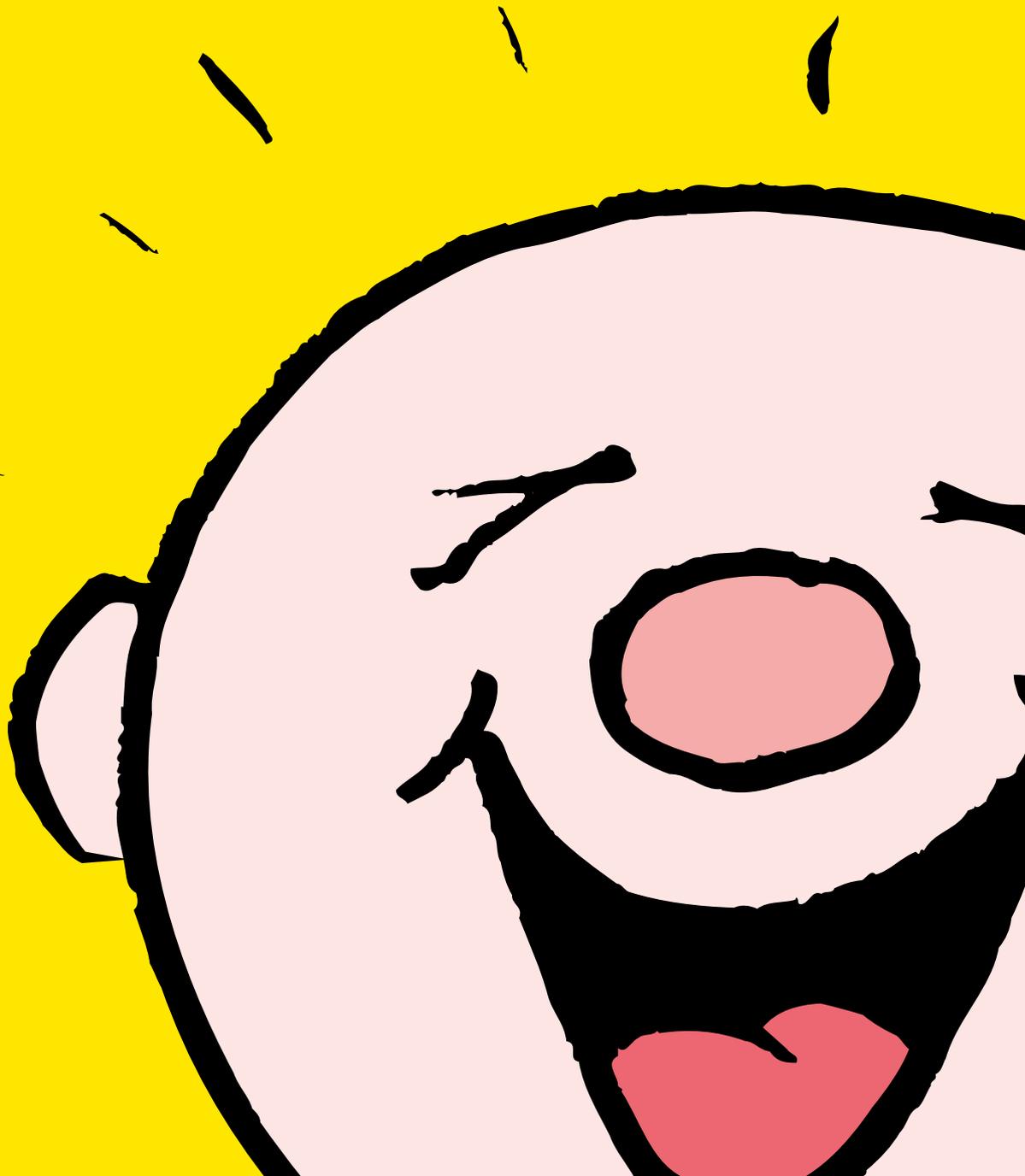


*camp quality.*

# Integrated Report

January - December 2020





OUR PURPOSE

**Camp Quality's purpose is to give kids impacted by cancer the chance to be kids again in a safe, fun and supportive environment.**

# What We Do

Camp Quality's services and programs are created specifically to support children aged up to 15 years who are dealing with their own cancer diagnosis, or the diagnosis of someone they love, like a brother, sister, mum or dad.

Camp Quality provides kids and their families with fun experiences, trusted information, coping tools and a supportive community. Our organisation raises funds to ensure the **8,900 kids** facing cancer, who are registered for our services and programs, have the chance to just be kids again and create positive memories that change their cancer story.

We rely almost entirely on the generosity of everyday Australians, state government grants, major donors, corporate partners, and trusts and foundations, to help us provide our services and programs free of charge.

**Camp Quality services and programs help kids and families at every stage of the cancer experience:**



**In hospital:**  
The **Camp Quality Puppets** provide fun and distraction to kids at their hospital bedsides, which boosts their mental wellbeing. Camp Quality sponsors **Child Life Therapists** who support children undergoing cancer treatment to reduce anxiety and the need for sedation.



**Online:**  
Live-streamed **Puppet Digital Playdates** bring the Camp Quality Puppets to children isolated by cancer, on their personal electronic device. The **Happiness Hub** website is the digital home of our kids' activities and wellbeing content; the **Kids' Guide to Cancer** and **New Normal Navigator** apps provide cancer education and trusted resources. Interactive **Virtual Camps** allow children to enjoy the camp experience online.



**At school:**  
The **Camp Quality Puppets** perform the **Primary School Cancer Education Program** show at schools and pre-schools across the country, accompanied by resources for parents and teachers.



**Away from it all:**  
Our much-loved **Kids' Camps** and **Family Camps** give children and their families a break from cancer; as do our memorable one-day events, **Family Fun Days** and **Family Experiences**. We also provide respite in the most difficult stages of cancer at our **Retreats**.

# How We Add Up

OVER THE PAST FIVE YEARS

**OVER 8,900**  
kids aged up to **15 years** facing cancer, and almost...  
**4,000**  
families, are currently registered for our services and programs.




**IN HOSPITAL**  
**Almost 1,500** hospital visits were made by the **Camp Quality Puppets** to paediatric oncology wards across Australia.



**Child Life Therapists** have helped **almost 9,700** kids cope with hospital treatment.



**AWAY FROM IT ALL**  
**Over 4,500** kids facing cancer attended almost **200** of our **Family Camps**.



**Over 11,000** kids attended **Family Fun Days** and over...  
**21,000** kids enjoyed a **Family Experience**.



**Over 4,700** kids facing cancer attended **Kids' Camps** across Australia.



**Almost 500** families had a break from cancer at one of our **Retreats**.



**AT SCHOOL**  
**Over 607,000** students watched our **Primary School Cancer Education Program** in almost **4,000** schools.



**ONLINE**  
**In 2020** kids facing cancer attended **2** Virtual Camps and...  
**70**  
**49,000** people visited our **Happiness Hub** website for kids' content and wellbeing resources.



**There are 1,200** volunteers currently registered with us.



# How We Create Value

Camp Quality's purpose is to give kids impacted by cancer the chance to be kids again in a safe, fun and supportive environment; in hospital, online, at school and away from it all on one of our camps or retreats.

OUR STRATEGY

Our goal is to create long-term financial strength to support a knowledgeable and creative team, who are excellent in delivering programs that are relevant, equitable, fun and effective. Working as a valuable and necessary partner with hospitals, schools, government and our alliances, we will scale our services and programs to create a positive impact, lasting connection and great memories for all children facing cancer.

OUR VALUES: OPTIMISM EXCELLENCE INTEGRITY ACCOUNTABILITY CELEBRATING LIFE

OUR MISSION & VISION

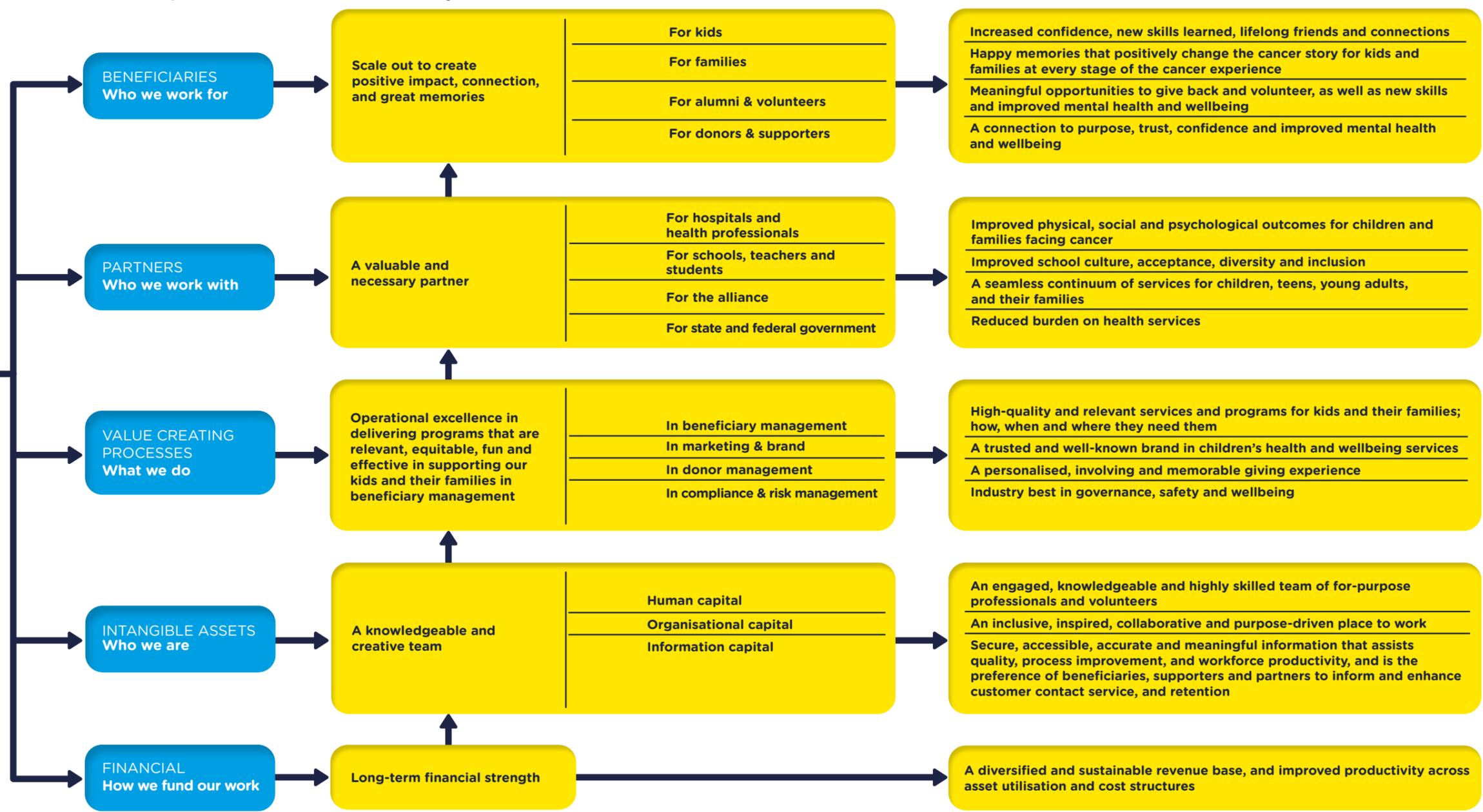
We aim to positively change the cancer experience for children, through entertaining, play-based education and recreation programs, that strengthen mental wellbeing and improve the quality of life for kids facing cancer, and their families.

We will grow to become an essential support for every child 0 to 15 years, at every stage of the cancer experience.

PERSPECTIVES

GOALS

VALUE CREATED



## OUR MISSION

We positively change children's cancer experience with entertaining, play-based education and recreational camps and retreats that strengthen mental wellbeing and improve the quality of life for kids and families.

## From Our Chairman

**It is with great pleasure I welcome you to our fifth Annual Integrated Report, which provides a review of Camp Quality's achievements and challenges during the 2020 calendar year.**

In what can only be described as an extraordinary year for Camp Quality, and indeed the world, I can honestly say I have never been prouder to be Chairman of this organisation.

With the outbreak of coronavirus causing a major disruption to our operations - including the necessary cessation of all face-to-face services and community fundraising events from March to October - we certainly faced many challenges. As they say though: "Necessity is the mother of invention" and we embodied this through our ability to innovate, adapt and pivot - without losing focus on our mission, or on our kids and families.

With our new CEO, Deborah Thomas, starting at the end of January and COVID-19 hitting in March, she really had her work cut out for her. Not only did Deborah take on the challenge

Our fabulous team, however, rose to the occasion - and we moved Camp Quality online. Digital services, such as the Happiness Hub and Virtual Camps, were rolled out and our fundraising campaigns were also migrated to the web.

That is not to say it wasn't tough. The Board, together with the management team, had to make difficult decisions - which we did. We were grateful for the Federal Government's JobKeeper provisions, which resulted in additional funding of \$1,491,700. Our staff moved to remote working, some on reduced hours, and we constantly checked in on their wellbeing and morale.

While we were expecting a deficit in 2020, I am pleased to report that, with careful management and controls, we exceeded our budget, with a surplus of \$732,256. This compares to a deficit in 2019 of \$1,283,649. It really was a great result.

---

**"As they say: 'Necessity is the mother of invention' and we embodied this through our ability to innovate, adapt and pivot - without losing focus on our mission, or on our kids and families."**

---

of steering our ship through a pandemic, she truly excelled.

First and foremost, we had to make sure our staff, children, families and volunteers were safe. Secondly, we needed to ensure our families didn't feel like Camp Quality had just put up the shutters and hibernated.

Imagine being a child facing cancer, and then having the added stress of being cooped up during a lockdown and missing out on the services and events that Camp Quality provides.

We were buoyed by the generosity of our donors, both individuals and corporates, who continued to give even though it was financially harder to do so. We received \$2,418,635 through events and community fundraising (compared to \$3,904,712 the previous year), which was a heartening result considering the cancellation of outdoor gatherings.

I take this opportunity to thank our staff, our volunteers and our families. It was the exceptional performance



of Camp Quality employees during COVID-19 that resulted in our swift return to services and programs.

Our volunteers also offered unwavering loyalty. Fortunately, many of these wonderful people are rusted on, and they continued to step up to the plate. Then there were our marvellous families. They understood what we were going through here, and many were surprised we were able to pivot so quickly to providing support online.

I would also like to acknowledge our Board, who remained incredibly supportive last year. A heartfelt thanks goes to our departing Non-Executive Director, Dr Mary Foley, and our longest-serving Director and head of our Audit & Compliance Committee, Nick Ridehalgh, who both retired from the Board. Mary and Nick provided an invaluable contribution to Camp Quality, and I thank them for their guidance, service and friendship.

Throughout the trials of 2020, we never lost sight of our priority to keep our kids safe and, vitally, look after their mental wellbeing in what could only be described as a horrid year.

We understand it can be hard to have a laugh when you're isolated at home. So we're going to find a way to have that laugh with our kids wherever they are - whether that be in-person or online.

After all, laughter is the best medicine.

**Kim Jacobs AM**  
Chairman, Camp Quality

# CEO Round Up

**There is no way of denying it, 2020 was an extremely challenging year. It was also one in which many lessons were learnt.**

I began as the new CEO of Camp Quality on January 28, and – just six weeks later – we were dealing with a pandemic and having to rethink every aspect of our organisation.

First of all, was the difficult decision to cancel our face-to-face services and programs due to government COVID-19 restrictions. As always, the safety of our kids, families, staff and volunteers was paramount.

The year had started positively, with a budget of \$12.1m. We were expecting to raise revenue of \$5.6m, or 45 percent of this, through events and community fundraising. This came to an end in March with the COVID-19 crisis.

However, with adversity comes opportunity. This period of lockdown forced us to find innovative new ways to sustain the organisation. We realised we would need to bring forward our plans to develop complementary digital services and programs, as well as new revenue streams that would enable us to fundraise within the restrictions.

While our staff were adjusting to their 'new normal' at home during lockdown, our Executive Team was navigating some very difficult decisions for Camp Quality. In March, the Board was presented with a 'worst case' and 'reasonable' COVID-revised budget; the reasonable budget, of \$5.1m, being approved, with the knowledge we would strive to do better, if possible.

I'm delighted to report that our December results exceeded expectations with an outcome of \$8.2m, which surpassed our approved reasonable budget by \$3.1m. It was a wonderful result in what proved to be a horrendous year for so many.

So, what did we learn from the year of COVID-19?

Across the organisation, we learnt that with the right strategy, focus, support and communications, we can adapt rapidly and thrive.

Despite the necessity to separate the team physically, I discovered we became 'more connected' when faced with common challenges. Through the use of video calls, we worked more closely with each other, as previously separate departments collaborated on new initiatives – including digital performances of our much-loved puppets on the Happiness Hub and social media for kids isolated at home and in hospital.

---

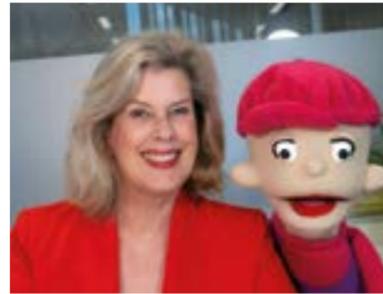
**“Across the organisation, we learnt that with the right strategy, focus, support and communications, we can adapt rapidly and thrive.”**

---

We found our work-from-home systems and IT proved to be viable for the long-term; like many businesses, we learnt how to have productive meetings via Zoom, Skype and Teams.

Then there was the incredible loyalty of our volunteers and corporate partners; who responded well to new online fundraising initiatives, such as Camp In, supported by ALDI, and our inaugural Big Walk for Little Kids. Combined these two events raised an impressive \$1,291,344.

We learnt that it's not always the people you expect to step up in a crisis, with many impressive staff exhibiting talents outside their usual



job description, which added value to the COVID-related initiatives.

Importantly, we learnt what it means to be isolated due to a fear of contagion – something many of our kids and families live with every day.

As I reflect on the year now – with our face-to-face services and programs back up and running – the overarching feeling is one of pride in our entire team.

I take this opportunity to thank all of our staff, who truly made the best of a challenging situation. I also acknowledge our incredible volunteers, who stuck with us throughout this difficult time. Special thanks to our corporate partners and donors who generously continued to give us their time and financial support.

I would also like to thank our Board, whose combined experience helped steer Camp Quality through these uncharted waters. And importantly, a heartfelt thanks to our precious kids and their families, who were so patient and understanding as we had to postpone many events they were looking forward to.

There's a saying that tough times reveal the truth about the people around you. That being said, what 2020 ultimately taught me was, when Camp Quality is put to the test, it not only survives – it thrives.

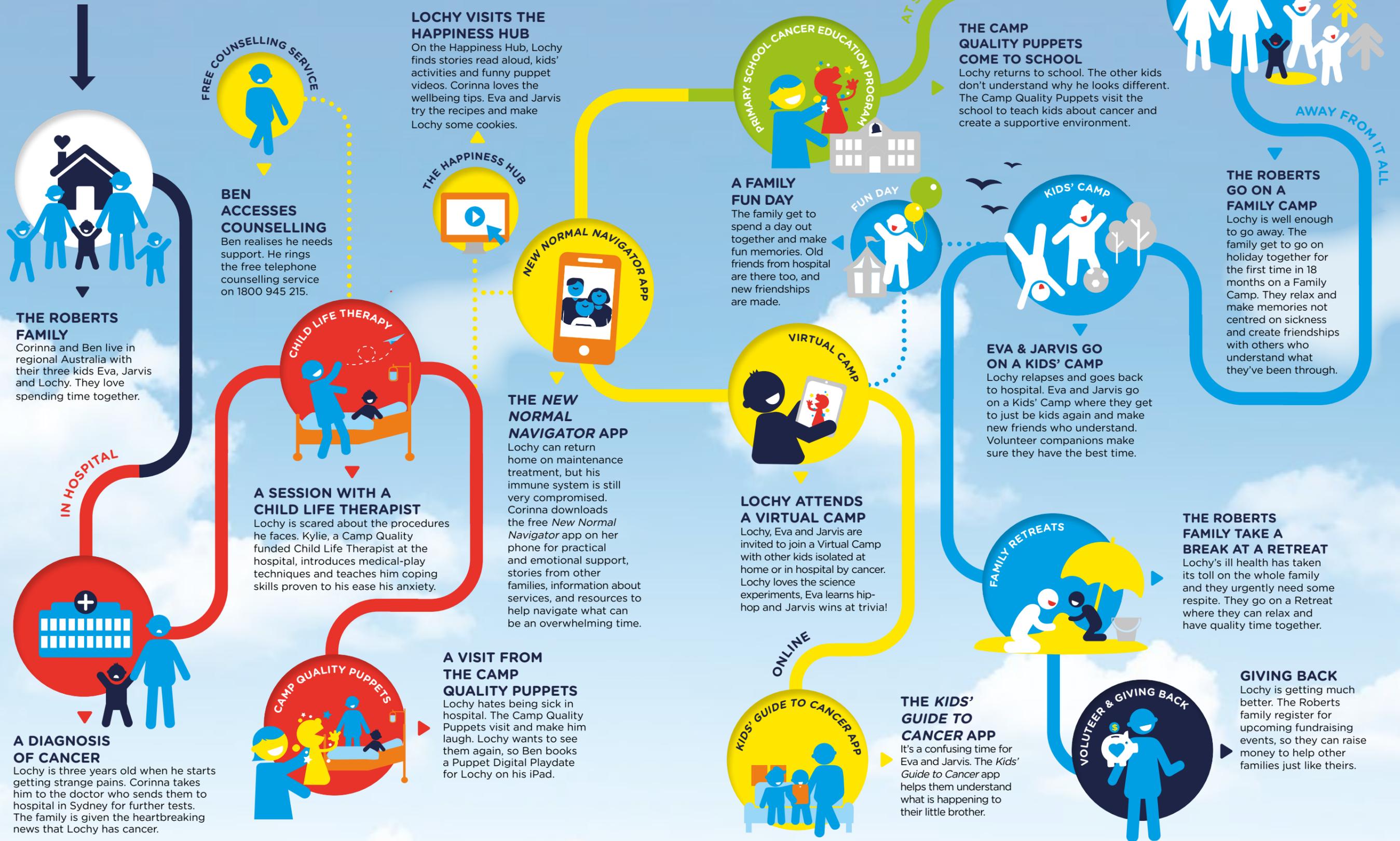
I look forward to sharing more with you in what is shaping up to be an exciting year ahead.

**Deborah Thomas**  
CEO, Camp Quality

## OUR VISION

**Our vision is to continue to grow so that we can become an essential support for every Australian child and their family at every stage of the cancer experience.**

# 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.



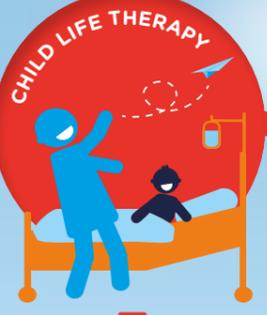
**FREE COUNSELLING SERVICE**  
**BEN ACCESSES COUNSELLING**  
Ben realises he needs support. He rings the free telephone counselling service on 1800 945 215.

**LOCHY VISITS THE HAPPINESS HUB**  
On the Happiness Hub, Lochy finds stories read aloud, kids' activities and funny puppet videos. Corinna loves the wellbeing tips. Eva and Jarvis try the recipes and make Lochy some cookies.

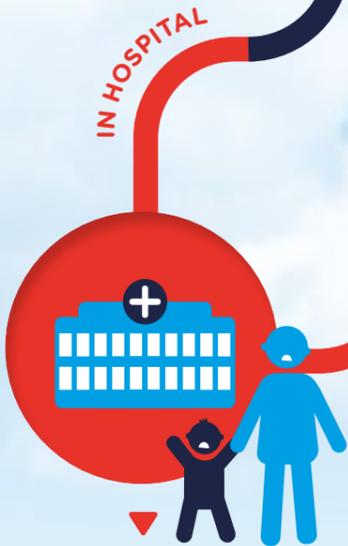


**THE HAPPINESS HUB**  
**NEW NORMAL NAVIGATOR APP**

**THE NEW NORMAL NAVIGATOR APP**  
Lochy can return home on maintenance treatment, but his immune system is still very compromised. Corinna downloads the free *New Normal Navigator* app on her phone for practical and emotional support, stories from other families, information about services, and resources to help navigate what can be an overwhelming time.



**CHILD LIFE THERAPY**  
**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.



**IN HOSPITAL**  
**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.



**CAMP QUALITY PUPPETS**  
**A VISIT FROM THE CAMP QUALITY PUPPETS**  
Lochy hates being sick in hospital. The Camp Quality Puppets visit and make him laugh. Lochy wants to see them again, so Ben books a Puppet Digital Playdate for Lochy on his iPad.



**PRIMARY SCHOOL CANCER EDUCATION PROGRAM**  
**A FAMILY FUN DAY**  
The family get to spend a day out together and make fun memories. Old friends from hospital are there too, and new friendships are made.



**VIRTUAL CAMP**  
**LOCHY ATTENDS A VIRTUAL CAMP**  
Lochy, Eva and Jarvis are invited to join a Virtual Camp with other kids isolated at home or in hospital by cancer. Lochy loves the science experiments, Eva learns hip-hop and Jarvis wins at trivia!

**AT SCHOOL**

**THE CAMP QUALITY PUPPETS COME TO SCHOOL**  
Lochy returns to school. The other kids don't understand why he looks different. The Camp Quality Puppets visit the school to teach kids about cancer and create a supportive environment.



**FAMILY CAMP**  
**THE ROBERTS GO ON A FAMILY CAMP**  
Lochy is well enough to go away. The family get to go on holiday together for the first time in 18 months on a Family Camp. They relax and make memories not centred on sickness and create friendships with others who understand what they've been through.



**KIDS' CAMP**  
**EVA & JARVIS GO ON A KIDS' CAMP**  
Lochy relapses and goes back to hospital. Eva and Jarvis go on a Kids' Camp where they get to just be kids again and make new friends who understand. Volunteer companions make sure they have the best time.



**FAMILY RETREATS**  
**THE ROBERTS FAMILY TAKE A BREAK AT A RETREAT**  
Lochy's ill health has taken its toll on the whole family and they urgently need some respite. They go on a Retreat where they can relax and have quality time together.



**ONLINE**  
**KIDS' GUIDE TO CANCER APP**  
**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.



**VOLUNTEER & GIVING BACK**  
**GIVING BACK**  
Lochy is getting much better. The Roberts family register for upcoming fundraising events, so they can raise money to help other families just like theirs.

## Services & Programs

Camp Quality's ability to be nimble served us well in 2020. With COVID-19 causing the cancellation of all face-to-face services from March through to October, we brought forward our plans to create new, complementary online services.

We rolled-out innovative new digital initiatives, including the Happiness Hub website, Puppet Digital Playdates and Virtual Camps, to keep supporting our kids and families who were isolated during lockdown. All online services started during COVID-19 were set up quickly, with the understanding they were being established for the long-term, and we continue to tweak them in 2021 as required. Due to their extended reach and impact, virtual services will continue to run alongside our face-to-face programs in a post-COVID environment.

This dual approach to services has also expanded our reach into remote rural regions, enabled us to serve our families more thoroughly, and future-proofed our business for sustained longevity. You can learn more about these innovations, as well as Camp Quality's other services and programs delivery, over the following pages.

# Laughter Is The Best Medicine

**Camp Quality found creative ways to bring fun and distraction to sick kids in hospital during COVID restrictions – with an increase in hours to provide more Child Life Therapy sessions and support on the paediatric oncology wards and bedside visits from our much-loved puppets where possible.**

Camp Quality has long held an active role in visiting children's oncology wards to bring laughter, distraction and wellbeing support to kids, and their parents, from the very start of a cancer diagnosis.

In 2020, due to COVID-19 restricting our staff's ability to go into hospitals, Camp Quality built on our existing funded roles and programs, while finding innovative ways to be there for Camp Quality children online. Our work continued to help boost children's resilience and coping skills, thereby supporting the whole family.

### CLT funding increase

Child Life Therapists transform the scary experience of cancer treatment and surgery for children into empowerment. Their support can mean the difference between a child needing to be anaesthetised for a procedure, to being awake and understanding what's happening to them.

Child Life Therapists support preparation for treatment by introducing evidence-based medical-play techniques and coping skills that support the



reduction of children's anxiety about the procedures they face. They remain by a child's side, providing practical support to kids and their families throughout the cancer treatment cycle, forming bonds and sharing skills that strengthen the wellbeing of the entire family.

Camp Quality has been a strong supporter of this approach for many years, and decided to focus more funding into Child Life Therapy in NSW and VIC during 2020, and we are seeking to invest further funds in 2021 and onwards.

**Over time, children diagnosed with cancer collect beautiful strings of symbolic beads, sometimes stretching many metres long.**

- In Victoria, Camp Quality funding supported a 0.5 part-time role at The Royal Children's Hospital and a 0.5 part-time role at Monash Medical Centre
- In NSW, we supported 0.5 part-time roles in The Children's Hospital at Westmead and Sydney Children's Hospital, Randwick, and a full-time role at John Hunter Children's Hospital in Newcastle
- Camp Quality to date has funded 1,200 Child Life Therapy sessions

### Puppet bedside visits

In 2020 64 face-to-face Camp Quality Puppet hospital visits were delivered in major paediatric oncology wards in Australian hospitals. Our lovable puppets, Kylie, Dean and Mel, provided distraction, play and laughter to the bedsides of children going through cancer treatment. In Q1 it was business as usual with regular visits in all states, but when the COVID-19 pandemic struck, we were unable to continue in a face-to-face capacity. The only hospital we were able to return to in 2020 was Perth Children's Hospital, where we began visiting again in Q3 and Q4.

### Beads of Courage funding

In December 2020, Camp Quality announced a renewal of its funding for the Beads of Courage program at Sydney Children's Hospital, Randwick.

The 'Beads of Courage' are provided to kids by our Child Life Therapists at each milestone of the child's cancer experience. Over time, children collect beautiful strings of symbolic beads, sometimes stretching many metres long. Almost 200 children are currently enrolled in the Beads of Courage program, which celebrated its fifth anniversary in March 2021.

**“When we subject kids to the rigours of cancer treatment they can become scared or withdrawn, but a Child Life Therapist helps them cope with painful procedures. We want kids to feel as comfortable as possible.”**

DR LUCIANO DALLA-POZZA, DIRECTOR OF THE CANCER CENTRE FOR CHILDREN AT THE CHILDREN'S HOSPITAL AT WESTMEAD

### CLT success story

Molly\* is an 11-year-old girl recently diagnosed with osteosarcoma. She has a fear of blood tests. Whenever Molly needed a blood test, it was extremely distressing for her and her family.

A referral was made to a Child Life Therapist, who then met with Molly and provided a medical play session focused on her concern around needles. After discussions with Molly and her mother, it was revealed that Molly had not been told what was going to happen during her previous experiences. She had also not been given the option of numbing cream.

Coping strategies that could be used during a procedure, such as distraction, were discussed. A plan was developed with Molly to support her during her next blood test and numbing cream was applied. Molly decided she did not want to see the needle, so her mum stood behind her while the Child Life Therapist engaged in distraction to block the view of the needle and treatment. Molly is no longer afraid.

\*Name has been changed

TO DATE  
Camp Quality has funded

**1,200**

Child Life Therapy sessions

ONLINE

# A Virtual Way Forward

**Camp Quality pivoted quickly in 2020 to deliver new services and programs online, so we could continue supporting kids and families at every stage of the cancer experience.**

For every Camp Quality service and program type that had to be postponed due to COVID-19 restrictions, we developed a digital counterpart. Happily, all have proven to be successful pilots that will continue as ongoing offerings.

Besides the roll-out of new digital services, we also started work on redeveloping one of our existing cancer education apps to better meet our kids' and families' needs.

### Happiness Hub

As Australia went into lockdown, and face-to-face programs were suspended, the Camp Quality team proactively created an online platform, the Happiness Hub, to continue providing the fun of programs to kids facing cancer. It was also developed to deliver wellbeing resources for parents, and a digital dose of Camp Quality positivity to the wider community.

The first version of the Happiness Hub was built in eight days, and launched in April 2020. While the Media & Communications Team developed the website and YouTube strategy, our Services & Programs Team made kids' videos for the Activity Corner. The Oranges Toolkit filmed wellbeing videos for the platform, while the Camp Quality Puppets went digital with Puppet Power. Australian authors joined the Hub, by reading their books aloud for Campfire Storytime.

Activities on the Happiness Hub are also created to increase campaign engagement, a key element of our online fundraising model launched in 2020, which continues today.

Happiness Hub videos are hosted on our YouTube channel, which in 2020 generated 69.3k views. There were 54k visitors to the Hub from its launch in April to December.

### Virtual Camps

The Camp Quality team rose to the challenge of developing a digital version of Kids' Camp for children isolated at home or in hospital.

Funding was secured from CommBank Staff Foundation Community Grants to develop two Virtual Camps. The online campers were sent a Camp In a

The good news is we can now include children on Virtual Camps even if they are not well enough to leave the hospital.



### Kids' Guide to Cancer app redevelopment

Camp Quality's cancer education apps *New Normal Navigator* and *Kids' Guide to Cancer* provide online content to support and educate kids and families impacted by cancer. In 2020, with Fujitsu's funding and support, we began a project to redevelop our award-winning *Kids' Guide to Cancer* app. This app provides children with free,

**The success of these pilots means Camp Quality will continue delivering Virtual Camps in 2021, and they will now be held across the entire country.**

Box ahead of the event with the materials for all activities, thanks to our generous supporters DHL Express. In November, we hosted our first Virtual Camps on Zoom in VIC, NSW and QLD.

Virtual Camp was hosted by Camp Quality ambassador Emma Alberici, our volunteers, and puppets. Safeguarding of children ratios were always followed and we ensured there were at least three adults online in each Zoom breakout room.

The success of these pilots means we will continue delivering Virtual Camps in 2021, and they will now be held across the entire country.

age-appropriate information to help them understand cancer when they, or a loved one, has been diagnosed.

In a workshop with Fujitsu, we identified two core needs for the redevelopment:

- To provide high-quality, accessible education for kids and families facing cancer
- To link the app data to our current systems to create a more seamless user experience for our families

The new *Kids' Guide to Cancer* app, which is due to launch in June 2021, will come with additional features and an updated look.

**69k**   
VIEWS  
on Camp Quality's YouTube channel

**54k**  
VISITORS  
to the Happiness Hub in 2020



**“ We were both very excited to be seeing the digital puppets; it really gave Dakota something to look forward to. It was something different and brought a little spark of joy to her. ”**

CAMP QUALITY MUM, MICHELLE SILVEIRA

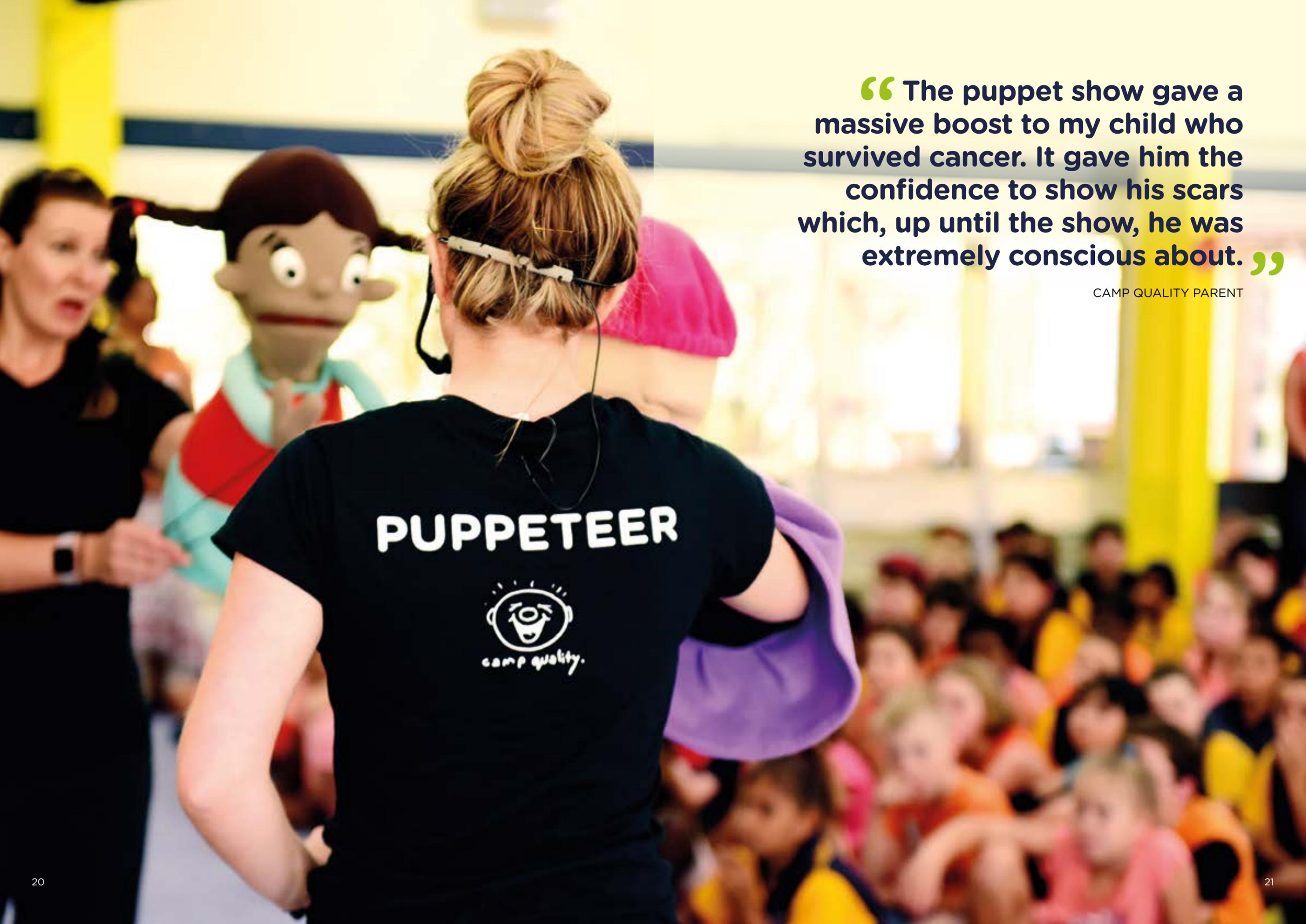


### Puppet Digital Playdates

Camp Quality Puppet Digital Playdates were created with support from Monash Children's Hospital as a complementary online alternative to delivering our much-loved puppets to children in hospital. They were developed in 2020 as a direct response to our inability to visit hospitals during COVID-19 restrictions.

Kids with cancer can connect live with one of the Camp Quality Puppets via a pre-booked 10-minute online 'playdate' using their personal device. The program is available to children who are undergoing treatment in hospital or isolated at home, and their siblings, with the sessions being tailored to the child's age and interests.

Puppet Digital Playdates were rolled out nationally in October, supported by an animated video showcasing the service, via digital media and eDM, to registered families. A digital flyer was also created and circulated to our partnering hospitals nationally.



**“ The puppet show gave a massive boost to my child who survived cancer. It gave him the confidence to show his scars which, up until the show, he was extremely conscious about. ”**

CAMP QUALITY PARENT

# Making An Impact In Schools

Whilst we had to press pause on our Primary School Cancer Education Program for much of the year, we still taught more than 20,000 students about cancer, creating inclusive communities and a positive social impact in the process.

COVID-19 restrictions reduced the number of students who laughed and learned at school with our lovable puppets. However, Kylie, Dean and Mel still performed 176 shows in 110 schools (84 metro/26 country), along with three week-long regional tours to QLD, SA, WA, and multiple overnight mini-tours across NSW.

The Camp Quality Primary School Cancer Education Program audience in 2020 was 21,674.



During the year, Camp Quality progressed work to redevelop the Primary School Cancer Education Program (PSCEP) with funding from Gandel Philanthropy. This involved updating the content, as well as assessing the resourcing required to increase the value of this important program.

Following script development workshops, we created two new plays - *The Big Party* for lower primary school and *The Big Score* for upper primary. These shows are being piloted in schools in NSW in Terms 2 and 3, 2021, along with an evaluation process. A national roll-out is planned for Term 1, 2022.

## KPMG independent report

In August we commissioned KPMG to update the evaluation of the social return on investment (SROI) for the Camp Quality Primary School Cancer Education Program. We wanted an independent estimate of the value of the program's impact on families involved with Camp Quality.

The independent KPMG report (which covers 2018-2019) estimates that every PSCEP show delivers \$5,686 of social benefit, with a cost per show of \$1,132. Therefore, each dollar spent delivering the PSCEP generates an estimated \$5 social return.

### Total benefits were measured across four key areas (below):

- Fewer school absences**  
 Children facing cancer attend an estimated six more days of school each year after seeing the PSCEP; their siblings attend two more days, while children whose parents or carers have/had cancer attend 13 more days. This means that \$1.3m in lost learning was avoided in 2018 and 2019. For each PSCEP show delivered in this period, the benefits to reducing school absence were estimated at \$738 per show.
- Increased parental productivity**  
 Fewer missed days at school means fewer missed workdays for parents. Parents and carers were able to work an extra six days on average for each child experiencing cancer, two days for each sibling of a child facing cancer and 13 days for each child impacted by a parent or carer's cancer. This means parents could contribute through paid work, with benefits equalling \$2.7m to families and the economy in 2018 and 2019.
- Better mental health**  
 Visits to a healthcare worker for mental health issues dropped after children experienced the PSCEP. Visits by children who have/had cancer decreased by 60 percent and visits by siblings of children facing cancer dropped by 38 percent. For children whose parent or carer have/had cancer, visits dropped by 33 percent. This saves an estimated \$4.6 million in mental health treatment across these groups.
- Improving children's future earning power**  
 Research has found that adults who were bullied as children earn \$70 to \$200 less per week. The PSCEP decreased the instance of bullying among children who experienced the program. The estimated benefit of this is \$936,000 in additional future earnings for these children.

|  |  |   |  |
|--|--|---|--|
| <div style="font-size: 2em; font-weight: bold; margin-bottom: 5px;">6</div> THE NUMBER OF EXTRA SCHOOL DAYS children facing cancer attend after seeing the PSCEP | <div style="font-size: 2em; font-weight: bold; margin-bottom: 5px;">\$1=\$5</div> ESTIMATED BENEFIT for each dollar spent delivering the PSCEP | <div style="font-size: 2em; font-weight: bold; margin-bottom: 5px;">\$738</div> ESTIMATED BENEFIT per show to reducing school absence | <div style="font-size: 2em; font-weight: bold; margin-bottom: 5px;">\$936K</div> ESTIMATED BOOST in future earnings for children who experience less bullying due to the PSCEP |
|--|--|---|--|

The Camp Quality Primary School Cancer Education Program saves an estimated \$4.6 million in mental health treatment across Australia.

KPMG REPORT ON THE CAMP QUALITY COSTING STUDY FOR THE PSCEP

## Primary School Cancer Education Program redevelopment

The Primary School Cancer Education Program commenced in 1986 and supported children impacted by cancer (aged 3 to 13) in primary schools, early learning centres and hospitals across Australia.

In 2015, Camp Quality conducted an internal evaluation to 'assess the impact of an educational puppet show for children affected by cancer and their peers'. It focused on the delivery of our show *The Caped Crusader*. Simultaneously, KPMG carried out a SROI study of the PSCEP.

Over the past five years, however, Camp Quality has implemented changes, most notably the additional support of KICC families (Kids Impacted by a Carer's Cancer). For these reasons, funding was secured to conduct a PSCEP redevelopment.

In 2019, Camp Quality engaged with strategy consultancy More Space for Light to conduct a 'design sprint' to re-imagine the PSCEP. Three key program objectives were established, setting the basis for the redevelopment:

1. Establish Camp Quality as the trusted source of cancer education for kids aged between 3-13 years.
2. Solidify the PSCEP as a leading health promotion program.
3. To complete the redevelopment of PSCEP in two years, so it is benefiting kids impacted by cancer nationally.



# Child's Play: A Return To Camps!

**From the launch of Virtual Camps to the return of COVID-safe Fun Days, Family Camps and Retreats, Camp Quality found a way to be there for families facing cancer during a pandemic.**

At the beginning of the year, Camp Quality was poised to deliver more services than we did in 2019. With funding from ALDI, we had planned additional Family Camps in all states and territories.

However, from March all services were postponed. Lockdown was particularly pertinent for our kids with compromised immune systems due to cancer treatment. Many were forced to enter a higher level of isolation to stay safe.

In 2020 we had 7,077 children facing cancer registered with Camp Quality. Unfortunately, only 1,668 children were able to attend a camp due to the limited

memorable. We flew South QLD kids to North QLD camp, NSW held a specific Graduation Camp, and states such as VIC and SA were also able to hold Graduation Fun Days.

The safe return of camps in October meant reduced numbers and adherence to strict COVID-19 safety guidelines – but that certainly didn't stop the fun.

The Kids' Combo Camp in WA was our first program back. It had a 'Wild, Wild, West' theme and included scout skills, line dancing, yoga, science experiments and a disco – complete with a food truck, bucking bull and DJ!



The COVID-19 procedures also ran across the Family Camps and Kids' Camps, ensuring that everyone felt safe and comfortable, and able to relax and enjoy each other's company with confidence.

### Registered families in 2020

The total number of families registered nationally decreased slightly from 2019. This can be attributed to the restrictions placed on our puppets who were unable to visit hospitals during this period, and the reduced number of programs.

### Recreation programs

Minimal services and programs ran during the year – from January to the end of February, and then recommencing from October, following the lifting of some restrictions in certain states.

### Family Fun Days

With most venues closed, Fun Days and Family Experiences were limited. Instead, our kids accessed the Happiness Hub website for activities. When Fun Days and Family Experiences resumed, over 3,000 family members enjoyed a special day.

**Our first camp back had a 'Wild, Wild, West' theme and included scout skills, line dancing, yoga, science experiments and a disco – complete with a food truck, bucking bull and DJ!**

numbers we could hold, prior to, and once the restrictions were modified. Kids' Camps were held in TAS, WA, North QLD and NSW only, however the team ensured all 2020 graduating children were able to participate in something

Feedback from staff and volunteers about the safety plan, which now included COVID-19 guidelines, was positive. Whilst activities and meals took a little longer with the new procedures, everyone felt safe.

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

An estimated 15,000\* children (0-15) are impacted by a parent's or carer's cancer at any time in Australia. This cohort includes children impacted by a parent's diagnosis and those coping with a parent/carer's ongoing treatment.

Around 38 children each day discover that their mum, dad or primary carer has cancer. It's traumatic for any family, but for kids aged 15 and under it's especially challenging.

Camp Quality was unable to provide face-to-face camps for this group in 2020, however we started work on the development of our national KICC strategy with the aim to substantially build on our existing suite of services and programs in 2021.

\*Statistic provided by Canteen in December 2020.

**“ We are grateful to Camp Quality for the wonderful opportunities to be able to attend the camps. It helped us forget the hospital and gave us a bit of normalcy. ”**

CAMP QUALITY PARENT



**1,668** CHILDREN attended a reduced number of Kids' Camps or Family Camps in 2020



**“The camps encourage our children to be open about their feelings with other kids going through the same thing, and it helps them build lifelong bonds and new friendships.”**

CAMP QUALITY MUM

# Supporting Families In Need

**Camp Quality continued to be there for families who couldn't go to camp by opening up our retreats to those in dire need. We also started a counselling service in partnership with Canteen.**

Parents need support, whether that's dealing with a child's cancer diagnosis or their own. Our Retreats have long provided a huge wellbeing boost, as well as time for parents to rest and reconnect as a family. Their importance only grew during COVID-19 when we were unable to host families on group camps. Retreats enabled us to send single families, who were in dire need of a break, away together while still observing government health guidelines.

## Retreats

It's essential for families impacted by cancer to have the chance to relax away from the intensity of the cancer experience. Our Retreats are designed for families in remission, post-treatment or dealing with bereavement, and it's often the first time a family has holidayed together since diagnosis. Retreats are located in Coffs Harbour and Salamander Bay



## The Child And Youth Cancer Alliance in partnership with Canteen

Discussions began in late 2020 to create an alliance between Camp Quality and Canteen in order to combine expertise, resources and services to better support Australian families experiencing the trauma of cancer.

The Child and Youth Cancer Alliance was formed with the goal to provide a continuum of cancer services for children and young people (0-25) impacted by cancer, and to ensure parents with a cancer diagnosis, and parents of children facing cancer, had the connection and support they needed to cope during this difficult time.

In 2021, Parenting through Cancer, the first combined service of the Child and Youth Cancer Alliance, was launched. Parents can now access a free phone service, seven days a week from anywhere in Australia, by calling **1800 945 215**. Alternatively, parents can email [parentingthroughcancer@campquality.org.au](mailto:parentingthroughcancer@campquality.org.au) to ask for an appointment or further information. Parents can also connect online with other parents who are impacted by cancer, by visiting [parentingthroughcancer.org.au](http://parentingthroughcancer.org.au).

**It's essential for families impacted by cancer to have the chance to relax away from the intensity of the cancer experience. It's often the first time a family has holidayed together since diagnosis.**

(NSW), Warrnambool (VIC) and West Beach Caravan Park (SA).

During COVID-19 restrictions, we extended our retreats to families who were struggling with the day-to-day pressures of a cancer diagnosis. Without the benefits of our camps and fun days, many people were at breaking point.

## Salamander Bay Retreat, NSW

Salamander Bay provided 15 families going through the most difficult stages of cancer with a five-night stay to reconnect and rest.

The trust fund of the late Joan Margaret Peterson, which provides the Salamander Bay Retreat, has extended our current contract for another five years, along with financial support of \$150,000 per annum.

## Warrnambool Retreat, VIC

Nine families enjoyed a four-night stay in Warrnambool when they needed it most. There's now a plaque at the Warrnambool camp site to recognise the great relationship between us and our local Rotary Club supporters who supply the funding to provide this service.

## Coffs Harbour Retreat, NSW

The BIG4 Park Beach Holiday Park is a popular spot with our families. Fourteen families had a four-night stay at the retreat located in the park. Thanks to our ties with the local community, we could provide families with great experiences at no cost, including a visit to the nearby Big Banana.

## West Beach Retreat, SA

Our Retreat at West Beach Caravan Park in SA provided a much-needed break for 24 families. This beautiful retreat, which is supported by BIG4 West Beach Parks, comes with a lagoon swimming pool, play equipment, go-karts and games room. It enables our kids and families to have a holiday and create positive memories together not centred on sickness.

**“ I'm looking back at our photos from Salamander Bay. We created fantastic family memories there. We had the best family holiday we've ever had - the respite provided by the Camp Quality volunteers was exactly what we needed. ”**

CAMP QUALITY DAD, PETER NORTHEY



**...were spent making positive memories at Camp Quality Retreats during 2020.**

# Volunteer Engagement

Camp Quality is proud to have over 1,200 volunteers as valued members of our family. Generous and committed, volunteers are there to have fun, put smiles on faces and help kids facing cancer

Our 1,200+ volunteer community is integral to Camp Quality's ability to deliver services and programs, and they continued to show their support throughout 2020 in a variety of ways:

- 63% of volunteers engaged in a reduced schedule by attending the programs we were able to deliver
- 22 volunteers each raised over \$1,000 for Big Walk for Little Kids and Camp In, totalling more than \$47,600 collectively
- Volunteers contributed to our Giving Day in March, where they became the highest-earning fundraising team, raising more than \$5,000

During the year we were able to engage volunteers at 26 recreation programs we held across a range of events, including Family Fun Days, Family Camps, and the introduction of two Virtual Camps.

To ensure that our volunteers were given a voice and remained engaged with Camp Quality, we launched the Volunteer Advisory Committee, with 12 volunteers selected to represent the full cohort across Australia. Our Committee has a collective 101 years of experience and their objective is to work in collaboration with the Volunteer Coordinator to improve the volunteer experience at Camp Quality. The Committee advised on volunteer recognition, fundraising, communications and training. All 12 completed the Volunteer Buddy Program, which looks to support new volunteers on their first program or event attendance.

### Volunteer recognition

The volunteers' generosity with their time and commitment to Camp Quality was recognised and honoured during National Volunteer Week, from May 18 to 24, with a range of digital and traditional media coverage. National Volunteer Week coverage increased brand awareness with eight traditional media stories about our Gillard Volunteer of the Year winners going on to be syndicated 16 times - totalling 24 stories. The National Gillard Volunteer of the Year winner, Averil Richards, was interviewed on 10 News Perth and Sydney, boosting social media engagement on our channels by 20 percent.



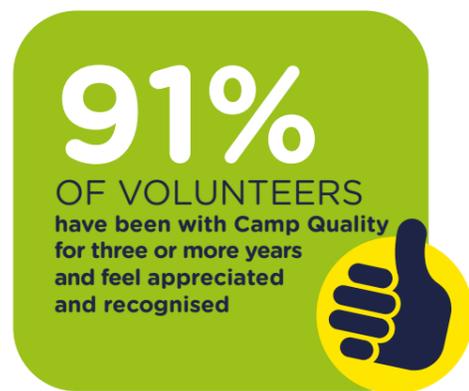
Volunteers also appreciated the updated Length of Service Awards, which included a personalised water bottle and bag.

### National Volunteer Survey

The 2020 National Volunteer Survey was circulated to 1,184 volunteers, with 323 of them responding - a 27 percent response rate. This is an increased response number from previous years and is a great indication that volunteers remained engaged, despite the difficulties and postponement of programs and events during the year.

The survey results highlighted:

- 91% of volunteers have been with Camp Quality for three or more years and felt appreciated and recognised
- The greatest impact of volunteering for Camp Quality was the intrinsic reward and joy they felt in giving back and being able to contribute to the happiness of others



“ The energy and excitement at camps is always amazing, but the biggest thing is the smiles and laughter coming from our kids. There is nothing better than being able to put a smile on a child's face. ”

DAVID KENNY, NSW STATE WINNER, 2020 GILLARD VOLUNTEER OF THE YEAR



### Moving forward

To deliver on our mission, we will continue to improve the volunteer experience by building a strong and supportive culture and developing communication methods for meaningful and ongoing connection and impact.

A focus will be on building the number of volunteers in each state, to ensure we can deliver if, and when, state borders close. There will also be an upgrading of skills, particularly in regards to child protection standards.

**“ Camp Quality is an incredibly heartwarming experience. The people are amazing and they all have a wonderful dedication towards helping young kids affected by cancer. I hope to continue volunteering for years to come. ”**

CAMP QUALITY VOLUNTEER (NOT PICTURED)



# Raising Revenue During COVID

**In 2020 we diversified reliance on physical fundraising events, improved our awareness and reach, and further utilised digital platforms as a way of engaging and growing our supporter base.**

The impact of COVID-19 in 2020 presented Camp Quality with exceptional challenges across our revenue streams. With approximately 45 percent of funding coming from face-to-face events, which were cancelled from March through to October, the Revenue Team had to pivot quickly to the creation of a new strategy that worked within government health regulations and provided a strong and immediate return on investment.

This revenue shortfall was rectified by a proactive approach to digital and peer-to-peer campaign activity. In late March, we ran An Extraordinary Ask Giving Day: Kids' Cancer Doesn't Stop So Neither Can We campaign, which saw a tremendous response from our community, as donors, supporters, families, and volunteers came together in the face of uncertainty to make the day a huge success.

For the first time ever, Camp Quality also ran a large-scale raffle, offering ticket purchasers the opportunity to win a limited-edition Maserati. We also launched the inaugural Big Walk for Little Kids in October, where more than 3,000 participants walked 400,000kms - and raised over \$915,000.



This was a phenomenal effort from the Camp Quality team, as they developed and delivered multiple new campaigns, investing judiciously across strategic channels to ensure a strong ROI was achieved. These efforts led to an incredible number of new donors to Camp Quality, with 2020 numbers exceeding more than twice the number of new donors in 2018 and 2019 combined.

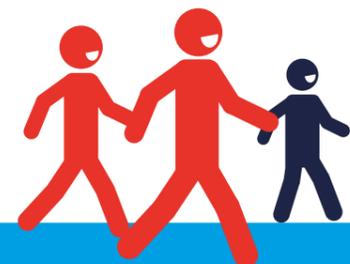
This year we welcomed major partner ALDI Australia to the Camp Quality family, with a significant commitment to support us for the next three years. Following the May 2020 launch of our partnership, ALDI was our presenting partner of the inaugural Camp In event, and supplier of product for our Camp In a Box program.

**Overall, the organisation responded well, utilising and driving revenues across digital channels and - due to the incredible flexibility, understanding and support received from our corporate and granting partners, donors, sponsors and supporters - we finished the year relatively strong.**

Events and community fundraising, historically a significant portion of Camp Quality revenue, was the most impacted by restrictions. In 2020 this represented 45 percent of revenues. Our Individual Giving Programs were also significantly impacted, first by the bushfires early in 2020 and later by the global pandemic, resulting in an overall decrease of 17 percent across our four appeals.

In June, we followed this up with the launch of the inaugural Camp In, supported by ALDI Australia, which involved participants raising funds and 'camping in' for the night.

Those involved got to enjoy entertainment throughout the evening, including story time, magic acts and singing performances, with more than \$365,000 raised by participants.



Camp Quality's first-ever Camp In, supported by ALDI, RAISED MORE THAN **\$365,000**

**\$915,000** WAS RAISED DURING Camp Quality's inaugural Big Walk for Little Kids

**With approximately 45% of funding coming from face-to-face events, which were cancelled from March, the Revenue Team pivoted quickly to successfully create a new strategy that worked within COVID-19 regulations.**



# Raising Revenue continued...

Our partnership with ALDI also saw a number of in-store initiatives including customer donations at the checkouts, seven cause-related marketing products and a Christmas Giving program. ALDI staff have also been active supporters of our partnership, with employees donating at Christmas and hosting local fundraising events.

The Arnott's Group continued their support of Camp Quality in 2020, hosting their annual Gala Ball, which attracted 750 guests in February and raised over \$450,000. They also supported Camp In, and hosted Bake & Create sessions giving Camp Quality families a chance to make positive memories together.

Support from the CommBank Staff Foundation aided the development and delivery of Camp Quality's new Happiness Hub website and Virtual Camp series, with DHL Express coming onboard to help deliver Camp In a Box activity packs for all the children participating in the online camps.

We also welcomed UPS, Rio Tinto, and Band-Aid onboard, and continued working with other longstanding partners such as Fujitsu, Audi, LEGO, Caesarstone and Roche.

Whilst many of our events and community fundraisers were unable to run their usual activities, plenty continued where they could. Longstanding supporter groups involved in events such as esCarpade and wesCarpade all continued to raise funds, bringing in more than \$350,000, even though we were unable to proceed with those physical events during the year.

**Whilst many of our events and community fundraisers were unable to run their usual activities, plenty continued where they could.**

We also had to pause signature dining events, including Off the Menu, and we look forward to delivering it again, alongside all our major outdoor events, in 2021.

Prior to the onset of COVID-19, we were able to kick off the year with a successful Convoy event in Victoria, which saw more than 130 trucks travelling a 50km route through and around Geelong, raising more than \$70,000. The Annual Northern Territory Broadcasters Charity Auction was able to go ahead and, now

in its 12th year, has raised more than \$750,000 in support of our families in the Northern Territory.

An ACT-based Camp Quality mum and volunteer, Jess Kercher, was awarded a grant of \$10,000 for our organisation, following her successful nomination as a Westfield Local Hero. Central Park Plunge was held in Perth, with 16 participants raising more than

\$34,000. A COVID-safe Christmas pageant was held in Adelaide in November, with Camp Quality honoured as Charity Partner of Choice. In Queensland, we were chosen as Charity Partner of the Brisbane Broncos, which, due to COVID-19 restrictions, will be activated throughout 2021.

These represent just a handful of activities undertaken by individuals and groups in support of Camp Quality, and we look forward to seeing all of these programs return to strength in the coming years.

**Moving into 2021, Camp Quality will be working hard to maintain momentum across all activities and campaigns commenced in 2020, whilst re-invigorating our Individual Giving Program.**




**130 TRUCKS**

**travelled a total of 6,500km**  
RAISING MORE THAN  
**\$70,000**  
for Camp Quality's Convoy



**Arnott's Group raised over**  
**\$450,000**  
hosting their annual Gala Ball

### Our Philanthropy Program

Our Philanthropy Program remained steady, with the realisation of several bequests, and we received continued support from longstanding and new major donors. Within this, one significant multi-year campaign came to a close which, over its lifetime, saw more than \$865,000 donated in support of the Victorian Hospitals Program - and hundreds of families supported through some of their most stressful experiences.

Grantors, as well as trusts and foundations, also stood with us throughout the year. Continued funding came from Queensland Health, in support of the Queensland Primary School Cancer Education Program; the Stan Perron Charitable Foundation, in support of a Kids' Camp in WA, as well as from Perpetual Trustees, Lotterywest, the Channel 7 Telethon, Tour de Cure, Motors Foundation, Gandel Philanthropy and many more.

Moving into 2021, Camp Quality will be working hard to maintain momentum across all activities commenced and further developed in 2020, whilst re-invigorating our Individual Giving Program. We will also work closely with event and community supporters to bring many of our much-loved events and activities back to life.

# The Camp Quality Brand Story

In 2020 the Camp Quality brand story was told across traditional media and digital platforms – while also amplified by our dedicated ambassadors – allowing us to reach wider audiences than ever before.

Increased digital advertising delivered strong return on investment – and boosted our reach into new markets. This, in turn, helped build Camp Quality's reputation as a trusted and valuable partner in the childhood cancer sector.

## Traditional media

Our stories were seen by millions of Australians in 2020 across TV, radio, print and online.

**2445** MEDIA STORIES

mentioning Camp Quality (including syndicated stories) (+114%)



**27** MILLION

potential audience reach (+35%)



## Social media and digital platform performance

Our multi-channel digital marketing strategy (made up of Facebook Ads, Google Search Ads, Google Display Ads, YouTube and the Happiness Hub) worked together to generate donations, campaign engagement, ticket sales, follower growth and increased brand awareness.

In 2020 on social media we achieved:

**64** THOUSAND followers across platforms (+11%)

**26** MILLION impressions (+147%)

**562** THOUSAND engagements (+124%)

**565** THOUSAND video views (+57%)

## Digital advertising

The postponement of face-to-face fundraising events meant we shifted to online fundraising campaigns. Digital advertising was crucial in acquiring over 24,000 new supporters for campaigns, such as Camp In, Big Walk for Little Kids, and our appeals. The investment in digital advertising yielded strong results.

**\$91.3k** SPEND

**\$861.7k** RAISED



## Online brand building

The Happiness Hub, as well as providing a digital program for kids and families, is a content marketing opportunity. The Happiness Hub gave Camp Quality the chance to reach a broader audience via Google searches for kids' activities during COVID-19 – which also helped bring the brand to life through video content and raise awareness of Camp Quality in the process.

Happiness Hub marketing has now begun creating a new revenue stream, by bringing a fresh audience of people interested in the Hub to the Camp Quality database. In 2020 the Happiness Hub collected the emails of 533 people who were interested in knowing more about Camp Quality.

## Digital brand support

Paid digital activity boosted our brand outside campaigns too, with notable uplift in total web traffic (66%), social media following (88%) and searches for Camp Quality (25%).

We also utilised the Google Ad Grant for not-for-profit organisations of US\$74.5k to generate 39.9k clicks on Google Search Ads. This grant helped us to direct 24,000 users (over 70% of all users) to our new Happiness Hub website.

## Our ambassadors

A special thanks to the dedicated Camp Quality ambassadors who found new COVID-safe ways to continue to support us in 2020. By leveraging their profiles, ambassadors helped build our reputation in the media and, by using their own social media platforms and networks, increased our brand reach and donations.

**Kerry Armstrong** (actor; pictured below) was the ambassador for our inaugural Big Walk for Little Kids campaign, helping us to promote the initiative to the media.

**Vera Entwistle** (Camp Quality founder) attended our Convoy fundraiser and celebrated with families and volunteers at our VIC Christmas party.

**Ryan Story** (supercar champion) ran an online raffle to auction a Ford Mustang he donated, raising \$52k for Camp Quality.

**Emma Alberici** (TV journalist) hosted our very first Virtual Camp, alongside Jo, a volunteer she met on her own first camp as a volunteer 20 years ago!

**Casey Donovan** (singer) sang a duet with Camp Quality Puppet Mel from her apartment during lockdown, for her Facebook Puppet Interview.

**Jarrod Woodgate** (TV personality) helped spread the word about Camp In on social media by 'camping in' with his much-loved llama on his property.

**Lee Elliott** (TV personality) told the *Herald Sun* about Camp In, in a story that was seen by more than 666,298 people.

**Michael Crossland** (former Camp Quality kid and inspirational speaker) was interviewed by our puppet, Kylie, about his connection to Camp Quality.

**Matthew Butcher** (chef) shared a wonderful pancake recipe on Happiness Hub for Mother's Day, which became one of our most loved (and delicious) Hub articles of the year.



## Governance & Operations

It's been a particularly challenging year across all aspects of the organisation. From managing our people's health and wellbeing through the pandemic and drastically different ways of working, to finding new revenue streams. The Board of Directors were particularly active working with management to navigate the challenges and uncertainty of COVID-19. During the period we re-evaluated our risk management framework as well as our initial budget for the year. Collaboration was key and resulted in a better-than-expected year end.

Over the following pages, we outline our approach to governance, risk, safety and compliance, as well as reporting on our people and financial performance.

# Leading People In A Pandemic

**The impact of COVID-19 in 2020 presented many challenges, and also brought about some positive changes. It forced us to quickly mobilise, working remotely from home, which gave many of us the time to focus on tasks and projects that were previously difficult to get to. We saw great cross-team collaboration, and talents we didn't know our staff had were unearthed and utilised in the most creative and purpose-driven ways.**

Necessary changes to Camp Quality's work practices due to the pandemic, not only provided opportunities for team members to shine – but it also kept them engaged with the organisation and our core purpose.

During this time, the team developed new, mainly online, initiatives focused on better outcomes for our kids and families who we knew were doing it tough in hospitals and isolated at home. These new projects included the creation of complementary digital services, virtual fundraising campaigns, and puppet performances on our social media channels. This all added depth and meaning to staff roles and provided more opportunities for recognition from both internal and external stakeholders during a very difficult period of rapid change.

Throughout the year, Camp Quality's Executive Team was heavily reliant on the understanding and cooperation of staff to manage costs and ongoing services. This was particularly pertinent during the periods of heavy restrictions and lockdowns; some employees had no choice but to work from home for most of the year. Unfortunately, staff precluded from performing the fundamentals of their role (owing to the COVID-19 restrictions) were asked to reduce their hours, in line with JobKeeper directions, or take their accrued leave. Throughout this very stressful period, our people responded professionally and showed nothing but support for Camp Quality, our mission and vision.

## Engagement/satisfaction

Several tools and strategies were applied to keep our people feeling connected, engaged and heard, during a predominantly remote year. This was a constant focus and it continues today.

At the start of lockdown, with reduced hours implemented and JobKeeper accessed, regular communication became critical and welcomed by staff. In addition to this, online company-wide and divisional/team meetings became even more essential. Our popular cultural tool, Fun Therapy, was moved online, as were the well-attended Lunch & Learn sessions. Every opportunity was used to promote our Employee Assistance Program, and positive psychology webinars – via our social enterprise The Oranges Toolkit – were also available to staff online.

In Q2, we began a weekly pulse check. Our people used this to report how they felt that day, by choosing one of five emojis that best reflected their mood. Comments to elaborate on the emoji choice could be included, enabling our CEO and General Manager, People & Culture, to reach out and check in with individuals. Whilst the responses each week often reflected key decisions being made across the organisation, the sentiments largely demonstrated that staff felt supported and heard during this time, and this helped maintain a healthy level of optimism.

In addition to the weekly pulse check, a survey was distributed to staff in Q4. Its focus centred on how employees were coping and adapting to change, arising from

COVID-19, and the level of support they needed moving forward.

The survey was completed by 84 percent of staff, which was very pleasing. The most favourable responses (> 80% of staff) reported positively in relation to:

- Communication
- Work/life balance
- Health & safety
- Supervision

Questions eliciting the least favourable responses (with up to 67% of staff responding positively) were in connection to:

- Cross-team collaboration
- Resources (equipment and clear processes)
- Stress/wellbeing

## Working from home

Coming into Q3, once lockdown had been lifted in most states, we began encouraging staff to slowly return to our offices part-time (government regulations permitting). All Camp Quality offices were registered as COVID Safe, with stringent checks in processes, social distancing and hygiene practices, as well as extended signage implemented.

Whilst most staff were happy to return to the office part-time, for some it has been a slower and more challenging process. We continue to work with individuals to accommodate genuine need.



## Organisational structure

During the pandemic, we needed to continue to implement the organisational structural changes that were in planning at the start of 2020. This was made particularly challenging due to the need to work remotely. The main structural changes were across our Revenue division with the addition of a General Manager, Revenue, role based in Melbourne.

## KPIs

With the changes in leadership, organisational structure and a hybrid way of working, we became a more outcome-driven workplace. Individual 2020 KPIs were reviewed in Q4 and a new KPI framework for 2021 was developed factoring in these updates.

## Learning and development

Face-to-face learning opportunities were limited in 2020 and staff were encouraged to maximise their training online, wherever possible. This included accessing the resources contained within our learning management system, SAP Litmos.

## Employee retention

Whilst employee retention remained stable in the first half of 2020, it decreased during Q3 and Q4. As vacancies arose, the opportunity to review the efficacy of the role, the location and how it would positively impact our organisational performance in the future, was carefully considered.

With more than a 30 percent reduction in staff during the year, every new appointment was critical, particularly in leadership roles. By the end of 2020, Camp Quality was resourced to an adequate level to commence 2021 confidently. The gaps that remain are manageable through contingency planning and, as we work our way through 2021, we continue to assess gaps in our talent pool and judiciously work to close them, which will position us for a stronger 2022.

Natural attrition was used to keep resourcing costs down, particularly within the Services & Programs Team, who, sadly, couldn't deliver

planned face-to-face activities for most of the year. Fortunately, by Q4, plans to re-establish these roles were agreed to and implemented for the 2021 program.

Our administrative functions remain very lean, with resourcing across Finance & Operations and People & Culture operating at approximately 25 percent (or two FTE) below desired resourcing this year. We are looking to rectify this in 2022.

## People & Culture Committee

The purpose of the People & Culture Committee is to oversee the governance of human capital management at Camp Quality and to provide the Board with assurances in this regard. The Committee is supported by independent specialists (see below for more).



## Key value creation activities in 2020

The People & Culture Committee began 2020 monitoring the conclusion of the award compliance matter and the Fair Work Ombudsman's final instructions prior to the two Compliance Notices being issued to Camp Quality in Q3. This wipes the slate clean, with no enforceable undertakings.

The Committee focused on ensuring our people felt supported and engaged (in a largely remote workplace environment) during an uncertain time. Mental health and wellbeing were carefully considered during decision-making processes, particularly as hours of work were reduced and reliance on JobKeeper became necessary.

As hours were increased and the breadth of work expanded for many employees, ensuring a safe return to work (on and off-site) became critical. This was largely achieved through the registration of COVID Safe working environments across all office locations, and the review and development of additional processes and procedures designed to keep employees and volunteers safe.

As Q4 came with a shift to some level of normalcy, retention of key staff (following a level of welcomed natural attrition) became vital. The Committee kept across key appointments as 2020 ended and, in Q1 2021, resourcing contingency plans became necessary. Our strategic objective:

- To create and retain a high-performing team
- To be the organisation of choice for employees looking to make a for-purpose contribution

# Board & Committees



The Camp Quality Board met six times during 2020 as part of the regular agenda, as well as holding an additional 'extraordinary' meeting in March - in direct response to the global outbreak of COVID-19

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: fourth 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 direction and operational performance of the organisation, thus helping build a mindset focused on the current and future path of Camp Quality. In this context, the Board monitors the progress of the business against the pre-approved Key Performance Indicators (KPIs) 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 exemplify diverse areas of expertise and geographical representation, to reflect the character of a truly national not-for-profit in Australia.

### 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 KPIs in the context of an approved annual business plan and budget; a Board-endorsed strategic plan; policies and procedures; risk; and a compliance framework within which Camp Quality operates.

The Board met six times during 2020 as part of the usual meeting agenda. An additional extraordinary meeting was held in March at the outset of the pandemic, where careful decision-making was undertaken for the organisation and a new COVID-revised budget was approved.

### The Board & Committees

During the calendar year, seven meetings of the Board of Directors were held. In addition there are two committees that support the Board as outlined below. To see attendances by each Director at the Board meetings, please see the table on opposite page.

#### The Audit & Compliance Committee

**Members:** Nick Ridehalgh (Chair), Kim Jacobs, David Morris, Amanda Rischbieth, Deborah Thomas and Rachael Clifford (GM Finance and Operations, Camp Quality)

**Met six times in 2020.**

#### The purpose of the Audit & Compliance Committee

is to aid the Board in discharging its governance, risk, compliance, regulatory, safety, and financial oversight responsibilities.

The strategic priorities are to ensure a diverse and sustainable revenue base for the long-term financial viability of the organisation, as well as to oversee the management and implementation of IT services, including cyber security and a strong risk-monitoring framework, with regular reporting to the Board.

The Committee also oversees the adoption of any new accounting standards and the management of our investment portfolio by JBWere.

#### The People & Culture Committee

**Members:** Cameron Clyne (Chair), Katherine Burleigh, John Higgins, Deborah Thomas, Melanie Hilton\*, Mary Lemonis\*, and Natalie Gallagher (GM People & Culture, Camp Quality)

**Met four times in 2020.**

**The purpose of the People & Culture Committee** is to oversee the overall governance of human capital and management at Camp Quality and to provide the Board with assurance in this regard.

The strategic objective is to ensure that we attract the most appropriate talent to create an engaged and high-performing team and culture; to be the organisation of choice for employees and volunteers who are looking to make a for-purpose contribution.

*\*This Committee is supported by two independent HR specialists.*

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

## Camp Quality's Board has adopted the following "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.

## The Board of Directors

Table below showing meetings of Directors (including Committees) during 2020

| DIRECTORS            | Directors' Meetings       |                 | Committee Meetings           |                 |                            |                 |
|----------------------|---------------------------|-----------------|------------------------------|-----------------|----------------------------|-----------------|
|                      |                           |                 | Audit & Compliance Committee |                 | People & Culture Committee |                 |
|                      | Number eligible to attend | Number attended | Number eligible to attend    | Number attended | Number eligible to attend  | Number attended |
| Kim L Jacobs (Chair) | 7                         | 7               | 6                            | 6               | -                          | -               |
| David N Arkles       | 7                         | 7               | -                            | -               | -                          | -               |
| Katherine R Burleigh | 7                         | 7               | -                            | -               | 4                          | 2               |
| Cameron A Clyne      | 7                         | 6               | -                            | -               | 4                          | 3               |
| Gary W Edstein       | 7                         | 6               | -                            | -               | -                          | -               |
| Damon Fealy*         | 3                         | 2               | -                            | -               | -                          | -               |
| Dr Mary Foley*       | 3                         | 3               | -                            | -               | -                          | -               |
| John C Higgins       | 7                         | 6               | -                            | -               | 4                          | 3               |
| David P Morris       | 7                         | 5               | 6                            | 5               | -                          | -               |
| David N Ridehalgh    | 7                         | 7               | 6                            | 6               | -                          | -               |
| Amanda Rischbieth    | 7                         | 6               | 6                            | 6               | -                          | -               |
| Deborah A Thomas     | 7                         | 7               | 6                            | 6               | 4                          | 4               |

\*Damon Fealy joined the Board in June, 2020

\*Dr Mary Foley retired from the Board in August, 2020

# Managing And Mitigating Risk

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

Camp Quality is committed to having an effective risk-management process. This enables management to operate a risk-adverse approach when establishing internal control systems that effectively mitigate or manage significant and emerging risks.

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



In 2020 our current risk-management framework underwent a major review and update that was approved by the Board. The Board adopted an overarching risk appetite statement encompassing Camp Quality's risk tolerance level for services and programs, fundraising, technology and all operational areas.

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.

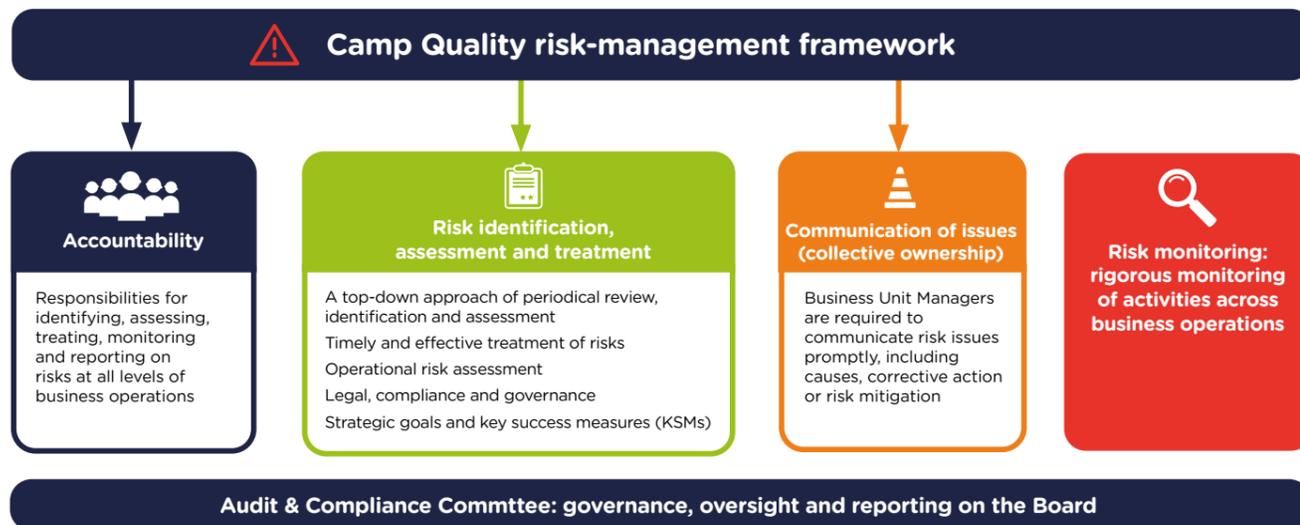
### Under the organisation's risk-management systems

Risk management and compliance is integral to decision making.

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

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

1. Audit & 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.



## The pandemic created the single biggest risk to Camp Quality in 2020, and the impact flowed onto our services and programs, revenue and people.

### COVID-19 significant risk and impact in 2020

The pandemic created the single biggest risk to Camp Quality in 2020, and the impact flowed onto our services and programs, revenue, people – and, ultimately, the overall financial stability of the organisation.

### Revenue

With a significant portion of our revenue coming from large-scale, face-to-face events and community activities, we saw an immediate decline in fundraising revenue of around 50 percent. We had to move quickly to identify other ways to raise revenue, and we successfully launched our first digital peer-to-peer campaign, Camp In, in June, followed by another peer-to-peer initiative in October, Big Walk for Little Kids. Finally, we also invested in our first car raffle, for a Maserati, which raised over \$1m.

### People

COVID-19 had a significant impact on our people – from their wellbeing and safety, to the way we worked, what we were working on, and where we conducted that work. With the use of technology, we implemented remote working conditions and virtual collaborations. We also rolled out wellbeing and engagement pulse check surveys that helped monitor how employees were managing their new work environments and their mental health and wellbeing.

### Financial stability

With a radical decrease in revenue, our operational costs needed to be reduced and carefully managed. While

JobKeeper played an important role in assisting with employee costs, we also needed to find innovative ways to reduce our fixed costs.

The most significant fixed costs were our office leases and, to mitigate these, we closed some sites, moved others into shared office environments and engaged with partner organisations to sublet vacant floor space.

Our working capital reserves had been moved into cash and fixed interest at the start of 2020, which removed any risk of volatility from share markets and ensured we had adequate cash available.

### Other significant risks facing Camp Quality and mitigation measures in place for 2020

#### 1. Safeguarding children

While we experienced limited contact with children in 2020 due to the postponement of face-to-face activities, our commitment to safeguarding children is always the priority for Camp Quality. We continued to work with the Australian Childhood Foundation on improving our accreditation through continuous advancement of our policies and procedures and ongoing child safety training of all staff and volunteers.

#### 2. Fraud and corruption

During 2020 we undertook a major review and update of our Delegations of Authority policy, strengthening our internal control environment. We continued to work with our external auditors PwC on improving our policies and procedures. During our annual external audit there were

no deficiencies highlighted and no incidents of fraud or corruption reported/discovered across the year.

#### 3. Legal and regulatory risks

The pandemic created a complex legal environment in relation to employees and reduced working hours due to major disruptions across the business. This was navigated successfully with the full engagement and cooperation of employees. In addition, we also employed a Compliance Manager to assist with ongoing management and compliance obligations within our legal and regulatory environment.

#### 4. Data integrity risks

The risk surrounding our data integrity and security amplified with the impact of COVID-19. Like most organisations, with the onset of lockdown we moved to a remote working model and utilised technology and the digital environment to collaborate and stay connected.

Unfortunately, we experienced two data security breaches, both relating to unauthorised external access to emails, which resulted in notifications to both the Office of the Australian Information Commission (OAIC) and affected individuals.

Consequently, we undertook a large-scale review and implemented a range of improved security features, policies and procedures. We also engaged security experts to assist with the ongoing management and detection of security threats. These remedial actions were positively received by the OAIC and resulted in both cases being closed with no further actions required.

# 2020 Financial Performance

**January to December 2020 was a difficult year with the social and economic ramifications of the bushfires over summer, followed by the ongoing global pandemic, creating unprecedented financial and operational challenges and uncertainty, particularly for charities.**

We commenced the year with a cash fundraising revenue target of just over \$12 million.

## Revenue

While the fundraising environment in January and February across Australia was already challenging, due in part to the shocking bushfires over summer, the outbreak of COVID-19 and the ensuing lockdown saw an immediate loss of more than 50 percent of budgeted revenue. This reduced income was mainly due to the postponement or cancellation of face-to-face events and community activities.

At an extraordinary Board meeting, management presented three revised budgets, highlighting the worst, the reasonable, and the better-case financial scenarios. The Board approved a reasonable budget, incorporating a revised fundraising revenue target of \$5.1m, with an immediate reduction in expenses – resulting in a deficit position of \$2.2m.

With such a significant loss of funding, Camp Quality moved quickly to create and invest in alternative sources of revenue. This alternative funding strategy consisted mainly of peer-to-peer digital campaigns with a 'crowdfunding' approach, whereby we relied on much larger numbers of supporters raising smaller amounts of money.

The overall focus was on acquisition of new supporters, mainly via Facebook advertising. The cost of acquisition was closely monitored to achieve a good return on investment in media and digital engagement.

Two new fundraising campaigns, Camp In and Big Walk for Little

Kids, delivered an impressive combined revenue of just under \$1.3m. Both of these events enabled participants to fundraise within the government-mandated COVID-19 restrictions. We also launched our first car raffle, for a Maserati GranTurismo.

Camp Quality was extremely fortunate to welcome ALDI Australia as a major corporate partner, from Q1 2020.

**While we experienced a 26% decline in fundraising revenue from the year prior – the result was 61% better than our COVID-revised reasonable budget.**

Their generous support, along with that of our other corporate partners (see acknowledgements section), enabled us to continue delivering some of our services online and in hospitals, as well as camps and retreats in permissible states.

Our new fundraising initiatives, and the continued dedication of our wonderful supporters, saw Camp Quality post an end-of-year result of \$10.8m, of which \$8.2m was achieved in fundraising revenue.

The remaining \$2.6m of income was a result of the Federal Government's stimulus packages, including JobKeeper, at \$1.6m, \$451k of recognised in-kind support, and The Oranges Tool Kit (OTK) contributing the balance of \$490k. (JobKeeper figure includes subsidies for OTK.)

While this represents a 26 percent decline in fundraising revenue from the prior year – the result was 61 percent better than our revised reasonable-revenue budget.

## Cost savings

Operationally, immediately following the initial government restrictions and recommendations to cease communal gatherings, Camp Quality stopped all non-essential expenditure and reduced other costs where we could. In addition, we worked with our landlords in each state to reduce office rental payments under the National Code of Conduct.

To assist with the reduction of rental overheads, we sublet unused space in our Sydney office and transitioned the Brisbane team to a smaller and more cost-effective office. This resulted in a 9 percent

decrease in administration and finance costs.

As the pandemic also resulted in a suspension of many of our face-to-face services and programs, this significantly reduced expenditure in this area by approximately \$3.9m.

While our newly developed digital and online services were created to address the impact of COVID-19, they have proven to be valuable and engaging resources for our families. Therefore, they will continue to be offered as complementary additions to our face-to-face programs.

## The Oranges Toolkit

The Oranges ToolKit was forced to pivot its business model from face-to-face delivery to online webinars and digital programs. The demand for online wellbeing and resilience training was strong, and this saw The Oranges Toolkit deliver its first profit of \$90,113.

## In conclusion

With the substantial reduction in face-to-face services and programs costs, an increase in more cost-effective online campaigns, The Oranges ToolKit delivering a profit, and our reduction in operational expenditure, the net result for 2020 was a surplus of \$732,256. This surplus will be used for future services and programs delivery and investment into strategic initiatives to grow the organisation.

## Notes to the financial statements

Camp Quality's key focus for 2020 was to monitor the strength of the balance sheet and ensure there was adequate cash to meet the day-to-day operating costs.

At the start of 2020, Camp Quality's Working Capital Investment portfolio was allocated to cash and fixed interest to ensure a high level of liquidity and less exposure to market volatility. Careful cash-flow management ensured we maintained an adequate level of cash throughout the year.

The majority of the \$4.4m in current assets consists of \$3.2m in cash.

Of the \$10m in non-current assets, \$8.2m sits within our managed investment portfolios.

Meanwhile, of the \$3m in current liabilities, approximately \$1.1m is deferred revenue, which is to be recognised in 2021 as we meet all of our contractual obligations.

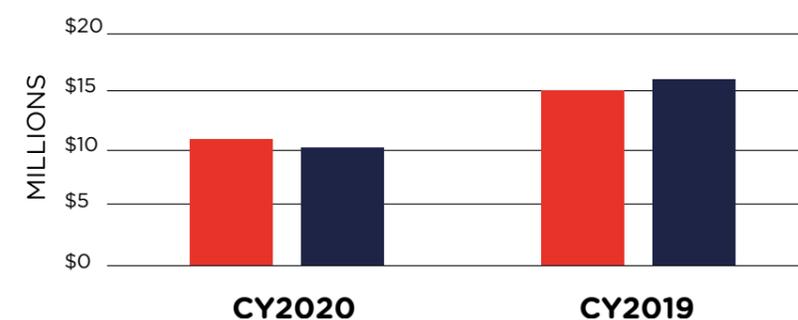
## Financial Performance 2020

|   | \$                |
|---|-------------------|
| Revenue   | 10,814,328        |
| Investment income   | 295,054           |
| Gain on evaluation of financial assets                    | 15,195            |
| <b>Total Revenue</b>                                      | <b>11,124,577</b> |
| <b>Fundraising, marketing and communications expenses</b> | <b>4,272,827</b>  |
| <b>Services and programs</b>                              | <b>4,350,948</b>  |
| <b>Administrative expenses</b>                            | <b>1,124,963</b>  |
| <b>Finance costs</b>                                      | <b>95,283</b>     |
|   | <b>9,844,021</b>  |
| <b>The Oranges Toolkit expenses</b>                       | <b>548,300</b>    |
| <b>Total Expenses</b>                                     | <b>10,392,321</b> |
| <b>Net operating surplus</b>                              | <b>732,256</b>    |

## Financial Position December 2020

|                                | \$                |
|--------------------------------|-------------------|
| <b>Current assets</b>          | <b>4,413,452</b>  |
| <b>Non-current assets</b>      | <b>10,079,781</b> |
| <b>Total Assets</b>            | <b>14,493,233</b> |
| <b>Current liabilities</b>     | <b>2,978,840</b>  |
| <b>Non-current liabilities</b> | <b>1,015,911</b>  |
| <b>Total liabilities</b>       | <b>3,994,751</b>  |
| <b>Net equity</b>              | <b>10,498,482</b> |

## Revenue and Expenses 2020 & 2019



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

“ The way the Camp Quality team came together to innovate and keep supporting our kids and families through the pandemic was truly remarkable. Their commitment and collaboration resulted in new programs that will continue into the future. ”

DEBORAH THOMAS, CEO CAMP QUALITY



# Our Seriously Refreshing Social Enterprise!

Since launching as Camp Quality's social enterprise in 2017, The Oranges Toolkit has delivered transformational wellbeing training programs to more than 60 organisations and over 3,500 participants across private and public sector companies. The programs have brought the positive psychology principles so integral to Camp Quality to a wide range of industries and clients, including the Australian Institute of Sport, DHL Express, Motorola Solutions, KPMG, SafeWork SA, the South Australian Attorney-General's Department, the NSW Government Resource Regulator and many more...

In 2020, despite the challenges presented by a global pandemic and workplaces in lockdown, The Oranges Toolkit was able to innovate through digital transformation, grow its reach and impact, and receive recognition for its premium-quality programs. As numerous business leaders and organisations have seen growing mental health concerns amongst employees, demand for The Oranges Toolkit's proactive, positive and practical wellbeing programs has increased. The program, originally used to help staff and volunteers to be more positive and resilient in their work with kids facing cancer, is now making a national impact.

## National recognition for The Oranges Toolkit

In June 2020, The Oranges Toolkit became a certified Social Trader, credibly verifying the enterprise as operating with a social purpose. Social Traders support social enterprises, like The Oranges Toolkit, to build their

profile and status amongst the government and private sectors through its marketplace.

Then in November, The Oranges Toolkit was recognised nationally as a Gold medallist in the Corporate Health and Wellbeing Category of the fourth annual HRD Service Provider Awards. A panel of judges reviewed several factors – including the unique business and service offering, market share and growth, industry accolades, and client testimonials – to award The Oranges Toolkit as the top performer in the Corporate Health and Wellbeing category.

## A year of transformation and growth

When COVID-19 hit, The Oranges Toolkit's primary mode of delivering training in-person was not possible. With limited resources, The Oranges Toolkit team rapidly responded to create evidence-informed wellbeing training solutions for remote workforces in uncertain and challenging situations. The service

range expanded to offer new targeted webinars and a micro-learning app series designed to build resilience and wellbeing during COVID-19. Overall, The Oranges Toolkit revenue increased by 15 percent from 2019 to 2020 and delivered a healthy surplus to reinvest in continued growth and development.

Customer experience continued to be a major focus, with the introduction of new technology systems to support efficiency, including a customer relations management platform. Feedback from clients and program participants continues to be outstanding; for example, 95 percent of participants agree the training provides tools to strengthen their wellbeing and resilience.

## People and governance

The Board farewellled David Arkles as Executive Chairman. David was instrumental in the success of Oranges and his legacy and leadership is greatly appreciated. The Oranges Toolkit welcomed Kylie Sprott as the new Chairperson and Damon Fealy as a new director in October. Tegan Davies stepped up as General Manager in April, and a Head of Marketing, Angie Farrugia, was appointed.

A marketing campaign has helped to grow the business and a redevelopment of the website, re-launched in December, has seen traffic double. It showcases the brand and a range of solutions.

**“This training is so different to anything we've had before; there was a new spark in people when they left that room. The level of motivation and the energy around the individuals and the group about wanting to share this, and do something different, was immense.”**

MARTYN CAMPBELL, EXECUTIVE DIRECTOR, SAFEWORK SA

## About The Oranges Toolkit

The Oranges Toolkit builds mental and emotional agility through seriously refreshing workplace wellbeing and resilience training programs that equip people to positively adapt to change, complexity, and adversity.

Our social enterprise partners with organisations that recognise investing in effective employee wellbeing programs makes good business sense. When employees feel at their best, they are more engaged, productive, and collaborative.

With a resilient and positive mindset, employees can think more innovatively and creatively. Strong employee wellbeing levels result in improved teamwork and organisational culture, reduced employee turnover and absenteeism, increased productivity and better financial returns.

Originally created for the wellbeing of Camp Quality staff and volunteers, The Oranges Toolkit framework uniquely applies the latest academic research from renowned scientific fields such as positive psychology, emotional intelligence and neuroscience. Coupled with strategic consultation and workplace wellbeing planning, the dynamic training solutions include:

- Wellbeing workshops (in-person or online)
- Social eLearning program (launching in 2021)
- Targeted webinars
- Events and keynotes
- Leadership and coaching
- Behavioural-change tools

When you choose to build employee wellbeing with The Oranges Toolkit, you also choose to support kids facing cancer. A certified social enterprise, The Oranges Toolkit's profits go to Camp Quality to support kids facing cancer in Australia. For more details, visit [theorangestoolkit.com.au](http://theorangestoolkit.com.au).

# We Love Our Supporters

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!

## Premier Partner



## Leading Corporate Partner



## Major Corporate Partners



## Corporate Supporters

Action Insurance Brokers Pty Ltd  
 Ahrens Engineering Pty Ltd  
 Alkaway  
 ArteStone Group  
 Ateco Group  
 Barua No 2 Pty Ltd  
 Bega Valley Real Estate  
 Better Built Homes  
 Beyond Bank Australia  
 Brefni Pty Ltd  
 Cailes Cabinets Pty Ltd  
 Charity Greeting Cards Pty Ltd  
 Chifley Securities Pty Ltd  
 Crown Property Services  
 Currumbin Realty  
 Derwent Sydney  
 de Wacht Cabinets & Design  
 DHL Express (Australia) Pty Ltd  
 DHL Supply Chain (Australia) Pty Ltd  
 DMF International Pty Limited  
 DT HiLoad  
 Dulux Group  
 Emergent Cold PTY LTD  
 EMR Marble & Granite Pty Ltd  
 Ernst & Young  
 Forma Stone and Glass  
 Georgie Paws  
 GJ Gardner Homes Sydney South  
 Humanitix Limited  
 IGA Roseberry  
 Impact Agencies Queensland  
 J&L Marble Pty Ltd  
 JMac Marine  
 Johnson & Johnson Pacific Pty Ltd  
 K P Sandford & Co  
 KTL Australia  
 Lago Cold Stores Pty Ltd  
 Life Fitness  
 Macarthur Marble & Granite  
 Made in Stone  
 Marble & Granite Expo Pty Ltd  
 Marsh Pty Ltd  
 Matchboard  
 McDonald Jones Homes Foundation  
 Montgomery Advisory  
 Nest Projects  
 Network 10 Pty Ltd  
 NHS Plasterboard & Timber  
 Nibobo Pty Ltd  
 NWC Finance Pty Ltd  
 Original UGG Boots  
 Origin Energy Foundation Ltd  
 OTI Racing  
 Ozcorp Cards & Stationary Co.  
 Pack & Send  
 Paradise Kitchens  
 Peerless Kitchens  
 Peninsula Kitchens & Bathrooms  
 People's Choice Credit Union  
 Philip J Eddy & Partners Pty Ltd  
 Piggotts Pharmacy Blackbutt

## Pilbara Iron Company (Services)

Prime Marble  
 RI Advice Group  
 Rio Tinto Limited  
 Ritchies Stores Pty Ltd  
 Roche Products Pty Ltd  
 Roma Cohen Organisation  
 Scholastic Australia Pty Ltd  
 Shearer Linings  
 Shelmark Real Estate  
 SLCo  
 Solaft Filtration Solutions Australia  
 Southern StoneWork Pty Ltd  
 Speedflow Products Pty Ltd  
 SRV Engineering  
 Stonehaven  
 T.OK Carpentry & Partitioning Pty Ltd  
 Totalweld Pty Ltd  
 Uniq Stone  
 Unusual Solutions Pty Ltd  
 Walker Corporation  
 Wisdom Homes  
 Zorich Group

## Workplace Giving Partners

Aimia Proprietary Loyalty Australia  
 Allianz Australia Insurance Group  
 AMP Services Ltd  
 ATO  
 Atura Hotels  
 Ausgrid Employees Children's Appeal  
 Australian Federal Police  
 Australia Post  
 Benevity  
 Birch Carroll & Coyle  
 BlueScope Steel Ltd  
 Boeing Aerostructures Australia  
 Caesarstone  
 Caterpillar Underground Mining  
 Coca-Cola Amatil (Aust) Pty Ltd  
 Coca-Cola Amatil - Thebarton  
 Community Alliance Credit Union  
 CSA Pty Ltd  
 Dealer Solutions Pty Ltd  
 Department of Agriculture and Water Resources (Federal)  
 Dulux Australia  
 Dux Manufacturing  
 DXC Technology Australia  
 Equifax Australia  
 Ernst & Young  
 Essential Energy  
 Event Hospitality and Entertainment Limited  
 Flight Centre Foundation  
 Fox Sports  
 Foxtel  
 Greater Union Pty Ltd  
 Higgins Coatings Pty Ltd  
 Holcim Australia  
 HSCC Business

Incitec Pivot Limited  
 Jacobs Douwe Egberts  
 Janssen-Cilag Pty Ltd  
 Kosciusko Thredbo  
 Lysaght Credit Union Ltd  
 Macquarie Group Foundation  
 Mainteck Services Pty Ltd  
 McCain Foods (Aust) Pty Ltd  
 Morgan Stanley Aus.  
 National Tax and Accountants Association  
 NHS Plasterboard & Timber  
 NMU Australian Customs Service  
 NTAA  
 NT Government  
 Orange City Council  
 Orica Pty Ltd  
 Origin Energy Eraring Services Pty Ltd  
 Pickles Auctions Pty Ltd  
 PwC Sydney  
 QT Hotels & Resorts  
 Queensland Alumina Ltd  
 REA Group  
 Reserve Bank of Australia  
 Rydges Hotels & Resorts  
 South32  
 Sydney Trains  
 Transdev  
 Vinidex Pty Ltd  
 Walker Wayland  
 Westpac Group

## Major Donors

Ms Jocelyn Austin  
 Mr John Bowen and Mrs Meg Bowen  
 Ms June Bramich  
 Mrs Christine Campbell and Mr Terry Campbell AO  
 Mr William Cant  
 Mr Leigh Clifford AO and Mrs Sue Clifford  
 Ms Catherine Dawson  
 Mr James Dickson and Mrs Shirley Dickson  
 Mr James Matthew Field  
 Mr Michael Gannon  
 Ms Anna Glynn  
 Mr John Higgins AO  
 Ms Amy Holland  
 Mr Alan Johnstone  
 Mr Alan Liddle and Ms Jill Stanley  
 Mr Stewart Macpherson  
 Mr Rocco Mangano and Mrs Geraldine Mangano  
 Mr John McIntosh  
 Mr Andrew McMahon and Mrs Jenni McMahon  
 Mr Dustin Meintjes  
 Mr Allan Myers AC  
 Ms Kendra Overall and Mr Phil Hargreaves

## ACKNOWLEDGEMENTS CONTINUED

Mr Bruce Parncutt AO  
Mr Craig Roberts  
Mr Kevin Ryan  
Mr Greg Schooneveldt  
Ms Sam Sharman OAM  
Mr Richard Smith  
Mr Eric Stevenson  
Ms Josephine Stewart  
Ryan Story  
Ms Heather Taylor  
Ms Wendy Tonkin  
Paddy & Chris Watts  
Dr Janiffer Williams

### Fundraising and Community Supporters

ACT Skip Hire  
Air Care Conditioning  
ALH Group Pty Limited (SA)  
All Souls Opportunity Shop  
Allegra Barnes & Zitto Cafe  
Amanda Florence  
Armidale City Bowling Club  
ASC Social Club  
Aurora Australis  
Austin College  
Ballina RSL Club Ltd  
Bangalow Anglican Church &  
Opportunity Shop  
Barossa Fresh Foodland  
Bayview Gardens Knitter Natter  
Group  
Big 4 North Star Holiday Resort  
Booragul Angus  
Bowlo Sports & Leisure Yamba  
B&J Catalano  
Bryce Galea  
C.ex Group Coffs  
Catherine McManus  
Central Park Plunge  
Chai Grima  
Club Forster  
Coffs Harbour City Council  
Comet Rodeo Benefit  
Dooleys Lidcombe Catholic Club  
EAC Charity Club  
East Maitland Bowling Club  
Edward Orzulak  
Emma Trehy  
Essential Energy  
Ethelton Entertainers  
Ethical Brand Co  
Frank Bollard & the South  
Cronulla Bowling Club  
Glen Innes & District Services  
Club  
Granger Family  
Independent Timber Supplies  
Jacqueline Yates  
James Saunders  
Jessica Kercher  
Kandy Promotions  
Kirsten Gomez

Liam Henderson  
Linda McGhee  
Lions Club - Bassendean  
Lions Club - Busselton  
wesCarpade Golf Day  
Lions Club - Noranda  
Lions Club - South Perth  
Lions Club International District  
201Q3  
Lions Club of East Gosford  
Lions Club of Grenfell  
Lions Club of Mount Druitt  
Lions Club of Rosebud Inc  
Lions Club of Rosewood  
Lions Club of Taree  
Lions Club of Waverley Inc.  
Lions Club of West Beach  
Lions Club of Woonona  
Liquor Industry Charity Golf Club  
of SA  
Lismore City Council  
Louise Houlahan  
LRDRS Uniqueness  
Maclean & District Bowling Club  
Co-op Limited  
Maddi Penton  
Manning Valley Support Group  
Marsh Agencies Pty Ltd  
Master Plumbers Bendigo  
Matrville RSL Club  
Melbourne Racing Club  
Melbourne United Basketball  
Club  
Melissa Eustance  
Merewether Golf Club  
Mounties Group  
Mullala Liquor Supplies Pty Ltd  
Narrabri RSL Memorial & Citizens  
Club  
National Australia Bank  
- Tamworth  
National Pharmacies Christmas  
Pageant (South Australian  
Tourism Commission)  
Newcastle & Districts 4WD Club  
Newcastle Numismatic Society  
Nicole Zischke  
Nortruss Building Supplies  
Orange City Council  
Orange Ex-Services Club  
Parmeet Sandhu  
Team Eftpossible  
Phil Took  
Plumbers' Supplies Co-operative  
Queanbeyan Kangaroo Rugby  
League Football Club  
Rebecca Abrook  
Rotary Club of Concord  
Rotary Club of Devonport South  
East  
Rotary Club of Karrinyup  
Rotary Club of Walcha  
Rotary Club of Wongan Hills  
Run for the Willow

Scotchman's Creek Golf Club  
Serendipity Singers  
Sharon Biddle School of Dance  
Singleton Diggers  
Sonia Barnard  
Structerre Consulting Engineers  
South Eastern Muddies Police  
Rugby League Club  
Sylvania Women's Bowling Club  
Tasmanian Racing Pigeon  
Federation  
Toronto District Workers Club  
Tugun Bowls & Community Club  
Westfield Shopping Centre  
Woden  
Wet Seal Golf Day  
Whittlesea Bridge Club  
Woolgoolga Golf Day  
Zoe Kundicevic

### Event Partners & Supporters

ActewAGL Energy Shop  
Adrian Skead  
Andrew, Nil and Henry  
Zimmerman  
ANZ - Shout for Good  
Arlie Contracting Pty Ltd  
Auto & General Holding Pty Ltd  
Barwon Water  
Bay 93.9 & K Rock 95.5  
Benmax Pty Ltd  
Better Music  
Big Shot Cafe & Bar  
Bost Civil Pty Ltd  
Cameron Park Bunnings  
Camperact Pty Ltd  
Canberra Roofing Men  
Canberra School of Tennis  
CE Construction Solutions  
City of Greater Geelong Council  
Cord Civil Pty Ltd  
Crown Asbestos Removal  
CSM Coke Fridge  
David Holland  
David Roots  
esCARpadians  
Fun x 4ers  
Fuse Joinery Pty Ltd  
Geelong Advertiser  
Geelong Amusement Hire  
Graeme Shaw  
Greg Goodman  
Harcourts Newcastle  
Hawker Roofing  
Hunter Valley Homes  
Huon Contractors Pty Ltd  
Ian Oliver  
IHS Building  
Jayco Newcastle  
Jonathon Day  
Kings Point Retreat  
Liberty

Lions Club of Canberra City Inc.  
Louis Raburski  
Matt McGregor  
MC Labour  
McGrath Estate Agents - Phillip  
McIntyre Property  
Merewether Golf Club  
Michael Dixon  
Mix 104.9FM Northern Territory  
Broadcasters Pty Ltd  
Motocycers  
MPG Management Pty Limited  
MSJ Plumbing Group Pty Ltd  
Nexis Accountants & Business  
Advisors  
Nick Kurtis  
Paradise Parlour  
Pat Seears  
Paul Powderly  
Peoplefusion  
Phil Swindale  
Pivot Stove and Heating Co  
Quintessential Asset Services Pty  
Ltd  
Richard Tindale  
Ritchie Bros Auctioneers  
Rotary Club of Warners Bay  
Sam Cavanagh  
Seafusion  
Snow Contractors Pty Ltd  
TK Distributors  
Tri-Line The Fencing Warehouse  
Tristate Land Sales  
Viva Energy  
WesCarpadians

### Estates of the Late

Alan Ross Aitken  
Barbara Dron  
Betty Roslyne Kalnin  
Clarrie Beckingham  
Elsie Kay Harvey  
Eric James Masterton  
Eva Jolan Balogh  
Fay Mary Durie  
Francis Leslie Stafford  
Gerald Victor Fulton  
Helen Botherway  
Jennifer Fay Hinden  
Joan Daisy Loftus  
John Leo Kruger  
Laura Patricia Gweneth Schafer  
Margaret Isobel Boden  
Margaret Rose Bayliss  
Marie Grima  
Mieczyslaw Adamcewicz  
Milton Miles  
Norma Pearl Lewis  
Pauline Barbara Dobbins  
Reginald Martin  
Rene Britton  
Ronald Edward Boulton  
Malcolm Roger Hopkinson Fund  
May Carlson Trust Fund

### Grants, Trusts and Foundations

Australia Day Council NT  
Australian Turf Club Ltd  
Beck Family Foundation Pty Ltd  
Bertalli Family Foundation  
Binns & Moore Generosity Fund  
Bristow Endowment  
Bruce & Joy Reid Trust  
Camel Foundation  
Commonwealth Bank Foundation  
Dalwood-Wylie Foundation  
Davies Family Foundation  
Department of Human Services  
- SA  
Drummond Foundation  
Equity Trustees  
Flora & Frank Leith Charitable  
Trust  
Gandel Philanthropy  
Government of South Australia  
Hansen Little Foundation  
James N. Kirby Foundation  
J & P Richardson Trust  
Justin McCuaig Foundation  
Lotterywest  
Marrich Charitable Foundation

Motors Foundation  
MyState Foundation  
Nell & Hermon Slade Trust  
Perpetual Trustees Australia  
Limited  
Port Waratah Coal Services  
Queensland Health  
R A Gale Foundation  
Stan Perron Charitable  
Foundation  
Stockland CARE Community  
Grants  
The Channel 7 Telethon Trust  
The Fox Family Foundation  
The Graham & Charlene Bradley  
Endowment  
The Hamilton Trust  
The Liangrove Foundation Pty  
Ltd  
The Morgans Foundation  
The Stanley & Eunice Nicholson  
Fund  
Tour De Cure Limited  
Tour de Rocks

### Major Partners



# Ways You Can Help



## 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 on our website or by calling.

[1300 662 267](tel:1300662267)



## Volunteer with us

If you are passionate about making a difference to kids facing cancer and are over 18, visit our website and apply to become a volunteer.

[campquality.org.au/volunteer](http://campquality.org.au/volunteer)



## Join a fundraising event

Camp Quality runs great fundraising events in the community and online. Sign up and join the fun.

[campquality.org.au/events](http://campquality.org.au/events)



## Partner with us

There are a range of ways to build mutually beneficial partnerships with us, from sponsorship, cause-related marketing and pro bono to in-kind support, workplace giving, staff engagement and more.

[campquality.org.au/partner](http://campquality.org.au/partner)



## Spread the word

Follow us on social media to hear our news and share our stories.



## Fundraise for us

If you enjoy 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)





**campquality.org.au**  
1300 662 267  
Locked Bag 7523  
McMahons Point NSW 2060

