary schools. If not, then we will be there with digital initiatives to help kids and families impacted by cancer navigate the challenges and create positive memories.

We will emerge from this current period stronger for the steps we have taken so that we can ensure we are there to help kids facing cancer be kids again - for the next 35 years. Thank you to all our generous supporters, our volunteers, donors and our corporate partners. We couldn't do it without you.

Thank you also to our precious kids and families. You are the reason we are here.

Yours sincerely,



**Deborah Thomas**  
CEO, Camp Quality



## 2. OUR VALUE PROPOSITION

# How we create value



## 1. PURPOSE

# Give kids impacted by cancer

### 1. PURPOSE

Give kids impacted by cancer the chance to be kids again in a safe and supportive environment.

### 2. VALUES

#### Optimism

Spreading positivity and enthusiasm in the way we interact.

#### Excellence

Seeking greatness in all that we do.

#### Integrity

Encouraging trust through personal leadership.

#### Accountability

Accepting responsibility for actions and results.

#### Celebrating Life

Approaching life as an adventure.

### 3. VALUE ENABLERS



#### Intellectual Capital

The value of our employees' knowledge, business training and informational resources.



#### Social & Relationship Capital

Relationships within our organisation and with external stakeholders.



#### Human Capital

The skills, education, capacity and attributes of the Camp Quality staff and volunteers.



#### Financial Capital

Income and financial resources.



# the chance to be kids again.

## 4. STRATEGIC FOCUS AREAS

Camp Quality's strategy has five focus areas:



**Service Excellence:** ensuring our programs are relevant, equitable, effective and support our kids and their families.



**Value:** creating and driving strong, sustainable revenue streams.



**Brand:** building and protecting a trusted and innovative brand that supports reach, revenue and culture.



**Industry Best:** championing strong governance and a focus on safety.



**Quality:** supporting a more diverse, skilled and effective people base.

## 5. VALUE CREATION

Camp Quality creates value through four innovative program streams. These are designed to develop life skills and strengthen the wellbeing of children aged 0-13 impacted by cancer, as well as their families.



**In hospital**



**At school**



**At home**



**Away from it all**

## 6. EXTERNAL ENVIRONMENT

Camp Quality's value creation is constantly challenged by the external environment. These external challenges include:

- Economic conditions
- Technological change
- Societal issues
- Legal and regulatory matters
- Environmental change
- Global pandemic



# Kids Impacted by a Carer's Cancer (KICC) Camps

At Camp Quality we aim to provide support and build relationships to help us grow and develop our services and programs based on the needs of families around Australia. As part of this we utilise the four value enablers (intellectual capital, social and relationship capital, human capital and financial capital) defined on pages 16 and 17 of this report. These helped us identify that the needs of families with Kids Impacted by a Carer's Cancer were an area Camp Quality would be able to move into, currently not supported within Australia.

In 2018 we partnered with Zest Health to research the mental health and wellbeing benefits of Camp Quality's services and programs. The results came back as overwhelmingly positive – stating that our services and programs were beneficial and met genuine needs that would otherwise remain unmet. The research enabled Camp Quality to identify some gaps in services for kids aged 0-13. The biggest gap identified was that of Kids Impacted by a Carer's Cancer (KICC) diagnosis. It's been found that each year in Australia around 40,000 children are impacted by this, and therefore we set out to try and provide camps and support to those affected.

The KICC Pilot Camps that ran in 2019 were an important opportunity for Camp Quality to extend the support we currently provide to children impacted by their own or a sibling's cancer diagnosis, to a group of children impacted by a primary carer's cancer. There were two trial camps completed in WA, generously funded by LotteryWest.

## Who could attend?

The KICC Camps provided the opportunity for our kids in WA, who were facing the diagnosis of cancer to their parent or caregiver, to feel like other kids their own age by doing the things other kids do. This included laughing, playing games and making new friends.

## When and where were the camps?

The camps were set over an adventure-filled three days, the first taking place over the last weekend in May and the second during the last weekend of August. Both were hosted at Woodman Point in the beautiful region of Munster, south of Fremantle.

## What happened at camp?

The theme for the camps were 'When I grow up' and participants were able to share what they'd like to become

when they are older – whether that involved an occupation or someone they aspired to be.

Over the course of the weekend there were a number of structured activities that were themed around 'When I grow up', including hat making, Lego building, a science workshop and even some virtual-reality team building. There were also lots of outdoor activities, such as flying fox, zoo keeping, archery and yoga. These activities allowed so many of the campers to overcome their fears, support a friend and achieve a new experience. The yoga also allowed the kids to learn some techniques to assist in managing stress and anxiety.

## What did we find?

The two pilots had a large evaluation process to ensure we achieved as much learning as possible, so Camp Quality would be best able to meet the needs of this cohort going forward. Each pilot had five surveys for the families and kids and three briefings with the volunteers before camp, at the end of camp, and then post-camp.

Some of the findings can be seen below:

**100%**

of children **enjoyed the camp.**



**80%** of

volunteers saw kids **developing independence** on camp.



**68%**

of parents noticed an **increase in positive mood** from their child/ren since participating in camp.



**97%**

of children **made new friends** at camp.



# Factors that influence our success

In order for Camp Quality to remain relevant and to deliver services and programs that meet the needs of kids impacted by cancer, we identified six critical factors that influence our success and these remain consistent with our approach in 2017 and 2018. In each activity our business undertook in 2019, at least five of these six critical success factors needed to be met for us to consider the activity meaningful to our business. This approach was further supported by identifying what value enablers these activities relied upon as we sought to drive our business forward in 2019.



## **The Right Services**

Continue to develop and deliver effective services and programs to support any child in Australia under 13 years of age impacted by cancer, regardless of where they live or their socioeconomic status.



## **The Right People**

Attract, retain and support talented people to do innovative and impactful work.



## **Strong Relationships**

Develop and maintain healthy, respectful and mutually beneficial relationships by investing time and energy into creating authentic connections with all key stakeholders.



## **A Commitment to Continuous Business Improvement**

Continue to improve the business' core functions to drive efficiencies and innovative solutions.



## **The Right Level of Investment**

Identifying, engaging and fostering meaningful relationships with those that can help us create, drive and protect sustainable income streams.



## **The Right Attitude**

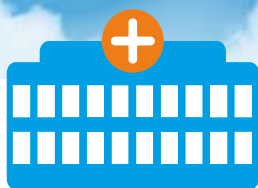
Focus on innovation in a "safe to fail" environment, while maintaining our commitment to collaboration and cooperation across the business.

### 3. HOW WE CHANGE THE CANCER STORY

# Meet the Roberts Family

#### The Roberts family

Corinna and Ben live in regional Australia with their three kids Eva, Jarvis and Lochy. They love spending time together.



#### A diagnosis of cancer

Lochy is three years old when he starts getting strange pains. Corinna takes him to the doctor who sends them to hospital in Sydney for further tests. The family is given the heartbreaking news that Lochy has cancer.



#### The Kids' Guide to Cancer app

It's a confusing time for Eva and Jarvis. The *Kids' Guide to Cancer* app helps them understand what is happening to their little brother.



#### A visit from the Family Liaison Coordinator & Camp Quality Puppets

Lochy and Corinna are told they need to stay in hospital. Lochy is so unhappy. His parents take turns being by his bedside and caring for their other kids. Then Laura, a Camp Quality Family Liaison Coordinator, visits with information about services and programs that can help, and the Camp Quality Puppets make Lochy laugh again.



#### A session with a Child Life Therapist

Lochy is scared about the procedures he faces. Kylie, a Camp Quality funded Child Life Therapist at the hospital, introduces medical play techniques and teaches him coping skills proven to ease his anxiety.







### The Camp Quality Puppets come to school

At Eva and Jarvis' school, kids are confused and making Eva and Jarvis uncomfortable. Camp Quality's Primary School Education Program Puppets visit their school to dispel myths about cancer and create a supportive environment.



### Giving back

When Lochy starts school, the Camp Quality Puppets come and teach the other kids why he looks a little different due to his treatment. Corinna takes this opportunity to run a school FUNraiser to help support other families like theirs.

Ben decides to become a regular giver. He knows the positive impact that Camp Quality's free services and programs have had on his family. Ben wants all Australian kids facing cancer to have access to the same opportunities that his family did. He would like to give kids the opportunity to laugh, make new friends, create positive memories and be kids again.

### The New Normal Navigator app

Returning home to a 'new normal' with Lochy after treatment isn't easy. Corinna downloads the free *New Normal Navigator* app on her phone for practical and emotional support, stories from other families, info about services, and resources to help navigate what can be an overwhelming time.



### A break at a retreat

Twelve months later, the whole family gets the chance to relax, unwind and make precious positive memories on holiday together at a Camp Quality Retreat. These happy memories start to outweigh the sad ones.



### Going on a Kids' Camp

Ben and Corinna haven't been able to do anything fun with the kids since Lochy's diagnosis. So when Eva and Jarvis go on Kids' Camp, they are able to have adventures with kids who have had similar experiences to them and who understand what their family has been through. When Lochy is better he can also go on a Mini Camp with kids his age.




### Going on a Family Camp

Lochy has just finished treatment. The family go away together for the first time in eighteen months on a Family Camp. They relax and make memories not centred on sickness and create lifelong friendships with others just like them.









## 4. PERFORMANCE & OUTLOOK




# Performance report

Value enablers (Resources and relationships used by Camp Quality to create value)	Strategic focus area	Strategic activities & performance measure	
 <b>Social &amp; relationship capital</b> Relationships within our organisation and with external stakeholders	 SERVICE EXCELLENCE	Reach >80% of children diagnosed with cancer, and their families, through our Hospital Program.  <b>Measure:</b> FAVES <sup>1</sup> data for new family registrations, population cancer incidence data for estimate of number of new diagnoses.	
		A minimum of 50% of our registered families will attend, or access, at least one Camp Quality service and/or program in CY2019.  <b>Measure:</b> FAVES data for family participation in services and programs.	
		Reach 25% of registered children who have a sibling diagnosed with cancer.  <b>Measure:</b> FAVES data for family participation in services and programs.	
		Reach 5% of children who have a parent or primary carer diagnosed with cancer in 2019.  <b>Measure:</b> FAVES data and population statistics.	
		Perform 600 puppet shows in 2019 with a view of 25% in regional schools.  <b>Measure:</b> FAVES data for PSP school visits and performances.	
		Uphold the ongoing requirements for the ACF Safeguarding Children Accreditation Program.  <b>Measure:</b> Maintained accreditation through ACF.	
 <b>Human capital</b> The skills, education, capacity and attributes of the Camp Quality team			
 <b>Intellectual capital</b> The value of knowledge, business training and information resources of our employees			
 <b>Financial capital</b> Income and financial resources			






<sup>1</sup> FAVES; Family & Volunteer Engagement

Results	Impact Summary and overall outcome (either achieved or working towards)
<p><b>Results:</b> The most recent child cancer incidence data from the Australian Childhood Cancer Registry estimated there were approximately 750 new diagnoses in children aged 0-14 in 2018.</p> <p>In 2019 we registered approximately 465 (62%) of these children compared to 411 children registered in 2018.</p>	<p><b>Increased social &amp; relationship capital</b></p> 
<p><b>Results:</b> By the end of 2019 Camp Quality had a total of 3,835 families registered with us, including 7,254 children aged 0-13. Of these, 3,793 kids (50%) participated in a Camp Quality service or program within the past 12 months.</p>	<p><b>Increased social &amp; relationship capital</b></p> 
<p><b>Results:</b> Of the 3,793 children who attended a program with us in 2019, 835 of these children were siblings. This represents an increase of 22% of siblings attending one of our Kids' Camps in 2019.</p> <p>In addition to these, a further 110,000 children saw our Primary School Program as shows were delivered to 446 schools. Within these school audiences, over 350 children were identified as being siblings to a child diagnosed with cancer.</p> <p>On the basis it was anticipated 750 children would be diagnosed with cancer in 2019, and we reached over 1,150 children who had been identified as siblings, we have assumed our programs have achieved significant reach among this cohort.</p>	<p><b>Increased social &amp; relationship capital</b></p> 
<p><b>Results:</b> Current epidemiological data estimates a total of approximately 20,000 adults with children have a diagnosis of cancer in Australia each year. Of these, Camp Quality currently has nearly 1,100 families registered with us, including 2,754 kids. This is a result of 5.5% of families reached by Camp Quality in 2019.</p> <p>We have found that with the running of the KICC Camps, this number has increased dramatically and that there is a high need to support kids impacted by a primary carer's diagnosis. The support will be increased in 2020 with more camps for this cohort.</p>	<p><b>Increased social &amp; relationship capital</b></p> 
<p><b>Results:</b> During 2019 446 schools were visited with 656 performances delivered. These performances were seen by 110,000 school children, with 67% of these in metro areas and 33% in rural locations.</p> <p>The Camp Quality Puppets also provided 308 visits to hospitals across the country.</p>	<p><b>Increased social &amp; relationship capital</b></p> 
<p><b>Results:</b> With regular auditing and check-ins with ACF, along with ensuring all volunteers and staff attending child-based activities have the ACF Safeguarding Children training, we have maintained our accreditation.</p>	<p><b>Maintained intellectual capital</b></p> 



Value enablers (Resources and relationships used by Camp Quality to create value)	Strategic focus area	Strategic activities & performance measure	
 <b>Social &amp; relationship capital</b> Relationships within our organisation and with external stakeholders   <b>Human capital</b> The skills, education, capacity and attributes of the Camp Quality team   <b>Intellectual capital</b> The value of knowledge, business training and information resources of our employees   <b>Financial capital</b> Income and financial resources	 VALUE	Achieve a gross cash revenue target of \$14.4m.  <b>Measure:</b> P&L Performance.	
		Deliver an expenditure budget of \$14.4m.  <b>Measure:</b> P&L Performance.	
		Achieve a 10% reduction in operational costs.  <b>Measure:</b> P&L Performance.	
		Increasing individual donor retention by 10% by improving our donor journeys.  <b>Measure:</b> P&L Performance and donor attrition performance reports.	
		Investing in considered acquisition of new donors.  <b>Measure:</b> Number of active donors.	
		Identifying, engaging and securing new corporate partners to increase corporate revenue.  <b>Measure:</b> Increase in corporate revenue.	
		Managing a shift away from an over-reliance on event and community-event income to more cost effective revenue-generating activities.  <b>Measure:</b> P&L Performance and a reduction in event and community-event income as an overall percentage of revenue.	
		Building and launching minimum viable product, peer-to-peer fundraising campaign.  <b>Measure:</b> Launch of a peer-to-peer fundraising campaign.	

Results	Impact Summary and overall outcome (either achieved or working towards)
<p><b>Results:</b> Gross cash revenue generated in 2019 was \$10.9m against a target of \$14.4m. With the exception of corporate revenue, all other revenue streams recorded a negative variance to budget. The areas with the most impact were events and community fundraising, down \$1.9m, and bequests, down \$1m.</p> <p>The reliance on events and community fundraising income remains a key focus as we move into 2020. This involves stabilising the events and community fundraising space while actively shifting our revenue mix towards a more cost-effective, controllable blend of corporate partnerships and individual donor support.</p>	<p><b>Decreased social &amp; relationship capital</b> <b>Decreased financial capital</b></p> <p>↓ ↓</p>
<p><b>Results:</b> Expenditure across the organisation was controlled with tight cost restrictions put in place to offset some of the falling revenue. Total expenditure for the year was \$13.1m against a target of \$14.4m. Reducing our operational cost base to stimulate additional investment in services and programs is a key priority for 2020.</p>	<p><b>Increased financial capital</b></p> <p>↑</p>
<p><b>Results:</b> Operational costs were reduced by 9% from the prior year, slightly missing our target of 10%. Continuing to lessen our cost base is a focus, and as we move into 2020 we are aiming for a further 4% reduction. While 2019's cost reduction was largely a result of reduced headcount, we will also look to decrease our infrastructure costs and provide savings through process improvements and the utilisation of technology.</p>	<p><b>Decreased financial capital</b></p> <p>↓</p>
<p><b>Results:</b> In 2018 we retained 72% of our individual donors and at the end of 2019 we have achieved 88% retention of our active individual donors from 2018. The donor retention and supporter saves programs were given a complete overhaul with increased focus on developing bespoke donor journeys with personalised, tailored communication and ask strategies - with initial results being very promising. As we move into 2020, we have begun implementation of a marketing platform which will automate several of the donor retention tasks currently performed by the team manually. It also removes the use of an external platform, thereby keeping our data in one location. Furthermore, this platform will provide our donors with an easy way to communicate with Camp Quality, which we hope will further improve our retention rates and donor experience.</p>	<p><b>Increased social &amp; relationship capital</b> <b>Increased financial capital</b></p> <p>↑ ↑</p>
<p><b>Results:</b> While we investigated options to invest in the mass acquisition of new donors, ultimately the decision was made to delay this type of investment and focus on activities that provide a greater immediate return on investment. We will continue to invest in maintaining and re-engaging the donors we currently have through personalised engagement campaigns and also acquire new donors through small, targeted initiatives.</p>	<p><b>Working toward social &amp; relationship capital</b> <b>Maintained financial capital</b></p> <p>↓ ↓</p>
<p><b>Results:</b> 2019 was a year in which time and effort were spent in successfully rebuilding our corporate pipeline and establishing potential corporate connections to provide increased revenue. We achieved a 67% increase in corporate revenue from 2018. We successfully re-engaged NAB who delivered a successful campaign of over \$773k, continued our fantastic relationships and valued support from our major partners, The Arnott's Foundation, Lego, the Audi Foundation, Fujitsu and Sarraf Strata, while entering into new partnerships with Marley Spoon and Pink Tank Events.</p>	<p><b>Increased social &amp; relationship capital</b> <b>Increased financial capital</b></p> <p>↑ ↑</p>
<p><b>Results:</b> In 2018, excluding bequest payments, our income from events and community events was 51% of our overall fundraising revenue and this reduced to 47% in 2019. We have ceased or scaled back events that have falling profitability and are focusing our resourcing and investment into activities and revenue streams with the potential for greater returns, such as corporate partnerships, individual donor support and campaign revenue.</p> <p>Our social enterprise TOTK (Oranges) continues to build strength in diversifying and augmenting our income through its corporate wellbeing programs. Workshop revenue growth of 31% (\$129k) realised in 2019.</p>	<p><b>Decreased social &amp; relationship capital</b> <b>Decreased financial capital</b></p> <p>↓ ↓</p>
<p><b>Results:</b> We trialed an online, 24-hour digital One Day campaign late in 2019 aiming to raise \$250k in just 24 hours, with matched giving a key component of the campaign. Due to the impact of the bushfires, we made the decision not to seek support from those states affected, which impacted the overall result. We fell slightly short of our target, raising approximately \$225k, which was still an incredible result and show of support from our valuable donors.</p>	<p><b>Increased social &amp; relationship capital</b> <b>Decreased financial capital</b></p> <p>↑ ↓</p>

Value enablers (Resources and relationships used by Camp Quality to create value)	Strategic focus area	Strategic activities & performance measure	
 <b>Social &amp; relationship capital</b> Relationships within our organisation and with external stakeholders	 <b>Human capital</b> The skills, education, capacity and attributes of the Camp Quality team	 <b>BRAND</b>	
 <b>Intellectual capital</b> The value of knowledge, business training and information resources of our employees	 <b>Financial capital</b> Income and financial resources		

Grow engagement across all social channels.

**Measure:**  
By social media KSM Tracking.

Grow social media following across all channels.

**Measure:**  
By social media KSM Tracking.

Maintain Camp Quality's reputational rating.

**Measure:**  
AMR Index Results: an independent industry benchmark.

Actively identify and engage at least 3 new ambassadors.

**Measure:**  
No. of MOUs signed and influencers posting our messages.

Maintain and grow Camp Quality's share of voice across traditional media so we have at least one major proactive media campaign every month.

**Measure:**  
Media Report.








Ensure all staff appropriately trained in key message delivery.







**Measure:**  
Standard of outgoing messaging.









Ensure all internal materials contain accurate key messaging.

**Measure:**  
Final review by Media and Communications Manager.



Results	Impact Summary and overall outcome (either achieved or working towards)
<p><b>Results:</b> Social media engagement grew year-over-year on most platforms in 2019 reaching a peak in Nov of 32,585 engagements during our One Day campaign.</p> <p>Engagement is the catalyst for boosting all other social media metrics. High rates of engagement indicate a greater likelihood that our audience will take valuable actions (e.g donations, fundraise etc).</p>	<p><b>Increased social &amp; relationship capital</b> <b>Increased intellectual capital</b></p> 
<p><b>Results:</b> Social media follower growth of 11.5% across all channels.</p> <p>Represents a significant growth in the size of an existing audience who have the potential to see and engage with our content.</p>	<p><b>Increased social &amp; relationship capital</b> <b>Increased intellectual capital</b></p> 
<p><b>Results:</b> We moved into the top ten up to #8 most reputable charities in Australia. This is an increase of 4 from our previous position of #12. This makes Camp Quality the most reputable charity for children 0-13 years old.</p>	<p><b>Increased social &amp; relationship capital</b></p> 
<p><b>Results:</b> Identified, completed onboarding and signed MOU for 3 new ambassadors and maintained positive relationships with our existing 9 long-term ambassadors.</p>	<p><b>Increased social &amp; relationship capital</b> <b>Increased intellectual capital</b></p> 
<p><b>Results:</b> Over one major proactive media story each month. A total of 1,140 media stories mentioned Camp Quality with a potential reach of 14,879,385 opportunities to see our key messages.</p>	<p><b>Increased social &amp; relationship capital</b> <b>Increased intellectual capital</b></p> 
<p><b>Results:</b> All new staff inducted in Media and Communications resources. All staff provided accessible resources including video, photography, key messages, statistics, dollar handles, templates and briefing documents.</p>	<p><b>Maintained social &amp; relationship capital</b> <b>Maintained intellectual capital</b> <b>Maintained human capital</b></p> 
<p><b>Results:</b> All communications materials reviewed for visual and written brand consistency to ensure consistent and accurate key messaging.</p> <p>Zero significant breaches in messaging.</p>	<p><b>Maintained social &amp; relationship capital</b> <b>Maintained intellectual capital</b></p> 

Value enablers (Resources and relationships used by Camp Quality to create value)	Strategic focus area	Strategic activities & performance measure	
 <b>Social &amp; relationship capital</b> Relationships within our organisation and with external stakeholders	 INDUSTRY BEST	100% of child safety concerns reported and resolved within our organisation in line with policies and procedures.  <b>Measure:</b> Reporting processes.	
		100% of volunteer qualifications in child safety maintained.  <b>Measure:</b> Reporting processes.	
		Integrated Report for CY2019 completed in a timely fashion.  <b>Measure:</b> Successful publication within preferred timeline.	
		Reporting of Authority To Fundraise (ATF) breaches (post 4 weeks and no funds remitted). Event compliance in line with Camp Quality's internal processes/each state's legislative requirements. No notifiable breaches to any governing regulators, including Australian Charities & Not-for-profits Commission, Australian Tax Office, Office of the Australian Information Commissioner and Fair Work Ombudsman.  <b>Measure:</b> Reporting to regulators.	
	 QUALITY	100% of employees with established Key Performance Indicators (KPIs) agreed upon at commencement of CY2019.  <b>Measure:</b> Submitted documentation to People & Culture Team.	
		Evidence of consistent performance management of staff on a quarterly basis.  <b>Measure:</b> Submitted documentation to People & Culture Team.	
		Contribute to employee professional by providing regular opportunities in the form of 'Lunch & Learns', all staff webinars and attendance at role-related external events.  <b>Measure:</b> Via Camp Quality Learning & Development calendar and approval records.	
		Volunteer engagement scores maintained at 70% or greater.  <b>Measure:</b> Via volunteer participation rates.	
 <b>Human capital</b> The skills, education, capacity and attributes of the Camp Quality team			
 <b>Intellectual capital</b> The value of knowledge, business training and information resources of our employees			
 <b>Financial capital</b> Income and financial resources			

Results	Impact Summary and overall outcome (either achieved or working towards)
<p><b>Results:</b> Reporting of all incidents relating to Safeguarding Children &amp; Young People was in line with policy, including timeframes.</p> <p>Camp Quality also continues to hold the Australian Childhood Foundation (ACF) accreditation demonstrating our commitment to the safety of children.</p> <p>100% of Volunteer qualifications in Child Safety maintained.</p>	<p><b>Increased social &amp; relationship capital</b> <b>Increased intellectual capital</b> <b>Increased human capital</b></p> 
<p><b>Results:</b> Working With Children checks and other SC&amp;YP requirements (e.g. ACF training) for all personnel were completed in line with policy.</p> <p>Continued successful accreditation with ACF is evidence of this commitment.</p>	<p><b>Increased social &amp; relationship capital</b> <b>Increased intellectual capital</b></p> 
<p><b>Results:</b> Successfully produced and published our third Integrated Report illustrating our ongoing commitment to greater transparency for our stakeholders.</p>	<p><b>Increased social &amp; relationship capital</b> <b>Increased intellectual capital</b></p> 
<p><b>Results:</b> There were no breaches of fundraising licensing requirements, although we continue to struggle with community fundraising where generous supporters in the community hold fundraising events to raise vital money for Camp Quality, yet do not advise us they are doing so. We are working to actively educate our donors and promote greater compliance around this process.</p> <p>No notifiable breaches to any governing regulators including Australian Charities &amp; Not-for-profits Commission (ACNC), Australian Tax Office (ATO), Office of the Australian Information Commissioner (OAIC) and Fair Work Ombudsman (FWO).</p> <p>While there were no notifiable breaches to ACNC, ATO and OAIC in 2019, Camp Quality conducted a thorough and extensive audit of employees' salaries against Modern Award classifications. Regrettably, it was discovered that approximately 11% of current employees and a number of ex-employees had not been correctly paid. Immediate steps were taken to rectify the issue and tighter controls were implemented to ensure the risk of this occurring was greatly reduced. Camp Quality self-reported the matter to the FWO, who have advised that they are satisfied with the process undertaken by Camp Quality and the outcome.</p> <p>We also undertook a review and refresh of our policies relating to data breaches, privacy, whistle blowing and complaints reporting, with training rolled out to all team members in late 2019.</p>	<p><b>Increased intellectual capital</b> <b>Decreased financial capital</b> <b>Increased human capital</b></p> 
<p><b>Results:</b> Approximately 95% of employees successfully established Key Performance Indicators (KPIs) with their managers moving into the start of CY2019.</p>	<p><b>Decreased human capital</b></p> 
<p><b>Results:</b> The organisation achieved 60% of completed quarterly performance review documentation again during CY2019. While it was disappointing to see there was no improvement, documented evidence shows that during the first half of the year completion rates were very strong, with the rate dropping off gradually in Q3 and more significantly during Q4. Following a review of the processes, it has been decided that moving into 2020 formal performance reviews will be completed twice yearly only to ensure that the process is more meaningful and achievable for both employees and their managers.</p>	<p><b>Maintained human capital</b> <b>Decreased intellectual capital</b></p> 
<p><b>Results:</b> Learning and Development opportunities were provided to employees throughout the year by way of a regular Lunch &amp; Learn program, webinars and access to participate in external conferences, seminars, networking opportunities and other forums relevant to their role or career-progression goals. During CY2019 employees were not tasked with having a set number of L&amp;D hours that they needed to complete, but rather individuals were encouraged to work with their manager to ensure they accessed quality opportunities, taking the focus away from quantity.</p>	<p><b>Increased social &amp; relationship capital</b> <b>Increased human capital</b></p> 
<p><b>Results:</b> Camp Quality's CY2019 volunteer engagement showed participation rates of approximately 75% across the organisation, which is a pleasing result. However, throughout CY2020 the focus will be on ensuring our volunteers are engaged further by improving the quality of our volunteer records and working with a newly established Volunteer Advisory Committee to ensure better communication and feedback with our unpaid workforce.</p>	<p><b>Increased intellectual capital</b> <b>Increased human capital</b></p> 

# Performance report

The following section provides greater commentary on the key performance outcomes against the five strategic focus areas and further insight into the outlook of each area.



## Service Excellence: ensuring our programs are relevant, equitable, effective and support our families

The past year at Camp Quality has seen our services and programs refocus and get back to what we and our core business do best – direct service support to our kids and families. They are who we are here for, and therefore will always be our first priority when we're looking at what we deliver. Part of this shift has seen a change in our service and delivery teams, with the positions of the Family Liaison Coordinators and the Recreation Program Coordinators combined to create the Family Program Coordinator (FPC) role. This shift has allowed for the FPC Team to talk to families directly about the programs they are delivering, creating less points of contact for families. This facilitates a more seamless registration and communications approach throughout their Camp Quality experience with a single point of contact.

Statistically in Australia things have not changed drastically in the past year and we know approximately 750 children will be diagnosed with cancer in any given year. 59% of those newly diagnosed kids were supported by our services and programs in 2019.

Our focus will now include our Kids Impacted by a Carer's Cancer (KICC) community, taking our potential stakeholder audience to more than 70,000 children every year. In 2019 we started to support these kids with the piloting of KICC Camps and they were well-

received. As documented earlier in this report, these will continue to grow in 2020 with an expansion of KICC Camps into other states and territories across the country. Approximately 40,000 kids aged 0-13 faced a parent's or primary caregiver's cancer diagnosis. More than 2700 of these kids registered for Camp Quality services and programs, including the Pilot KICC Programs held in WA.

In 2019 Camp Quality provided services and programs to a significant number of children with key results/outcomes including the following:

Currently we have 7,254 kids registered who have been impacted by a childhood cancer diagnosis. Of these, 1,666 have been affected by a parent or primary carer's diagnosis. 3446 kids attended a program this year with 813 of those having a new diagnosis.

63 camps, composed of 23 Kids' Camps and 40 Family Camps, were hosted with children and families able to attend completely free of charge. This enabled 1,179 children and 362 families to take a break from it all, make new friends and create some positive memories.

In total, we also provided 2,877 places for families to attend Family Fun Days and Family Experiences, giving them a unique chance to reconnect with each other and families going through similar experiences.

The Primary School Education Program (PSEP) visited 446 schools, including 139 regional schools. This initiative in primary schools was attended by 110,000

children. The Qld PSEP was supported by funding from Queensland Health for both metropolitan and rural schools.

With a large contribution of funding from Gandel Philanthropy in Melbourne, the Primary School Education Program has started a full redevelopment analysis with a view of extending the reach of cancer education to primary schools across Australia. Currently the redevelopment has undergone a review with support from professionals across the sector: including teachers, social workers, psychologists and families. A trial of the new education program is planned for mid-2020.

Over the year our Family Program Coordinators and the Camp Quality Puppets made more than 350 hospital visits, interacting with an estimated 20,000 kids and families and bringing smiles to children being treated at various hospitals across the country.

170 families attended our respite retreats, located at Salamander Bay and Coffs Harbour (in NSW), Warrnambool (in Victoria) and West Beach Caravan Park (in SA). These retreats provide families with an invaluable opportunity to reconnect outside the hospital environment and make new, happy memories.

In 2019 Camp Quality developed the *New Normal Navigator* app with one-off funding received from the federal government. The app, which is the first of its kind, seeks to help families identify and pre-empt some of the needs they may have when they return home after an extended stay in hospital. The app connects families with information



and services that can help them deal with some of their practical, psychosocial and financial support needs as they adjust to the new normal at home. The content was developed in collaboration with other organisations in the sector, including support from Redkite.

In 2020 the plan is to continue the high-quality services we have offered for more than 35 years. We look to support more families who have not yet had the chance to access our services and programs due to their regional locations. We aim to have an equitable approach to program delivery in order to ensure all children across the country have the same opportunities.

The national approach to how the Services and Program Team works and supports each other across the country should not take away from the understanding that the local communities we support have valuable insight. It's their individual characteristics that create what is such a diverse and exciting place to live and play. Our goal is to create a national charity with a local community focus.



### **Brand: building and protecting a unique brand that supports reach, revenue and culture**

Camp Quality Founder Vera Entwistle's epiphany that we can't extend a child's life, but we can improve its quality, was the beginning of a charity that would change the cancer story for generations of kids.

Camp Quality celebrated being '35 Years Young' in 2019, with a bespoke logo, merchandise, social media journey, website reskin and a page on our website full of stories of those who had been involved along the way. Our interview with Vera was a cornerstone of this communication, shared on our website, social media, in eDMs to supporters and at '35 Years Young' events across the country. We also reached out to the Camp Quality family to share their memories with us, building a powerful digital mosaic of photos and stories.

The legacy built on those beautiful times is still strong, with Camp Quality shooting back into the top ten of Australia's most reputable charities. Now at No. 8 (up four places from last year) we are the most trusted cancer charity for children aged 0-13 across the areas of services, innovation, governance, leadership and citizenship.

Our 2019 brand story was particularly focused on innovation, with the *New Normal Navigator* app launching at Parliament House to broad media coverage and the Kids Impacted by a Carer's Cancer (KICC) Camps initiative featured in our appeal and social media channels. To deepen understanding of our services we consolidated extensive market research with our supporters, families, staff and the public to develop new, data-driven key messages about what we do and who we are. These new words, about kids having the chance to just be kids again, were at the centre of Vera's original dream, and remain the beating heart of Camp Quality today.



## Value: creating and driving strong, sustainable and diverse revenue streams

Camp Quality has delivered services and programs in support of kids impacted by a cancer diagnosis for more than 35 years. Over this time the demand for our support has increased year-on-year with 2019 being no exception. With this comes the challenge of not only growing our revenue streams, but also diversifying them to ensure they are more predictable and reliable. 2019 presented many challenges for the organisation in terms of revenue generation and diversification, seeing us fall significantly short of our targeted revenue goal. However, this is caveated with the fact that we significantly grew our support from targeted individual donor campaigns and strategic corporate partnerships. There is no denying that the financial constraints placed on the not-for-profit sector continue to increase and that natural disasters, such as Australia's devastating bushfires, have had a significant impact on our ability to engage supporters during severe fire and drought seasons.

In 2018 our Calls for a Cause campaign with NAB was suspended, however both organisations worked hard to reinstate this highly successful campaign in 2019. Through the dedication of both parties, Camp Quality was once again able to partner with NAB in 2019 to reinstate Calls for a Cause, which resulted in \$773,191 being raised for the organisation.

We also welcomed new strategic partners into the family, with Pink Tank Events, along with the continued support of our strategic partners including the Audi Foundation who committed for a further three years. Sarraf Strata

also continues to drive forward in their \$1 million fundraising goal in five years, and Lego provides product for our kids in hospital and on our camps. Our pro bono legal partners MinterEllison continue to support us at their offices across Australia as well as hosting our 35th Birthday Celebrations that took place in September of 2019, while The Arnott's Foundation provides product and significant financial support through its increasingly successful Gala Ball held each year.

Our regular givers continued to respond meaningfully to our campaigns and appeals; in 2018 we retained 72% of our individual donors, and at the end of 2019 we achieved 88% retention of our active individual donors from 2018.

In 2019 Camp Quality turned its focus to a donor retention and supporter saves program. Both areas of the business were given a significant overhaul; this body of work enabled the organisation to curate bespoke donor journeys and communication strategies for our supporters, with the implementation yielding strong initial results.

The Campaigns Team, in conjunction with the Donor Relations Team, ideated and delivered a highly successful matched Giving Day campaign in October of 2019. Through the generous backing of individual supporters, corporates and major trusts and foundations, we were able to raise approximately \$225,000 from supporters all over Australia. This result was at a time when devastating bushfires were sweeping across eastern Australia.

Last year we were able to benefit significantly from the support of numerous trusts and foundations in Australia. The Channel 7 Telethon continued to support Camp Quality and the delivery of services and programs in

Western Australia. LotteryWest also invested \$75,000 in the piloting of our KICC Camps in WA for kids impacted by a primary caregiver's cancer diagnosis. And Gandel Philanthropy in Victoria partnered with Camp Quality in the redevelopment of our Primary School Education Program, the benefits of which will be realised by the organisation in CY2020.

Camp Quality derives 47% of its income from community fundraising and events. As such, esCarpade, wesCarpade, 1000 Ks 4 Kids, Off the Menu, Motocyc, Convoy and many other events, continue to deliver significant revenue for the organisation. Unfortunately, revenue across this income line has decreased yet again in 2019, challenging the organisation to assess the impact of both national and international environmental and economic challenges and the wider community's ability to respond financially through donations. Despite this, our supporters continue to dig deep and step up to support the essential services that Camp Quality offers kids impacted by cancer. This is seen through the success of esCarpade 2019, the rollout of Off the Menu in three states, including into the new markets of Brisbane and Adelaide, and the continued success of FUNx4 and our Giggle Balls in ACT and Queensland.

There is no doubt from our financial results in CY2019 that it was a challenging year for Camp Quality. It is with this in mind that our organisation learns from experiences of the past, and understands that a shift to diversifying our income to more predictable and sustainable revenue streams is at the forefront, as we look to build success in CY2020.



## Industry Best: championing strong governance and focus on safety

Camp Quality is a truly national organisation, with a vast number of volunteers and supporters right across the country assisting and supporting children and families in every state and territory. As such, achieving strong governance has been an ongoing and essential element of our business and the means for implementing our values of excellence, accountability and integrity.

In 2019, the following outcomes were achieved:

- Camp Quality maintained its accreditation with the Australian Childhood Foundation (ACF) for its Safeguarding Children Program. We have been successfully accredited since 2010, with child safety at the forefront of everything we do, including: the recruitment of staff; in the delivery of events and programs to children and families; in hospitals; and in schools during the delivery of our Primary School Education Program. Through its accreditation, the ACF acknowledges Camp Quality's commitment to safeguarding children and its continued commitment to upholding these standards.
- Camp Quality continues to review and improve our practices and encourages staff, volunteers, children and their families who access our programs to provide feedback on their experiences with us. This enables us to ensure

our policies, procedures and execution of our programs remain relevant and in line with our mission. Our child-centric culture is modelled from our Board, CEO, management and all staff, including our extensive volunteer network.

- Camp Quality continues to invest in cloud-based platforms, streamlining the use of external systems, building on Salesforce as our enterprise system and improving the capture and utilisation of data. In 2019 this included:
  1. In Q1, the final steps were taken to migrate all of our documents into a cloud-based system, removing the need to maintain an internal location-based server infrastructure. We also transitioned to a new external IT provider, delivering over \$100k in annual IT cost savings.
  2. Our Fundraising Team successfully transitioned from Raiser's Edge CRM to Salesforce as our main CRM across the entire organisation. This transition delivered significant cost reductions in licencing and infrastructure of \$40k per annum. It also delivered the next step in transforming Salesforce into an enterprise system, where the strategic focus is to keep as much data in one central platform as viably possible.
  3. In Q4, we began the process of implementing a marketing platform that will automate our manual, paper-based processes and provide an improved and customised

communication journey for our donors. This first step will ensure we are not moving data out of Salesforce to perform these functions, therefore increasing our data security. This project is due for completion in Q2 2020.

- In 2019, we undertook a process to review and update our policies on data breaches, privacy, whistle blowing and complaints reporting. This action was taken to ensure the safety of children we support, our staff and volunteers. Protecting their information and our stakeholders is critical for Camp Quality, and as a result all team members participated in training for these critical policies.
- Camp Quality continues to be an active member of a variety of not-for-profit groups, including Pro Bono Australia, the Fundraising Institute of Australia and the Children's Charities Leadership Group, the aim of which is to drive greater governance and enhance collaboration across the sector.

Moving into 2020, we have a clear and singular focus: reducing our operational costs in order to deliver extra services and programs to help more children and families impacted by cancer. This will be achieved through diversifying our revenue mix into more profitable financial activities, moving away from a heavy reliance on event income and utilising a combination of technology and continuous business improvements to deliver savings direct to the bottom line.



## Quality: supporting a more diverse, skilled and effective people base

In 2019 we made progress in, or achieved the following outcomes:

- **Improve staff retention by 10%**  
Focused efforts on the way we attracted and retained talent across the organisation was a key priority throughout 2019 in order to improve staff retention. Learnings from HR metrics, exit interviews, performance reviews and end-of-probation interviews were carefully considered to improve our practices and processes. With a better understanding of why we had experienced previous high levels of turnover, overarching responsibility for recruitment and selection was recentralised with our People & Culture Team.

The first half of 2019 saw approximately 30 new employees join Camp Quality. With the P&C Team guiding and working closely with line managers throughout the recruitment

and selection process, it was evident halfway through the year that retention had improved. Owing to the focus on ensuring the right people were engaged in the right roles at the right time, we were delighted to see that by the end of the year we achieved a retention rate of 62% – exceeding our objective of a 10% improvement on the year before. We are now in line with the not-for-profit sector turnover average of 38%. Moving into 2020, we are aiming to improve on this further.

- **Maintain 70% of engagement amongst volunteers**  
In November 2019 Camp Quality conducted a survey of its volunteers across both recreation programs and fundraising events. In addition to this survey, Camp Quality consistently sought feedback from volunteers directly after a recreation program.

During 2019, we were delighted to see that 64% of our unpaid workforce had volunteered in a recreation program.

- **Ensure 100% of all organisational relationship management data is in the Client Relationship Management (CRM) system**  
In early 2019, Camp Quality transitioned to Salesforce as its CRM. This was a significant step forward for the organisation, having used the same CRM for many years. The transition to Salesforce, while successful and well-received by employees, requires continued focus throughout 2020. The remaining work will ensure we are using it as effectively as possible in order to serve the organisation's needs, not just now but well into the future. For this reason, it was not possible to achieve this objective, however we remain committed to the project.



## 5. GOVERNANCE & RISK MANAGEMENT

# Our governance

The Board of Camp Quality strives to uphold the highest standards of corporate governance in compliance with the Australian ASX Corporate Governance Council's Corporate Governance Principles and Recommendations 3<sup>rd</sup> Edition (the "Principles") and the Australian Charities and Not-for-profits Commission's (ACNC) governance standards.

Our Board's mission is to oversee the strategic development and operational performance of the organisation, thus helping build a mindset focused on the future path of Camp Quality. In this context, the Board monitors the progress of the business against the pre-approved Key Success Measures (KSMs) of the organisation via bi-monthly Board meetings.

We emphasise the importance of diversity and hence the members of our Board come from a variety of backgrounds and represent diverse areas of expertise and geographical representation to reflect the character of a truly national not-for-profit organisation in Australia.

### At Camp Quality our Board has adopted eight governance principles

**Principle 1:**

Lay solid foundations for management and oversight

**Principle 2:**

Structure the Board to add value

**Principle 3:**

Act ethically and responsibly

**Principle 4:**

Safeguard integrity in company reporting

**Principle 5:**

Make timely and balanced disclosures

**Principle 6:**

Respect the rights of members

**Principle 7:**

Recognise and manage risk

**Principle 8:**

Remunerate fairly and responsibly







## Governance functions

The Board guides the strategic direction of the organisation and oversees management. It monitors the performance of the organisation and management against the agreed KSMs in the context of an approved annual business plan and budget, policy, risk and compliance framework within which Camp Quality operates. The Board met seven times during 2019 as part of the regular meetings agenda. In addition, there are two committees of the Board, namely: the Audit and Compliance Committee and the People and Culture Committee. Each of these met between three and six times during 2019.

## Directors' meetings

During the Calendar Year 2019, 16 meetings of Directors (including Committees of Directors) were held. Attendances by each Director during the period can be found on the Camp Quality website.

Table showing Camp Quality Board committees and their key functions

Board Sub Committee	Key value creation activities in CY2019	Link to strategic objective
<b>Audit &amp; Compliance</b>		
<p><b>The purpose of the Audit and Compliance Committee is to aid the Board in discharging its governance, risk and financial oversight responsibilities for Camp Quality</b></p>	<p>The Audit &amp; Compliance Committee interrogated the proposed 2020 Budget and Annual Operational Plan, in particular taking into account the financial results of the organisation in 2019, the external economic environment and the impact of events such as the drought and bushfires.</p> <p>The Committee also maintained oversight of the completion of critical projects across the organisation, such as the successful transition to a new investment fund management company and new audit partner, the migrating to cloud applications after decommissioning the internal IT infrastructure and finally the transition of the Fundraising Team from Raiser's Edge CRM to Salesforce CRM.</p>	<p><b>Value:</b> Long-term financial sustainability of Camp Quality</p>  <p><b>Value:</b> Enhanced Efficiencies</p>  <p><b>Industry Best:</b> Early adoption of new Accounting Standards and Integrated Reporting Framework</p> 
<b>People &amp; Culture Committee</b>		
<p><b>The purpose of the People &amp; Culture Committee is to oversee the overall governance of human capital management at Camp Quality and to provide the Board with assurances in this regard. This committee is supported by independent specialists</b></p>	<p>With the appointment of a new Head of People &amp; Culture in late 2018, the Committee was able to step back into its governance role, overseeing and providing guidance to management. The focal point for the Committee in 2019 was the external investigation into the award compliance matter, ensuring management had the support required from external forensic accountants and external legal advice to conduct an extensive review and payroll audit.</p> <p>The Committee monitored the investigation, its outcome and all communications relating to the matter including self-reporting to the FWO. As a result, management have implemented tighter internal controls and processes to significantly reduce the risk of likelihood of another compliance breach of this nature.</p>	<p><b>Quality:</b> Ensuring appropriate talent management and succession planning</p>  <p><b>Quality:</b> Ensuring a high performing culture</p> 
<b>National Revenue Committee</b>		
<p><b>The purpose of the National Revenue Committee is to engage expertise from outside the organisation to assist in identifying and engaging long-term sustainable revenue sources</b></p>	<p>In late 2018, management made the decision to wind up this committee in early 2019 to enable a re-direction of resourcing to support at a local/state level.</p>	<p><b>Value:</b> Long-term financial sustainability of Camp Quality</p> 

# Board/Management's approach to risk management

An enterprise risk management framework operates to enable the Board and management to continue to identify and manage key risks. Understanding organisational risk enables better decision making, which in turn helps achieve Camp Quality's strategic objectives.

Camp Quality is committed to having an effective risk management process that enables management to operate a risk-adverse approach in establishing internal control systems within the company that effectively mitigate or control our significant and emerging risks.

The Board has adopted an overarching risk appetite statement, and reviews and defines Camp Quality's risk tolerance level for services and programs, fundraising, technology and all operational areas at the beginning of each year. Management is responsible for the implementation of the risk management process, which involves the identification, evaluation, prioritisation,

mitigation and continuous monitoring of risks throughout the organisation. Risks relative to organisational key success measures are articulated and monitored at an appropriate frequency.

The status of risks (actual against the threshold and emerging trends) approved by the Board is reported to the Audit and Risk Committee and the Board on a bi-monthly basis unless there is any risk event that warrants the Board's urgent attention.

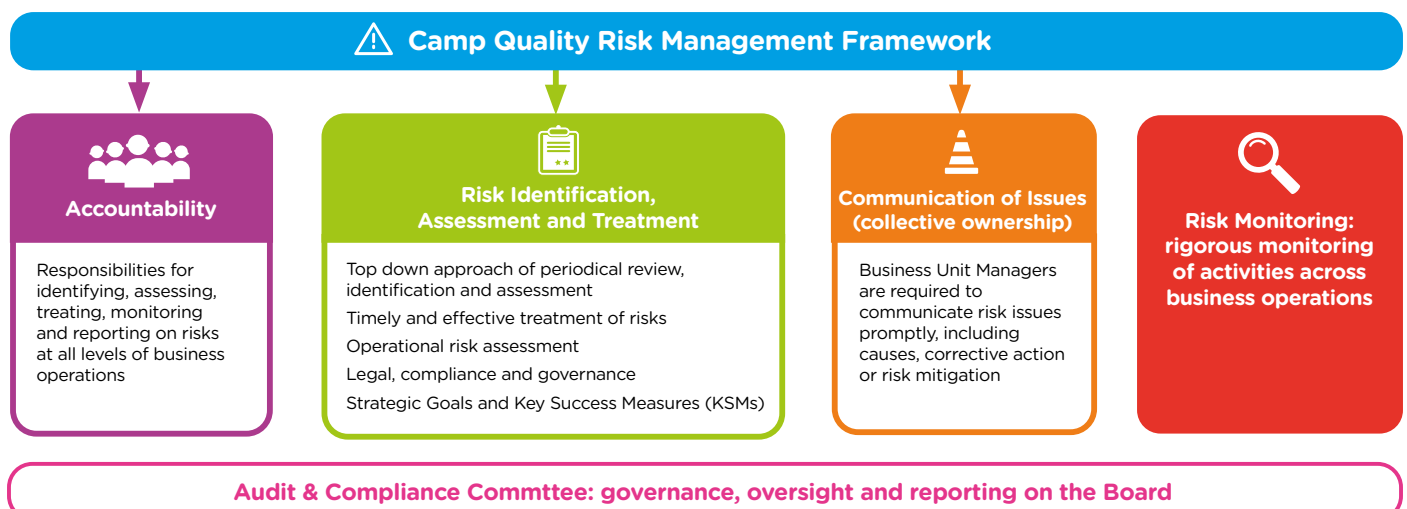
## Under the organisation's risk management systems and processes:

1. Risk management and compliance is an integral part of decision making.
2. Risk management activities and compliance controls are embedded within normal business operations.
3. Risks are identified and treated on a proactive basis with emphasis on prevention rather than reactive responses.
4. A culture of transparency is encouraged and reinforced through identification, reporting, disclosure and open dialogue, to promote sharing of information and good practice.

## Camp Quality's risk management system has the following elements:

1. Audit and Compliance Committee.
2. Accountability, Risk Identification Assessment and Treatment applied at all levels of the organisation.
3. A culture that encourages communication of issues as they are identified (collective ownership).
4. Risk Monitoring, which is presented in the diagram below.

Chart showing Camp Quality's Risk Management Framework












# Significant risks facing Camp Quality and mitigation measures in place for CY2019

The below captures a few significant risks facing our organisation that directly impact on our ability to achieve our objectives, what mitigation measures are in place, incidents (if any) during 2019 and the resources they have impacted.

As necessary, we also draw on the skills of industry experts in creating awareness across the organisation on emerging business risks and their impact if they were to occur.

Our thanks go to our pro bono legal service providers (MinterEllison) for their unwavering support of us again during 2019.

Table showing significant risks facing Camp Quality and mitigation measures in place for CY2019

Risks	Mitigation measures	Result during this reporting period	Impacted value enablers
<b>Children risk</b> (safeguarding children)	Training of staff and volunteers, regular assessment of our systems and processes by independent assessors, regular safety audits.	No reportable incidents.	
<b>People risk</b> (work environment allowing bullying and harassment)	Regular audit of work environment, including by independent people, safety audit, regular sessions on personal safety and safety for others, training on safety and values.	No reportable incidents.	
<b>Fraud and corruption</b>	Development and implementation of financial and procurement policies, Delegation and Limits of Authorities, stringent internal control systems, external audits.	No incidents.	 
<b>Legal and regulatory risks</b>	Legal literacy across the organisation to create awareness on regulation requirements and professional legal support as required.	No recorded breach against law or regulations.  No investigations/inquiries or any threatened or actual litigation against Camp Quality staff, volunteers or anyone involved with our programs.  Camp Quality self-reported, to the FWO, historical contraventions of two modern awards pertaining to rates of pay (refer page 30, People & Culture).	 
<b>Data integrity risks</b>	Implementation of Privacy Act and regulations, data integrity audit, penetration test by independent assessors, PCI audit.	No security breaches.	 
<b>Financial sustainability</b>	Financial reporting against targets by revenue stream, financial/management accounting and governance processes and financial reserves to fund short-term losses.	Financial revenue targets were not met and organisational expenditure was reduced by 9% to help offset the topline shortfall.	

You can find more information regarding risks for which Camp Quality has a zero tolerance [here](#) or visit [campquality.org.au/about-us/our-governance](https://campquality.org.au/about-us/our-governance)



## 6. FINANCIAL REPORTING

# Financial management

### 2019 was a challenging year for Camp Quality financially as revenue dipped in a highly competitive sector.

The fundraising environment across Australia remains highly competitive, and 2019 saw the majority of Camp Quality events and revenue streams produce 19% lower revenue than the year prior, or approximately \$3.39m less (\$17,562,554 in 2018 compared to \$14,174,000 in 2019).

The largest impact on our 2019 revenue when compared to 2018 results was bequests; 2018 saw \$3.5m donated to Camp Quality through bequests, with just \$500k donated in the 2019 financial year, a negative swing of \$3m.

Moving forward, this is a key focus for management; to mitigate the risk of uncontrollable revenue, such as bequests, with a clear strategy to create long-term partnerships with organisations and individuals.

While the fundraising environment was challenging, we had a number

of wins, including the National Australia Bank (NAB) reigniting its Calls for a Cause campaign partnership with Camp Quality, which raised \$773,191. We also successfully launched our first ever 24-hour giving day, raising approximately \$225,000.

On another positive note, the Oranges Toolkit, a wholly owned social enterprise subsidiary of Camp Quality, continued to go from strength to strength, delivering a 32% increase in revenue, up to \$555,924, and reducing its net deficit position down to \$7,418 in 2019, compared to the 2018 deficit of \$99,996.

Regrettably, the overall decline in revenue for Camp Quality resulted in there being less funding available for our services and programs in 2019, which delivered 20% less support for children and their families compared to the prior year (\$10,528,315 in 2018 vs \$8,366,604 in 2019).

The end result was 6% less families registering for support with Camp Quality in 2019 and 8% less children, a direct result of the

reduced number of camps and Family Fun Days on offer.

Our progress towards a more efficient and effective organisation continued in 2019, with \$752,025 (31%) of administration costs removed. A large proportion of this saving was from a permanent reduction in staffing costs, 19% down from the prior year, mainly due to further investment in technology to streamline and automate a number of backend processes.

The net result for 2019 was a deficit of \$1,283,649, an 11% improvement on 2018's net result. The balance sheet continues to remain strong with just under \$10m in cash and highly liquid assets available to meet any short-term fall in funding requirements.

We adopted the new leasing standard, which saw our prior year operating leases captured for the first time on the balance sheet, under current and non-current liabilities. We also reduced our trade payables and employee benefit liabilities by more than \$735k.

### Financial Performance 2019

	\$
Revenue	14,174,000
Investment Income	405,540
Gain on evaluation of financial assets	620,544
<b>Total Revenue</b>	<b>15,200,084</b>
Fundraising, marketing and communication expenses	6,331,675
Services and programs	8,366,604
Administrative expenses	1,238,554
	<b>15,936,833</b>
Oranges Toolkit expenses	546,900
<b>Total Expenses</b>	<b>16,483,733</b>
<b>Net operating deficit</b>	<b>(1,283,649)</b>

# Financial management

In late 2018, a new fund manager, JBWere, was appointed after a thorough and competitive tendering process.

With the change in fund manager, the proceeds from sale of investments (\$9.3 million) remained in cash at the end of 2018, and were invested in January 2019 into two portfolios, a medium-term and a long-term portfolio.

The Board approved a new Investment Strategy in January 2019, which requires Camp Quality's funds to be invested in compliance with all applicable laws, and must consider ethical, social, environmental and sustainability (ESG) implications of all investments. Investments (negative screens) in companies involved in tobacco production, adult entertainment (pornography) production and child-labour are prohibited.

As at the end of December 2019, the medium-term portfolio had returned 6.92% (after expenses) and the long-term investment returned 12.06% (after expenses).

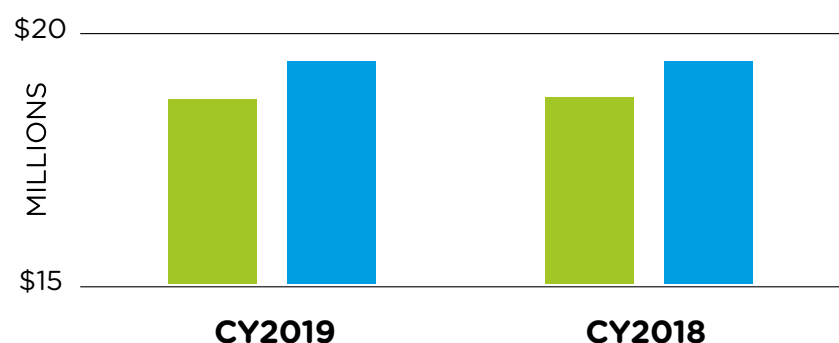
In 2019 both revenue and expenses remain at similar levels to 2018. This trend is a key focus of management, with a clear emphasis on reducing the cost base and diversifying our revenue mix into financial streams that provide a greater return on investment.

While fundraising and administration costs, as a percentage of revenue, increased by 2% and 1% respectively in 2019, there has been great progress made on reducing costs. Fundraising activities that were not providing enough of a return were ceased and non-essential costs removed from overheads. However, the 19% decrease in revenue offset these gains.

## Financial Position December 2019

	\$
Current Assets	2,059,660
Non-current Assets	11,621,783
<b>Total Assets</b>	<b>13,681,443</b>
Current liabilities	2,360,164
Non-current liabilities	1,555,053
Total liabilities	3,915,217
<b>Net equity</b>	<b>9,766,226</b>

## Revenue and Expenses 2019 & 2018



## Fundraising, programs and administration cost ratio

Cost	2019 Ratio	2018 Ratio
Fundraising	40%	38%
Services and programs	52%	55%
Administration costs	8%	7%

A full set of audited financial statements can be found [here or visit campquality.org.au/about-us/reporting](https://campquality.org.au/about-us/reporting)

## 7. OUR SOCIAL ENTERPRISE

# The Oranges Toolkit

### Our social enterprise with 100% of profits supporting Camp Quality

#### Overview

The Oranges Toolkit offers evidence-based, measurable and practical learning programs and tools that build resilience and change-ready workplaces.

We partner with organisations to help their staff embrace change and be more resilient, agile and innovative in their thinking, so they can perform at their best. When staff are at their best, they are more engaged, productive and collaborative as a team.

As Camp Quality's social enterprise, 100% of the profits go towards supporting kids facing cancer in Australia.

#### Our story

In the late 2000s, Camp Quality was one of many organisations experiencing the effects of workplace burnout. High staff turnover and low engagement negatively impacted its ability to deliver much-needed services to the families it serves.

Something had to change. With the guidance of world-leading experts, the charity began to embed the science of positive psychology, neuroscience and emotional intelligence in a staff

training program called ORANGES (Optimism, Resilience, Attitude, Now (Mindfulness), Gratitude, Emotions, Strengths).

Over time, Camp Quality staff began to become more resilient, responsive to change and agile in their thinking. So much so, that in 2017, Camp Quality was named in the Top 5 most Trusted Charities in Australia by RepTrack.

#### Workplace burnout

Defined by exhaustion, apathy or negativity and reduced effectiveness, workplace burnout is now so prevalent that the World Health Organisation has classified it as a disease, alongside cancer and heart disease.

With technological innovation, increasing competition and changing consumer habits, change is becoming the new normal in workplaces around the world.

Overlaying that with the fact that one in five Australians will have a mental illness this year and that only 14% of Australians are engaged at work, it is clear that employers need to take urgent action to improve employee wellbeing.

We know that employees who are more resilient, engaged and productive are able to positively respond to change and uncertainty, resulting in better business outcomes.

#### Recognition

Forward-thinking HR professionals took notice and Camp Quality delivered the ORANGES program to corporates interested in improving the wellbeing of their own staff, including Estée Lauder and APN News & Media.

It wasn't long before demand outpaced Camp Quality's capacity to meet it. So, in 2017, Camp Quality created The ORANGES Toolkit as a wholly-owned subsidiary dedicated to delivering evidence-based, measurable and practical tools that build resilient and change-responsive workplaces.

#### A dedicated social enterprise

Since then, The Oranges Toolkit has delivered programs to private and public sector organisations including AusPost, DHL Express, the South Australian Attorney-General's Department and the Australian Institute of Sport - and continues to grow.

As a social enterprise, all profits are returned to Camp Quality, so when you choose The Oranges Toolkit, you're not only supporting your team, you're also supporting kids facing cancer in Australia.

Connect with us to learn more about how you can build a more resilient, change-responsive and agile workforce. Visit [www.theorangestoolkit.com.au](http://www.theorangestoolkit.com.au)

# oranges toolkit

Resilience and agility at work



## 8. EXPRESSION OF GRATITUDE

# Special thanks

### Strategic and Major Partners

We love our Camp Quality community. From our incredible regular supporters, major donors and those who leave us a bequest; to our corporate partners and community fundraisers; to our local support groups and fundraising committees, and everyone who has participated and supported our events including our esCarpadians, wesCarpadians, 1000kms4Kids riders, MotorCyc riders, Convoy participants and Off the Menu partners and guests.

We are so grateful to have such a committed, passionate and powerful community. Without you, we wouldn't be able to give kids facing cancer the chance to be kids again. On behalf of every child who has been able to access our services and programs because of you, our supporters, we say a huge, heartfelt thank you!





## Corporate Supporters

ACT Skip Hire  
Adelaide Archery Club  
Adams Facility Services  
Alliance Project Group  
ANZ  
Aqua Flush  
Arc Energy  
Audi Centre Sydney  
Australia New Zealand Institute of Insurance & Finance  
Bayside BG  
Beyond Bank  
Big 4  
BI Worldwide  
Boehringer Ingelheim  
Canberra FM  
Canberra Weekly  
Charity Greeting Cards  
Chifley Securities Pty Ltd  
Colliers International  
Construction Consultants  
Coverforce  
Deliveroo  
DHL Supply Chain  
Dermalogica  
Ethical Brands Co  
Girdler Family Amusements  
Henley Constructions  
Icon Water  
KPMG  
Lefand Group  
Level 33  
Liftronic Pty Ltd  
Luna Park Sydney  
Madison Marcus  
Magic Glass  
Marley Spoon  
McConnell Dowell Constructors-Sydney  
McIntyre Property  
Northern Territory Broadcasters Pty Ltd  
Nova Systems  
NWC Finance Pty Ltd  
One Agency Kercher Properties  
Ozcorp Card & Stationery  
Pace Entertainment Group  
Pack and Send  
Peter Mintzis  
PwC Australia  
QBE Group  
Racing NSW  
RI Advice  
Roche  
Salim Group  
Scentre Group  
Scholastic  
Shell Australia  
Solaft  
Southern Star Reality

Stockland  
Sydney Sea Planes  
Synergy Group Australia  
The Eminent Group  
Trinity Constructions  
Trumar  
Urban Utilities  
Urban Development Institute of Australia  
Village Roadshow Theme Parks  
Viacom  
Watermark Hotel Glenelg  
West Beach Park Big 4, SA  
Zorich Group

## Workplace Giving Partners

ADP Employer Services  
Aimia Proprietary Loyalty Australia Pty Ltd  
Allianz Australia Insurance Group  
Atura Hotels  
Ausgrid Employees Children's Appeal  
Australia Post  
Australian Federal Police  
Australian Taxation Office  
Birch Carrol & Coyle  
Boeing Aerostructures Australia  
Bupa Australia Health Pty Ltd  
Capitol Square Hotel  
Caterpillar Underground Mining Pty Ltd  
Citi Australia  
Coca-Cola Amatil (Aust) Pty Ltd  
CSA Pty Ltd  
Dealer Solutions Pty Ltd  
Department of Agriculture and Water Resources  
Dux Manufacturing  
DXC Technology Australia  
Dyno Nobel Pty Limited  
Equifax Australia  
Ernst & Young  
Event Hospitality and Entertainment Ltd.  
Flight Centre Foundation  
Fox Sports  
Foxtel  
Greater Union Pty Ltd  
GUO Joint  
HSCC Business  
Incitec Pivot Limited  
Jacobs Douwe Egberts  
Janssen-Cilag Pty Ltd  
Kosciusko Thredbo  
Lysaght Credit Union Ltd  
Macquarie Group Foundation Limited  
McCain Foods (Aust) Pty Ltd

Morgan Stanley Smith Barney Australia  
National Australia Bank - National Head Office  
NHS Plasterboard & Timber  
NMU Australian Customs Service  
National Tax and Accountants Association  
NT Government Newpay NTPS  
Orange City Council  
Orica Pty Ltd  
Origin Energy Eraring Services Pty Ltd  
Pickles Auctions  
PricewaterhouseCoopers Sydney  
Qantas Airways Limited  
QT Hotels & Resorts  
Queensland Alumina Ltd  
REA Group  
Reserve Bank of Australia  
Rydges Hotels and Resorts Ltd  
South32  
Suncorp Group  
Sydney Trains  
Transdev Australasia  
Vicinity Centres PM Pty Ltd  
Vinindex Pty Ltd  
Walker Wayland  
Wavelength International  
Westpac Group

## Major Gifts

Ms Amanda Bardwell  
Mr Robert Brakspear  
Ms June Bramich  
Mrs Christine Campbell and Mr Terry Campbell AO  
Mr William Cant  
Mr Leigh Clifford AO and Mrs Sue Clifford  
Mr David Deague  
Mr James Dickson and Mrs Shirley Dickson  
Mrs Paula Fox and Mr Lindsay Fox AC  
Mr Ross Freer  
Mr John Higgins AO  
Mr Alan Liddle and Ms Jill Stanley  
The Power Family  
Mr Ken Roche and Mrs Denise Roche  
Mr Frank Schirripa and Mrs Janice Schirripa  
Ms Sam Sharman OAM  
Ms Pamela Wilson

## Fundraising and Community Supporters

Armidale Support Group  
Aurora Australis  
Band Together Against Cancer  
Bayview Gardens Knitter Natter Group  
Brisbane Broncos  
Burst of Freshness  
Bunbury Support Group  
Cherry Ball Committee  
Christian Welch  
Comet Rodeo Townsville  
Crawfords Freightlines  
DG Sports  
Essential Energy  
Granger Family  
Jayco Financial  
Jayco Newcastle  
John Wright  
Karrinyup Rotary Group  
Katie Bain Memorial Golf Day  
Lavington Lions Club  
Lions Club of Albury  
Lions Club of Golden Grove  
Lions Club of West Beach  
Lions Club – 201Q3  
Logan Brothers Rugby League Club  
Mackay Support Group  
Manning Valley Support Group  
Marty Cross, the Cross Challenge  
Master Plumbers Association, Bendigo  
Melbourne Racing Club  
Moonee Valley Racing Club  
NAB Tamworth  
Nabiac Motorcycle Museum  
Northern Rivers Support Group  
Port Macquarie Support Group  
Paula Glare  
Rockhampton Support Group  
Rotary Club of Albury  
Run for Willow  
National Pharmacies Christmas Pageant (South Australian Tourism Commission)  
SA Water  
Scotchman's Creek Golf Club  
The Two Monty's  
Tweed Heads Support Group  
Tall Timbers Craft Group  
Wallam Action Group Bribie Island  
Wet Seal Golf day  
Woolgoolga Golf Day  
Zig Osis

## Event Partners and Supporters

22 Agnes  
Advanced Catering Systems  
Apollo Films  
ARMA Insurance Brokers Hunter  
Ausmech Pty Ltd  
Aussie Bush Camp  
Aussie Maitland  
Austindo Consulting Services  
Australian Venue Co  
Avalon  
BHP  
Burke Mead Lawyers  
Cardiff Volkswagon Commercial Centre  
Cessnock Landscaping Supplies  
Charley St, New York  
Collaborative Health Consulting  
Community Broker Network  
Computer Systems Australia  
Corefit  
Definiti  
Delatite Winery  
Detour  
Direct Plasterboard Outlet Pty Ltd  
E.A.M.S Pty Ltd  
Emperor Champagne  
ETO collective  
Euroform Industries  
Firdon Fabrications  
Fonzie Abbott  
Fletcher Early Learning & Montessori Centre  
G Developments  
GIO Singleton  
Gleeson Civil Engineering Pty Ltd  
Grosvenor Engineering Group  
Hall & Willcox  
Hentley Farm  
Hunt Hospitality  
Hunter Eco Plumbing  
Hunter Land Management  
Hunter Valley Operations  
Immij  
Jason Reading Landscapes  
Jayco Newcastle  
Grand Hyatt Melbourne  
Liberty Financial  
Melrose Contracting  
Michael Phillips Financial  
Planning  
Movida  
MTI Group  
Narndra Built  
Ocean Made  
Osborn Law  
Penfolds Magill Estate  
Peoplefusion  
Pickett & Co

Piggotts Blackbutt Pharmacy  
Quarry Mining  
R&K Carmody Plumbing  
River Myall  
Salter Bros  
Sanitarium  
Seafusion  
Sedgman  
Shenck Process Australia  
Shobosho  
Shura Taft  
Snow Contractors  
Solutek Pty Ltd  
Stokehouse Q  
Subtilis Engineering  
Subway Greenhills, Greta,  
Heatherbrae & Raymond Terrace  
The Australian Ballet  
The Australian Girls' Choir  
The Bradford Hotel  
The Calile  
The Prop Store  
Tristate Land Sales Pty Ltd  
Vic's Meat  
Victoria Hotel  
Viva Energy  
Waeger Constructions  
Wambo Coal  
Weathertext  
Wettenhalls

## Estates of the late

Bruce Henry Barnes  
 May Carlson Trust Fund  
 Fay Mary Durie  
 Phyllis May Egan  
 Merrill Chisholm Ellis  
 Anthony Ellul  
 Faye Helen Keating  
 Malcolm Roger Hopkinson Fund  
 Dr Thomas Howard Godfrey Oettle  
 Maxwell David Johnson  
 Rita Ellen Martin  
 Noleen Millison O'Connor  
 Frederick James Reid,  
 Francis Leslie Stafford  
 Carol Anne Weston  
 Sylvia May Wolfenden  
 Lynette Carol Woodford  
 Maxwell Henry Wright

## Grants, Trusts and Foundations



PHILANTHROPY



A G Cowley Trust  
 Bamford Family Foundation  
 Bertalli Family Foundation  
 Bernview Pty Ltd  
 Bristow Endowment  
 Bruce & Joy Reid Trust  
 Camel Foundation  
 Channel 7 Telethon Trust  
 Commonwealth Bank Foundation  
 Commonwealth Government of  
 Australia  
 Dalwood-Wylie Foundation  
 Davies Family Foundation  
 Dimmick Charitable Trust  
 Equity Trustees  
 Fay Fuller Foundation  
 Gandel Philanthropy  
 South Australian Government  
 Hardie Foundation Pty Ltd  
 Liangrove Foundation Pty Ltd  
 Lotterywest WA  
 Malcolm Roger Hopkinson Fund  
 Marrich Charitable Foundation  
 May Carlson Trust Fund  
 McCusker Charitable Foundation  
 Motors Foundation  
 MyState Foundation  
 Nell & Hermon Slade Trust  
 Northern Territory Government  
 Ponting Foundation  
 Queensland Health  
 Scanlon Foundation  
 The Flora & Frank Leith Charitable  
 Tour de Cure  
 Trust  
 The Hamilton Trust  
 The Graham & Charlene Bradley  
 Endowment  
 The R A Gale Foundation  
 The Stanley & Eunice Nicholson  
 Fund  
 The Stan Perron Charitable Trust  
 The Tom Efkarpidis Foundation  
 The Wests Group  
 ToyBox International  
 Tour de Rocks  
 Trust Fund of the Late Joan  
 Margaret Petersen  
 William McIlrath Charitable  
 Foundation

# How you can help a child facing cancer



## Donate

Whether you're able to give a one-off contribution, become a regular giver or leave a bequest in your will, you can donate today by calling  
**1300 662 267**



## Volunteer with us

Whatever you do and wherever you live, anyone over the age of 18 can apply to become a volunteer.  
[campquality.org.au/volunteer](http://campquality.org.au/volunteer)



## Attend an event

Camp Quality is known for hosting an array of unique fundraising events right across the country. Join us at an event near you.  
[campquality.org.au/events](http://campquality.org.au/events)



## Partner with us

There are a range of ways to build mutually beneficial partnerships – from sponsorship, cause-related marketing, pro bono or in-kind support, workplace giving, staff engagement and more.  
[campquality.org.au/partner](http://campquality.org.au/partner)



## Spread the word

Follow us on one of our social media platforms and help us share our stories.  
[f](#) [t](#) [i](#) [in](#)



## Fundraise for us

If you're into personal challenges or just want to celebrate an occasion, be it a trivia night, garage sale, mufti day or in any other way, you can register here to fundraise for us.  
[fundraise.campquality.org.au](http://fundraise.campquality.org.au)



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