



# ANNUAL REPORT

## 2018-19

*Celebrating 30 years of supporting our community through employment and training services*



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Front cover images: ETC Volunteers participating in ETC's Corporate Volunteer Day

Image to right: ETC Gold Coast Volunteers at YHES House in Southport during ETC's Corporate Volunteer Day









## About ETC

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Enterprise & Training Company Limited (ETC) is a community orientated, not-for-profit provider of employment, training and business services.

We help people in many different situations to overcome their personal challenges and develop the skills they need to find sustainable employment.

We are committed to reinvesting our profits back into the business and into the communities where we operate in New South Wales and South East Queensland. It's our way of giving back and thanking those communities which continue to support us.

This report highlights our efforts to make a difference and help change the course of people's lives.

### **Our Vision**

To make a positive impact on peoples' lives

### **Our Mission**

We empower customers to grow through personalised service



**Over the past 30 years,  
ETC has:**



Helped

**78,230**

people find jobs



Trained

**37,678**

people



Helped

**39,968**

people in small  
business

## **Our Strategic Goals:**

Position the  
organisation as  
a leader in our  
industry

A corporate  
culture that  
empowers  
innovation and  
diversity

Maintain a  
framework that  
enhances quality,  
compliance and  
ethics



Demonstrate  
growth through  
opportunities  
that support our  
business

Cultivate above  
and beyond  
relationships  
with our  
customers and  
communities

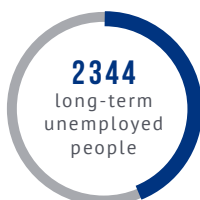


# Our Achievements



## 5300

unemployed people  
secured jobs,  
including:



## 3467

students commenced  
training programs with  
ETC



## 1313

young people were engaged  
in our Transition to Work  
program



## 654

Disability Employment  
Service clients commenced



## 194

Traineeships  
commenced



## 124

new NEIS businesses  
started



## 42

Apprenticeships in  
Certificate III Commercial  
Cookery commenced

## OUR COMMITMENT TO THE COMMUNITY

ETC invested

# \$300,000

into local communities through the ETC Community Support Fund  
– with 15 projects and initiatives supported.





I was only seeing ETC for about a week and they got me a job straight away. ETC are there to help you with anything, it's a great place. They organised for me some work shoes, clothes and a mobile phone."

Billy Briggenshaw – Transition to Work participant



# Our Reports

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## Message from the Chair

ETC turned 30 in March and we celebrated this special milestone in true ETC style by giving back to local communities. We gave away \$300,000 as part of the ETC Community Support Fund and coordinated our first ever Corporate Volunteer Day. Staff and Directors were involved in all sorts of projects designed to help disadvantaged members of our communities, including garden restoration works at a Gold Coast youth support centre; assembly of homeless kits in Grafton and assisting with community BBQs in Coffs Harbour and Taree.



We were proud to announce that 15 worthy organisations were successful in securing ETC Community Support funding and we look forward to watching the progress of these organisations over the next 12 months as the benefit of the funding boost is fully realised.

We reviewed and updated ETC's Strategic Plan including developing a new Vision, Mission and Strategic Goals for 2019 – 2022. There has been a definite shift in thinking in terms of the need to deliver more personalised service to our customers and this was reflected in the updated Strategic Plan.

I want to acknowledge the excellent work of the five Board Subcommittees established some years ago, each comprising delegated Board members and senior management. Specific terms of reference and policies with related delegated authorities, ensure recommendations are aligned with ETC's purpose and core business goals. Our subcommittees include: Enterprise Risk Management and Compliance; Social Cultural and Future, CEO Performance Review; Community Support Fund; and Investment.

Image to left: Rod McKelvey (right) and ETC funds recipient Asha Clarke







ETC Board (from left) Mark Griffioen, Tracey Adendorff, Lorraine Penn, Ian Preston, Rod McKelvey, Yvonne Kachel, Michelle Geddes and Chris Hines

We welcomed two new Directors to the Board in 2018 including Yvonne Kachel and Isabel Borrelli. We also welcomed a new Company Secretary Mark Griffioen. Interestingly, these appointments have enabled us to achieve equal representation of both genders on the Board which I am very pleased about.

I would like to thank and acknowledge our CEO, Jenny Barnett, and the Executive Management team for providing strong leadership and direction to our dedicated and committed team of staff during the year.

I would also like to recognise my fellow Directors who have supported me in my role and have demonstrated a real commitment to helping ETC reach its full potential as a service organisation that has a positive impact on peoples' lives through our training and employment programs.

Rod McKelvey  
ETC Chair



## Message from the CEO

Wow, what a year it's been!

It was wonderful to celebrate our 30th birthday this year and reflect on how much the company has grown since its humble beginnings in Coffs Harbour's mud-brick huts back in 1989.

It gives me great pleasure to know that we helped 4425 customers find work as part of our largest employment services contract, jobactive, during 2018/19 and placed 2699 job seekers into training.

We were really excited to expand the delivery of the Disability Employment Services program into 18 new locations in July 2018 and during the course of the year helped 174 customers find work.

Another highlight was securing the Career Transition Assistance Program, which is designed to help 45+ year olds build their skills and confidence to become more competitive in the job market.

Our youth specific program, Transition to Work, continued to make inroads into youth unemployment by engaging more than 1300 young people into the program during the year, and helping just over 700 secure a job.



ETC's Registered Training Organisation continued to push the boundaries in terms of innovation and experiential learning – recording a 37% increase on student enrolments compared to the previous year.

Our training team introduced innovative new training programs, Intro2Care, Café Culture and the Yes Chef Apprentice of the Year Cook-Off competition. The team upgraded the Skills Training Centre in Coffs Harbour and set up pop-up cafés in Southport, Tweed Heads, and Murwillumbah.



Jenny Barnett (far left) and Yes Chef Apprentice of the Year participants

In addition, our training team took over responsibility for delivering job search training across the organisation and created modern, digital training hubs in Southport, Coomera, Grafton, Lismore, Taree, Port Macquarie, Kempsey and Coffs Harbour.

We partnered with Clarence Valley Council and TAFE NSW Grafton to stage the biennial event My Future Fest – a one stop shop for Clarence Valley youth focussing on career, training and health advice.

We continued to strengthen our relationships with employers and were delighted when one of our largest Gold Coast employers, Bindaree Food Group made it to the top 3 of the National Employment Services Australia Champion Employer of the Year Awards.

We were equally thrilled when two of our trainees Jasmin Morris-Simonovic and Elsie Smith were recognised at the North Coast NSW Training Awards winning the Aboriginal Student of the Year Award and the North Coast Adam Hollis Memorial Award, respectively.

Our year can also be defined by a significant investment in upgrading our internal IT systems to increase efficiencies throughout the organisation.

Our commitment to ending the disparity between Aboriginal and Torres Strait Islander people and other Australians was demonstrated by the adoption of our Reconciliation Action Plan (RAP) which was extended from an Innovate to a Stretch RAP.

Finally, we were advised by the Department of Employment, Skills, Small and Family Business in March that our Mid North Coast employment services team and customers would be participating in a New Employment Services Trial towards the end of 2019.

2020 will no doubt be full of new and exciting challenges for ETC and I am confident with the wonderful team of people we have working for us we will embrace these changes and remain focussed on what we do best – having a positive impact on peoples' lives!

Finally, I would like to acknowledge and thank ETC's Chair Rod McKelvey and the Board of Directors for their continued commitment to the organisation. I would also like to acknowledge and thank our Executive and Leadership teams for their professionalism and expertise, as their leadership is a key driver of our success.

Jenny Barnett  
CEO





# ETC - At a Glance

“Every day we empower people through employment, skills development and business growth.”

Employment, Training, Business Services and Community Programs underpin the essence of ETC. All business units link together to provide the support, skills and guidance needed to help our customers.

## Employment

Throughout the year, ETC provided assistance to job seekers and worked closely with employers to find the best candidates to fill job vacancies. This work is the key focus of the jobactive contract and the following specialised employment and training programs:

- Transition to Work (TtW)
- Disability Employment Services (DES)
- New Careers for Aboriginal People (NCAP)

See details on page 14



Melarnie Robin (left) with her Manager at Bananacoast Hot Bake

## Training and Business

ETC is a Registered Training Organisation (RTO 6998). This year, ETC enrolled 3467 learners into our training courses. ETC delivered a range of accredited and non-accredited courses, certificates, diplomas, and traineeships in:

- Hospitality
- Retail
- Business
- Community Services
  - Aged Care
  - Disability
  - Home & Community Care
  - Children Services
  - Employment Services



ETC Childcare training in action

Business support services for start-up and existing small businesses were also provided through the following programs:

- New Enterprise Incentive Scheme (NEIS)
- Aboriginal Enterprise Development Officer (AEDO)
- Explore Being My Own Boss

See details on page 20

## Community Programs

ETC's social enterprise, Encore Property Services, continued to provide lawns, grounds and garden maintenance services to a range of government and private sector clients on the NSW Mid North Coast.

A not-for-profit organisation, ETC enjoys giving back to the communities where we operate. One of the ways we do this is through the ETC Community Support Fund. During 2018/19, ETC invested \$300,000 into local communities through the ETC Community Support Fund – with 15 projects and initiatives supported.

See details on page 30



# \$300,000

invested into local communities through the ETC Community Support Fund

Below: ETC is investing in upgrading many of our training rooms into modern digital hubs.





## Helping others through Employment Services

### Highlights



**5300**

people secured jobs

**2278**

vacancies filled for  
employers

**2847**

job seekers engaged  
in training

**571**

job seekers placed  
into Work for the Dole  
across 206 activities

Of the people ETC placed into employment in 2018/19:

**2344**

had been  
unemployed for  
more than 12  
months

**798**

were Aboriginal  
and Torres Strait  
Islander

**1001**

had either an  
injury, illness or  
disability



To achieve what we have in a short period of time has been much more manageable and successful as a result of our partnership with local jobactive provider ETC. The commitment they've shown to our business and the quality of people they've been referring is extraordinary. ETC have provided assistance with resume screening, interviewing, inductions and ongoing support for our employees."

Bronwyn Quirk - Bindaree Food Group HR Coordinator



Image to left: ETC Transition to Work customer Suzy Robinson was successful in securing employment with Blooms The Chemist





**As part of the  
jobactive contract  
ETC assisted**

**4425**

**clients to  
find work**

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**2699**

**job seekers  
into training**

Image: ETC customer Jesse  
Jarett was successful in securing  
employment with Bindaree Food  
Group

jobactive



Performance in our largest employment contact, jobactive, continued to grow throughout the year. Whilst there were slightly fewer people accessing our services compared to last year, as a result of a declining employment rate, the outcomes and achievements for those we did assist was significant.

We were advised by the Department of Employment, Skills, Small and Family Business that our Mid North Coast team and customers would be participating in a New Employment Services Trial (NEST) in the latter half of 2019. The team are excited by the opportunity to participate in the NEST and hopefully gain some valuable insights into the future of employment services delivery in Australia.

Embracing technology was a key focus for our team in 2018/19 with several internal IT system enhancements introduced to increase efficiencies. We also saw the rollout of a new suite of training activities for our customers in mid-2019 which was very exciting.

We assisted 4425 clients find work as part of the jobactive contract and placed 2699 job seekers into training.



"It was so hard for me to find a job. When I did, everyone was proud and I'm loving it. It feels good to work, get experience and at the end I attain a certificate. It's good to have an income now too because at the moment I'm trying to buy a car." - Rizwan Rashidi

Rizwan secured employment at EndRust after completing a PaTH internship





## Disability Employment Services

ETC commenced the delivery of the new Disability Employment Services (DES) contracts in July 2018. The number of customers accessing our services and being placed into work has grown by 141% throughout the year. The team's focus has been on ensuring service delivery is customised, with each individual receiving a personalised pathway towards employment. Sustainability of employment has been another key focus area with the time taken to ensure the most appropriate job for each person. The team supported 174 clients to find work during the year and placed 32 into training.

## Combatting youth unemployment through Transition to Work

Our Transition to Work team, responsible for helping 15-21 year olds, continued to exceed targets set by the Department of Employment, Skills, Small and Family Business.

This high performance is a reflection of the innovative service delivery being applied to support young people seeking work and in particular the team who are passionate about reducing youth unemployment in their communities. During the year we engaged 1313 young people into the program, with 701 securing work and 116 placed into training. The key component of our service delivery is the individual and flexible approach to meet the needs of young people, including a series of different workshops focussed on building their confidence and soft skills development; as well as guided support in helping them find and maintain work and/or re-engaging them into study to develop the foundations of a strong career path.

Image to left: Tristan Maloney - Disability Employment Services participant



## New Careers for Aboriginal People (NCAP) Program

ETC delivers the NSW Government funded New Careers for Aboriginal People (NCAP) Program in the NSW Mid North Coast and North Coast regions. Through NCAP, we assisted 195 Aboriginal and Torres Strait Islander people to achieve employment, and 343 to develop their employability skills in 2018/19.





I kept handing out resumes everywhere, but no one would hire me. So I came to ETC for help and they got me this job here and I love it."

Jasmine-Lili Vidovic – Transition to Work participant





## Developing skills through Training Services

### Highlights

# 3 4 6 7

**+37%**  
on the  
previous  
year

students commenced training with ETC

## 194

Traineeships  
started

## 124

new NEIS  
businesses started

## 42

Apprenticeships in  
Certificate III Commercial  
Cookery commenced

## 8

new Aboriginal and  
Torres Strait Islander  
business started

Of the 3467 students enrolled in ETC courses in 2018/19:

**37.41%**  
were aged  
under 24

**59.36%**  
were job  
seekers

**20.54%**  
were aged  
over 50

**13.24%**  
identified as  
Aboriginal and  
Torres Strait  
Islander

**11.62%**  
identified  
as having a  
disability





The learning experience and hands-on learning at ETC has really given me confidence to go into the workplace.”

Annelise Myhill – ETC student



## Learning by Doing

ETC's focus on experiential learning and the move away from traditional classroom and workbook based training has been a key area of training excellence in 2018/19.

We opened the Port Macquarie Skills Training Centre in September 2018 in response to the local need for stronger, more robust practical training prior to students entering the workforce. The Centre provides students with exposure to different industries (Childcare, Hospitality, Retail, Aged Care and Business) all in the one location. For example: Disability and Aged Care students are practicing how to care for the elderly by using manikins and lifters etc. Hospitality students have a purpose built café to practise making and serving food and beverages, that then also converts easily into a retail training space. The Coffs Harbour Skills Training Centre was also upgraded and all key training locations benefited from an investment in equipment and training resources to assist them in the delivery of practical hands-on training.



Port Skills Training Centre opening









## Introduction of Innovative New Training Courses

ETC is continually looking for opportunities to be creative, innovative and make a positive difference in our communities. This was demonstrated in 2018/19 by the introduction of two exciting new training courses: Intro2Care and Café Culture.

### Café Culture

ETC introduced a new 9 day Café Culture program to give our students an opportunity for more hands-on practical training. Students undertake a Statement of Attainment in Certificate III in Hospitality and are required to make a range of coffees and conduct general service skills every day of the course by operating the café within ETC Skills Training Centres. Employers are invited to attend during the final week of the course to see potential new recruits in action. They are also able to see first-hand how well the students are being prepared for the workforce. We have enrolled 201 students, many of whom have gone on to either complete the full qualification or gain employment.

### Intro2Care

The rollout of the NDIS resulted in a massive staff shortage within the disability sector. In response, over the course of 6 months, and in extensive consultation with industry, ITAB and existing care workers, ETC developed our new Intro2Care program. This 8 week program was designed to provide people with a platform to gain basic skills to enter into the industry, covering formal and non-accredited training, as well as 3 weeks industry placement with our Intro2Care partners. From the 10 courses delivered, 100 students have been enrolled and 60 jobs have been achieved. A total of 46 students have gone on to complete the full Certificate III in Individual Support qualification.



The course itself was great, very informative. The team at ETC and the class made it easy to get through. It definitely gave me confidence to be able to go into work placement and have a bit of knowledge of what I might be expecting”

Katy Thrift - Intro2Care student







## Apprentice of the Year

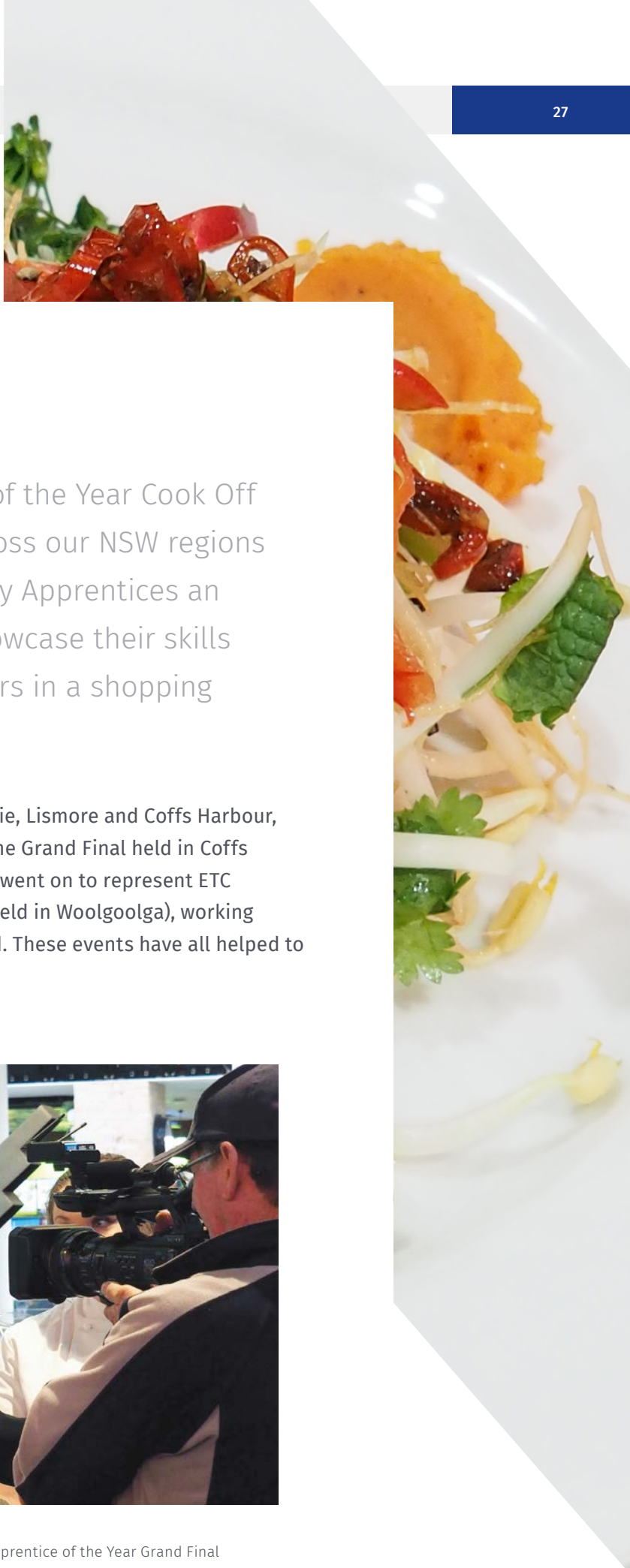
The inaugural ETC Apprentice of the Year Cook Off competition was launched across our NSW regions to give our Commercial Cookery Apprentices an opportunity to be creative, showcase their skills and compete against their peers in a shopping centre environment.

Qualifying events were held in Port Macquarie, Lismore and Coffs Harbour, with three finalists selected to compete in the Grand Final held in Coffs Harbour in July 2019. The winner Nick Delves went on to represent ETC at Curryfest (an Indian inspired food event held in Woolgoolga), working alongside food personality, Justine Schofield. These events have all helped to lift ETC's profile in the Apprenticeship arena.



Image above: Nicholas Delves after winning the Yes Chef Apprentice of the Year Grand Final

Image to left: Sarah Townsend representing the Lower Mid North Coast in the Yes Chef Apprentice of the Year Grand Final







## NSW North Coast Training Awards

ETC student Jasmin Morris-Simonovic was awarded the Aboriginal Student of the Year at the 2019 North Coast Training Awards. This was an outstanding achievement for both Jasmin and her trainer Rhonda Wilkie who have worked together to help Jasmin achieve her learning goals. Jasmin completed a Certificate III in Individual Support (Disability) through ETC, while she was working at Kempsey Regional Support. She is now employed as an Auslan Support Worker with the Deaf Society. Our Certificate III in Business Trainee, Elsie Smith was also recognised at the awards winning the 2019 North Coast Adam Hollis Memorial.

## Business Training

ETC has trained and mentored eligible job seekers through their first year of business operations under the Australian Government's New Business Assistance with NEIS program. A total of 124 new NEIS businesses started in the Mid North Coast and North Coast regions as a result of our training and mentoring services. We have also given job seekers a taste of entrepreneurship as part of the Australian Government's Exploring Being My Own Boss workshops. A total of 42 job seekers participated in this two week program, with a 90% completion rate.

42

job seekers  
participated  
in NEIS

90%

completion  
rate

## Skilling Queenslanders for Work

ETC is a provider of the Queensland Government funded Skilling Queenslanders for Work program. During 2018/19 we achieved 100% enrolments and an 87% completion rate in the delivery of the Certificate III in Individual Support. Of those who completed the course, 65% have already secured work and this number continues to grow. We were also awarded another contract to deliver Certificate III in Individual Support/Disability which is our first full qualification in the disability sector under this program.



The mentoring and the group of people I did the course with were amazing. I've had great help from Debbie at ETC – she's been wonderful and was a very encouraging mentor. I think she will be a friend for life. I'm still calling her with questions and getting her feedback. She is invaluable."

Lisa Wright, Just Enough Beach - ETC NEIS participant









## Community Programs

As a not-for-profit, community-orientated organisation, ETC has for 30 years given back to the communities in which we operate our employment, training and business services.

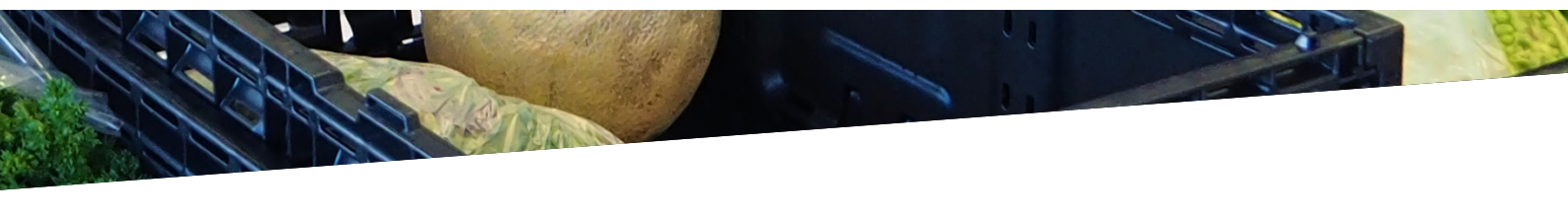
In 2018/19, ETC committed a total of \$300,000 to 15 extremely worthwhile organisations as part of the ETC Community Support Fund.

We were heartened to hear stories from the successful recipients about the positive difference the funding will make in terms of enabling them to deliver their programs and initiatives – all of which are geared towards improving the lives of people in our communities.

Some of these great initiatives include a community garden to feed disadvantaged people; digital literacy and digital inclusion services for homeless people; nature-based early intervention program providing intensive trauma-informed mental health support for young people; and business mentoring, business development and support training for start-ups and established businesses.

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Image: Each week day, two refrigerated vans are making their way across the North Coast NSW region rescuing and delivering food to disadvantaged people as part of the Food Recovery project. A grant from the ETC Community Support Fund will support the operation and maintenance of the vans for the financial year (servicing, maintenance, on-road operational costs).









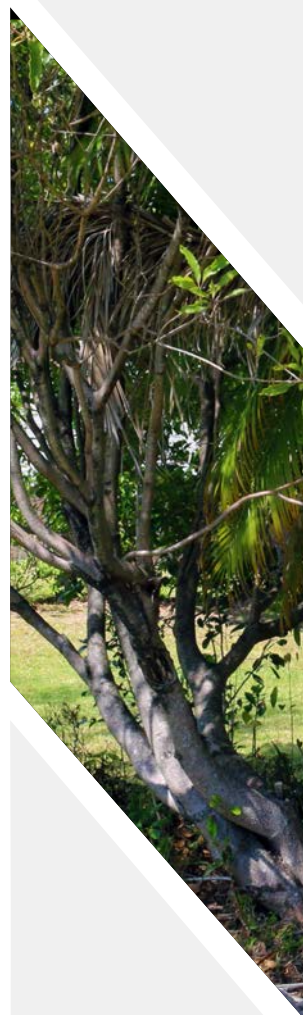
## Encore Property Services

ETC's social enterprise, Encore Property Services, provides lawns, grounds and garden maintenance services to government and private sector clients throughout the Mid North Coast. The enterprise offers job seekers the opportunity to participate in a small group paid work experience activity. The Encore team comprises an average of 4 part-time and 5 full-time employees, overseen by 2 supervisors who offer mentoring and support to job seekers as they re-enter the workforce.

Encore's largest workload is associated with servicing NSW Land and Housing Corporation properties. We serviced 62 of these properties, located between Coffs Harbour and Macksville, in 2017/18 as well as 25 private clients, including Cardow Real Estate and Community Care Options.

In addition, our Encore team is often called upon to assist with regular handyman and maintenance requests across all ETC's offices.

Image to left: Members of ETC's Encore team

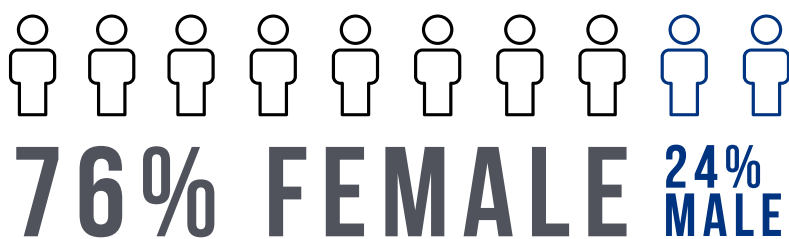


# Our Social Responsibility

## Our People

ETC employs 298 staff including Job Advisors / Youth Advisors, Business Relationship Advisors, Trainers, Administrators, Finance, Marketing, Information Technology, Human Resources personnel, and operational, regional and senior managers. They represent a wide range of backgrounds and beliefs and all share ETC's Corporate Values of Respect, Integrity, Success and Empowerment.

Of ETC's 298 staff:



33% MATURE (OVER 50)

18% YOUTH (UNDER 30)

6% ABORIGINAL AND TORRES STRAIT ISLANDER

1% PEOPLE WITH DISABILITY







Females comprise 76% of ETC's workforce

**71%**  
are in Senior  
Management

**60%**  
are Managers

**50%**  
are Board  
Members

ETC Lower Mid North Coast Volunteers at Taree Community Kitchen during ETC's Corporate Volunteer Day



## Investing in Professional Development

ETC has always been committed to staff training and professional development. In 2018/19, ETC invested more than \$343,000 in staff professional development including training in Work Health Safety, Fire Warden, First Aid, Managers Leadership Program, Esher House, Risk Assessments, Privacy, Cultural Awareness, Microsoft Excel, Group Facilitation, Fraud Training, Cyber Awareness Training, Communication, Customer Service, Conflict Resolution, Mental Health, Youth Mental Health First Aid, Self-harm & Suicide Response, Leadership & Development, Employment Services, Business Administration, Business Sales and various soft skills workshops.

## Service Awards

ETC currently employs 21 people who have been with the company for more than five years and 17 who have been with ETC for 10 years or more.

In 2018/19 Dean Barnett was recognised for 10 years of service. Christine Harris, Matthew Jones, Melissa Korff, Georgina Skimmings and Victoria Franco were recognised for five years of service.

## Reward and Recognition Program

ETC rewards and recognises employees through performance bonuses, peer to peer social recognition, quarterly Above and Beyond Awards and three categories of annual awards; Employee of the Year, Manager of the Year and Best New Talent. The Employee of the Year is selected by ETC's Executive team, Human Resources Manager, two representatives from our Leadership Team and the Chairperson of the Board.



ETC staff drawing Bravo Award winners

## Annual Award Winners

### Employee of the Year – Natasha Quinn, Team Leader, Port Macquarie

Natasha Quinn is the ultimate role model having worked her way up through the organisation from Jobs Advisor, to Team Leader and now Operations Manager. She takes on every task with dedication and a smile on her face. She has received 47 Bravo Award nominations from her direct reports and fellow managers this year alone. Tash is always creating innovative ways to run her learning and development sessions to keep her staff informed and engaged. Anyone one who comes across Tash is treated professionally and with respect. There is not one job seeker that Tash has met that she doesn't believe is wonderful and deserving of her time and service.





## Best New Talent – Craig Whalan, Port Macquarie

Craig's approach to working with clients is outstanding. He has been innovative in encouraging Transition to Work (TtW) clients to participate and engage in the program. For example, Craig made an agreement with a young person requiring mental health support that if he met with a mental health team he would go and shoot basketball hoops with him. This incentivised the young person to engage with the appropriate support services. Craig was also instrumental in organising and running **Bring A Mate Day** held in Port Macquarie. This day was designed to encourage TtW participants to bring along a friend to a fun, outdoor event where they could learn more about the program and its benefits for young people. ETC had 3 new clients sign up for the program as a result of this activity. Craig has also gone the extra mile for clients engaged in study by attending study sessions with them to provide extra support.





## Manager of the Year – Sally Petersen, Coffs Harbour

Sally's understanding of ETC's core business allows her to provide exemplary leadership so that her team can execute cutting edge marketing initiatives. Sally will take the time to explain why a project or work request has been assigned to the marketing team and how it contributes to the organisation's success. Sally is a key example of the 'I' (Integrity) in ETC's corporate values of R.I.S.E. She approaches management with a fair and ethical mindset, which is vital to the success of marketing in a socially responsible organisation. Her commitment is evident in the long hours that she puts into making sure that ETC's brand shines in the brightest light within our communities.

Sally will make an effort to acknowledge achievements and provide feedback both privately and in front of the team.



## Above and Beyond Winners



### Wendy Griffin

Claims Integrity Officer  
Coffs Harbour

Wendy is always thinking about the bigger picture and the impact this may have on our business. She will stay back after hours if it means lodging claims that will help our teams meet their benchmarks. She will also step in and help the Customer Contact Centre with answering phone calls when they are being inundated. Wendy is always looking at ways she can help her "ETC family". She has a high regard for her colleagues and the work that ETC performs every day and this has earned her tremendous respect in the organisation.



### Maryanne McCloy

Team Leader Employment  
Tweed Heads

Maryanne has not only maintained the high performance of her Tweed Heads office (5/5 Stars), she has also stepped up in coaching and mentoring other Jobs Advisors and the new Team Leader at the Murwillumbah office. She trains new staff to show them how to work smarter, not harder, and happily shares her knowledge of working in the industry for 25 years. Maryanne is always thinking of the greater ETC team and how she can help. For example, she has been a great help in assisting the Gold Coast Disability Employment Services team by answering compliance related questions. She consistently demonstrates ETC values of Respect, Integrity, Success and Empowerment.



## Ceharnie Martin

Aboriginal Employment Advisor  
Tweed Heads

Ceharnie has proactively improved delivery of the New Careers for Aboriginal People (NCAP) Program on the NSW North Coast and integrated it into our ETC service delivery to enhance outcomes for some of our most disadvantaged clients. For example, she has initiated value-add partnerships and strategies such as running job clubs which introduce clients to location-specific employment and training opportunities, digital literacy training and events to help job seekers with access to platforms such as MyGov and outreach days in partnership with the Department of Human Services. These approaches have enabled Ceharnie to exceed her annual NCAP targets.



## Kylie Hoschke

Training Advisor - Resource Developer  
Coffs Harbour

Kylie has created an innovation forum on Microsoft Teams to enable the training team to collaborate on new initiatives. She has gone above and beyond the initial scope of works to produce an inviting, informative and interactive resource. She engaged the team in the design of the new site, consistently communicated her progress, upskilled herself and rolled out interactive professional development to the training team on how to use the new resource.





## Staff Consultation

Our Human Resources team conduct regular surveying of staff through the following surveys:

- Pulse Survey – quarterly survey done as a health check on the organisation
- Induction Survey
- Exit Survey
- Reward and Recognition Survey

Feedback from these surveys is used to guide continuous improvement within the business.

## Staff Health and Wellbeing

ETC is committed to providing a workplace that puts staff health and wellbeing at the forefront. Initiatives undertaken during 2018/19 included:

- Continuation of our Employee Assistance Program to provide free counselling to staff and their families on a range of issues/events.
- Free flu shot to all staff
- Sourcing special offers for staff from private health insurance providers such as BUPA and Medibank Private
- R U OK resources and Beyond Blue resources provided on company Intranet for all staff to access
- Health Apps including Quit Smoking provided on company Intranet for all staff to access
- Sourcing discounted accommodation and holiday package deals for staff

## Reconciliation Action Plan

Early in 2019, ETC launched a new 3-year “Stretch” Reconciliation Action Plan (RAP). Our RAP helps us to remain focused on the important roles we fulfil currently and into the future in supporting reconciliation and helping increase Aboriginal employment, education and economic participation. During 2018/19, our RAP has helped us to achieve 8 formal and 41 informal partnerships with Aboriginal and Torres Strait Islander organisations, such as sponsorship of a cultural wellbeing camp, “Mibun”, held on the Gold Coast on 28-30 November 2018, for young Aboriginal and Torres Strait Islander people. We contributed to NAIDOC Week events, such as the Who Ya Gonna Call Forum in Coffs Harbour; and increased cultural visibility by displaying artworks by local Aboriginal and Torres Strait Islander artists at 5 of our offices. We were also a major sponsor of the Nyiirun Djiyagan Wakulda Women’s Festival held in Port Macquarie on 10 May 2019, which showcased Aboriginal culture, practices and stories. During 2019 we have acknowledged the International Year of Indigenous Languages through messages and links to information and local language video clips on ETC’s social media channels and staff Intranet site.



## Accreditation through BSI (British Standards International)

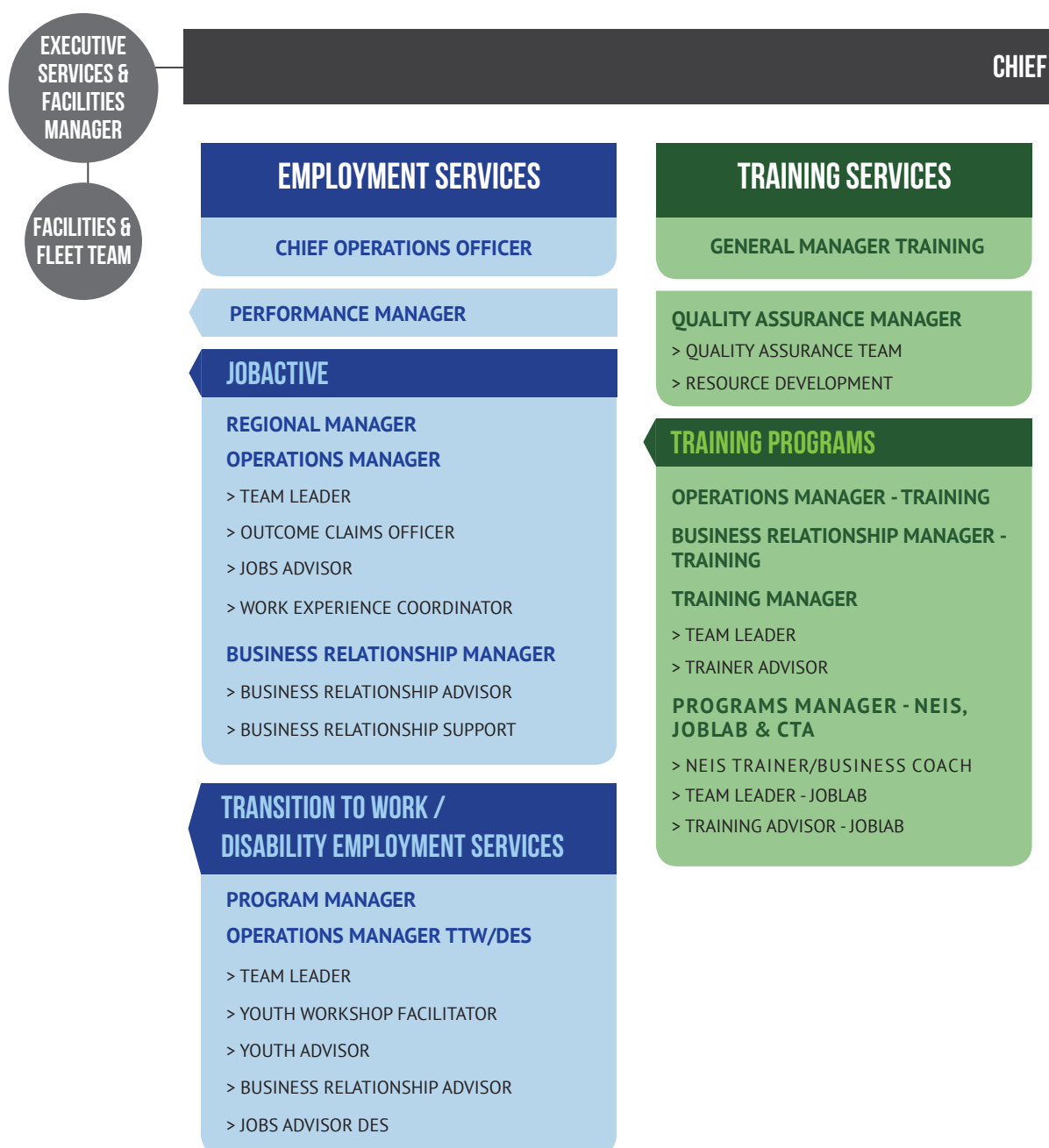
### Quality Management

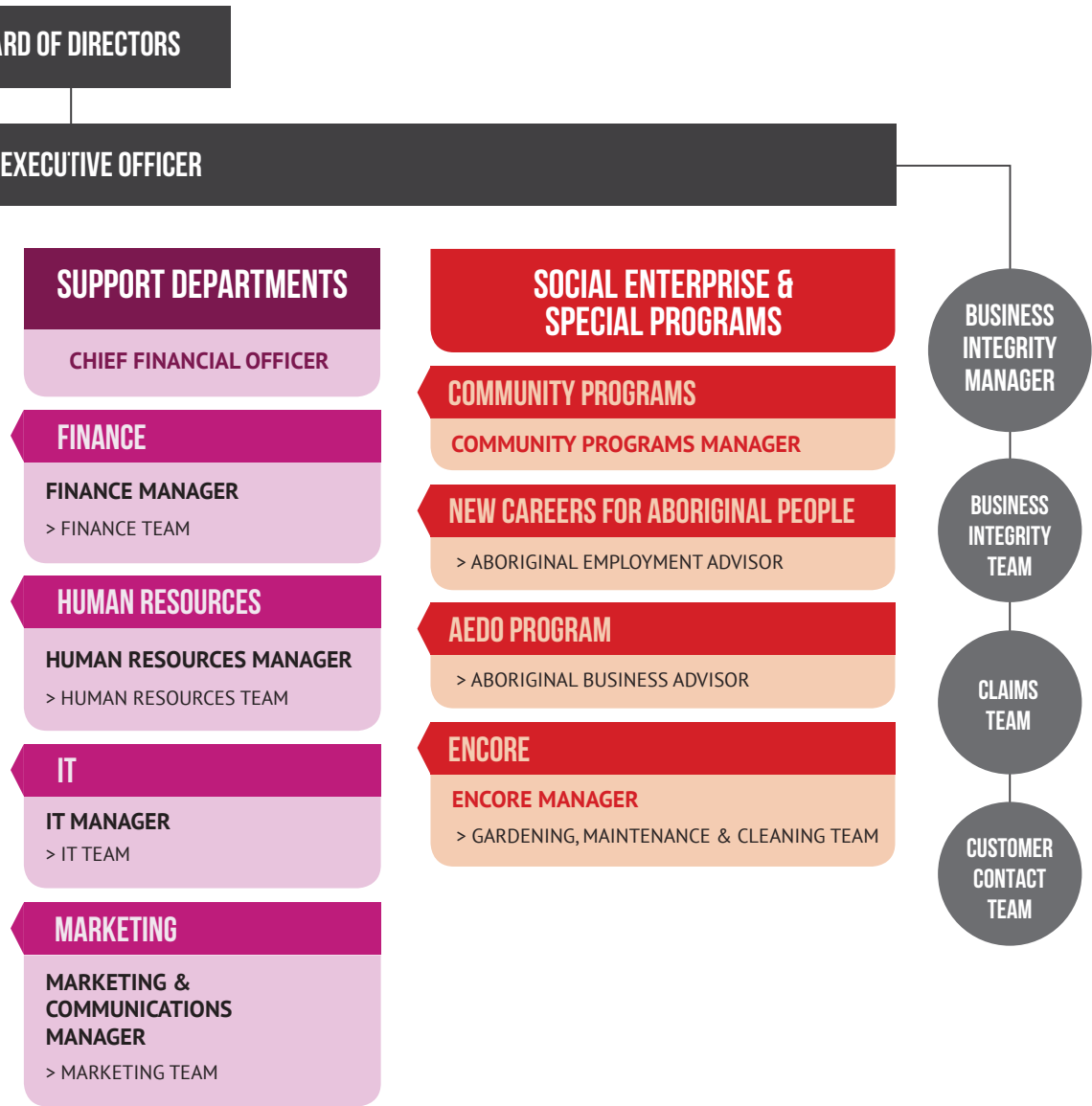
ETC has maintained National Standards for Disability Services (NSDS) for the Disability Services Employment contract and NSDSU for the jobactive contract Quality Management Standard certification, proving that we are committed to meeting and maintaining world standards for quality, continuous improvement, and customer satisfaction. ETC also maintains Quality Assurance Framework (QAF) accreditation from the Department of Employment, Skills, Small and Family Business.

The management system at ETC is maintained in line with NSDS/NSDSU requirements by the Business Integrity team which consists of 2 people who are solely tasked with monitoring and updating the system. A feedback mechanism on the system is incorporated into the home page of ETC's Intranet, and all staff are encouraged to identify any potential areas for improvement to ensure that processes are current and are continually improved.



# Our Senior Management





**ETC EXECUTIVE TEAM**



**JENNY BARNETT**  
CHIEF EXECUTIVE  
OFFICER



**LISA WEBER**  
CHIEF FINANCIAL  
OFFICER



**DAMON MUNT**  
CHIEF OPERATIONS  
OFFICERS



**KAREN BUSBY**  
GENERAL MANAGER  
TRAINING



## Executive Management



### Jenny Barnett

Diploma of Management, Partial completion of Bachelor of Business, Cert IV Leadership, Cert IV Employment Services, Certificate IV Business Administration, Certificate IV Front Line Management, and Certificate IV Workplace Assessment/Train the Trainer

#### Chief Executive Officer

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Jenny is passionate about positive social change and assisting people to reach their potential. She has been employed with ETC since 2004. She started as an Employment Consultant after working with Centrelink for a few years and quickly progressed to Branch Manager, managing ETC's largest site for two and a half years. In 2007 she was promoted to the Executive Team as Government Contracts Manager and then on to National Manager Employment Services responsible for ETC's employment programs including – Job Services Australia, Transition to Work (NSW), Labour Hire Services, Indigenous Employment Programs and New Careers for Aboriginal People. Jenny was appointed CEO in May 2015. Jenny is a member of the ETC Board's Subcommittees for Cultural, Social and Futures and Enterprise Risk Management. Prior to working in the employment industry, Jenny worked in retail management for 15 years and has extensive small business management experience.



### Lisa Weber

Chartered Accountant, Bachelor of Business, Master of Business Administration (MBA), Certificate in Governance and Risk Management, Fellow of the Governance Institute of Australia, Member of Australian Institute of Company Directors

#### Chief Financial Officer

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Lisa has more than 25 years of financial management, risk and governance experience in the public, private and not-for-profit sectors. She has diverse range of skills with experience in accounting, finance, taxation, budgeting, IT, risk management, HR, business planning and marketing. Lisa developed these skills throughout her successful career, and has been a dynamic leader implementing strategies that improve operations and making financial decisions for business growth improvement. Lisa is a member of ETC Board's Subcommittees for Investments and Enterprise Risk Management. As an active member of the Coffs Harbour community, Lisa is a Board Member/Treasurer for Lifeline North Coast.



## Damon Munt

Diploma of Management, Certificate IV  
Workplace Leadership

### Chief Operations Officer

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Damon has established an extensive career within the Employment Services sector over the past 21 years. He has worked across all levels of service delivery including Employment Consultant, Placement Consultant, small and large site management, business management, regional management and executive management.



## Karen Busby

Diploma of Training & Assessment, Diploma of Quality Auditing, Diploma of Management, Certificate IV in Training & Assessment, Certificate IV in Small Business Management, Certificate IV in Frontline Management

### General Manager Training and Business Services

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Karen has worked in the Vocational Education sector for the past 25 years. Her experience includes over 15 years managing private training organisations. Karen is passionate and committed to quality training and development and seeing the difference that it can bring to both individuals and business.



## Board of Directors



Rod McKelvey

Member – Australian Institute of Company  
Directors

### Chair

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Rod has over 45 years' experience as a business proprietor in printing, marketing and agribusiness. He was a partner in Sydney-based advertising, packaging and production companies, with a special interest in sustainability, which eventually saw him becoming a primary producer on the NSW North West Slopes.

Over 30 years' community advocacy, particularly regarding Aboriginal, environmental/biodiversity and planning issues. He has served on federal, state and local boards and committees since 1992

As a Coffs Harbour City Councillor and Deputy Mayor, he pursued his interest in the principles of good governance and ethical behaviour, especially concerning accountability, transparency and conflicts of interest in government. While on Council Rod successfully moved to permanently fly the Aboriginal flag at the Council Chambers, and to acknowledge the Gumbaynggirr people as the traditional custodians of country at meetings and functions.

He has maintained close links with governments and representatives throughout the North Coast, and continues to consult with them on behalf of the community. He is a strong advocate for professional development and responsible risk management.

Rod is Chair of the NSW NPWS North Coast Region Advisory Committee, Chair of the Coffs Coast Regional Park Trust Board, member of Gondwana Rainforests of Australia World Heritage Area Community Advisory Committee, and is a member of several other community-based advisory groups and committees.



**Lorraine Penn**

Master Project Director (MPD) Level 6

### Director/Deputy Chair

Lorraine was appointed to the ETC Board in 2008 and served as Chair in 2011/12. Lorraine's background includes 12 years' experience in commercial accounting in advertising, drafting and computing enterprises. She changed career direction and entered into senior sales and marketing functions within the computer industry for 14 years. In 1990, Lorraine moved into the highly competitive private Vocational Education and Training market in senior business management roles, which included offshore business development. Lorraine's knowledge and skills led her into TAFE NSW Corporate Marketing as the Commercial Client Services Manager/Business Support Manager in 1994, with the primary responsibility of providing commercial marketing intelligence, business development and project management support for growth market areas across NSW. Lorraine is actively involved as a business mentor and participates within the community on relevant community-based projects.



L-R ETC Directors Yvonne Kachel, Ian Preston and Lorraine Penn, Coffs Harbour Mayor Denise Knight, ETC Chair Rod McKelvey and ETC Director Chris Spencer.

The ETC Community Support Fund contributed \$15,000 towards the new training facility.





## Tracey Adendorff

Bachelor of Psychological Science Honours, Bachelor of Education (Secondary), Bachelor of Arts (Communications), Post-Graduate Diploma in Marketing Management

### Director

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Tracey joined the ETC Board in 2007. She is a registered psychologist and works as a school counsellor and in private practice. As part of Tracey's internship she worked as a rehabilitation consultant for Recovre assisting clients with psychological injuries, and gained experience working with Out of Home Care children who have complex trauma. Prior to becoming a psychologist, Tracey worked as the Executive Officer of Coffs Coast Tourism, an industry organisation, facilitating opportunities for business to participate in the growth of tourism in the region. Tracey worked in the advertising industry, training at Saatchi & Saatchi, and worked on key FMCG accounts such as Procter & Gamble and Colgate. After nine years in advertising, Tracey was engaged as the Product Manager for Columbia TriStar/Sony Pictures reporting directly into the USA and the UK. Further opportunities enabled her to project manage the European expansion of the largest cinema chain in South Africa into Europe and Dubai before finally settling in Australia. Tracey is interested in initiatives that will benefit the community through economic development and are sustainable in the long term.



## Ian Preston

Graduate Diploma Local Government Management, Fellow-Local Government Managers Australia

### Director

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Ian was elected to the Board in 2013. He has an extensive career in Local Government spanning more than 47 years. During this time he held a number of senior management positions, including General Manager of North Coast Water. In terms of career highlights, Ian managed the award winning Regional Water Supply Scheme that provides long term water security for the Coffs Harbour / Clarence Valley communities. He has also provided strategic planning advice to local government in a part-time capacity, and has worked for the private sector in a project planning role. Ian enjoys making a contribution to the community and brings a wealth of experience to the ETC Board.



## Chris Hines

Licensed Real Estate Agent, Stock and Station Agent and Auctioneer, Chair of the Coffs Harbour Branch of the Real Estate Institute of NSW

### Director

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Chris Hines was elected to the ETC Board in 2013. He is presently a director and owner of Unrealestate Coffs Coast, and is a Licensed Real Estate Agent, Stock and Station Agent and Auctioneer. He is a past Board member of the Real Estate Institute of NSW and presently the Chair of the Coffs Harbour Branch. Chris is also on the Committee of management of the CanDo Cancer Trust. He was a Senior Investigator/Detective Sergeant and Police Negotiator, in a policing career spanning nearly 20 years in the NSW Police Force. During this time he was awarded the National Medal, Police Medal, Bronze Medal for Bravery, a NSW Premiers Award and other citations. He has been involved in, and supports, a number of local charities and community events and has a keen interest in seeing the North Coast area evolve to its full potential.



## Michelle Geddes

Bachelor of Financial Administration, Masters in Taxation, Chartered Accountant, Chartered Tax Advisor, Chartered Self-Managed Super Fund Specialist

### Director

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Michelle Geddes was elected to the ETC Board in 2012. She is a senior associate at a Coffs Harbour accounting firm, Bentley Brett & Vincent, and has been employed in the accounting and taxation industry for over twenty five years. After completing her degree Michelle relocated to the UK, where she was employed as a senior management accountant with a large multinational firm, before returning to Australia to take up a position in public practice. Michelle has been involved with a number of community and not-for-profit organisations over the years and volunteers many hours to assisting local community and sporting organisations.





## Chris Spencer

Diploma in Frontline Management, training in Strategic and Operational Planning, Graduate Certificate Business Administration

### Director

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Chris was elected to the ETC Board in 2015. He has over 15 years' experience in business, strategic and operational planning and policy development. He has previously served as the Chief Executive Officer of Coffs Harbour and District Local Aboriginal Land Council. Chris is currently General Manager of Saltwater Freshwater Arts Alliance Aboriginal Corporation. He is also a committee member of Waratah Respite Services.



## Yvonne Kachel

Diploma of Training & Assessment, Diploma of Quality Auditing, Diploma of Management, Certificate IV in Training & Assessment, Certificate IV in Small Business Management, Certificate IV in Frontline Management

### Director

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Yvonne was elected to the Board in 2018. She has worked within the Government and non-government welfare sector for over twenty-five years, holding positions as Regional Director of Family and Community Services in the New England region and Director of Child and Family Services across the New England, Mid-North and Far North Coast regions before leaving the Department in 2001. Since that time Yvonne has provided consultancy services within the welfare sector for both Government and non-Government services across NSW and the ACT, before moving to Tasmania to introduce new child protection reforms. Yvonne also held senior management positions in Anglicare and Mission Australia in Tasmania before semi-retiring to live in Coffs Harbour. Management of services included child protection; juvenile justice, disabilities and community services. Yvonne is involved in writers groups and is on the boards of other community agencies in the Coffs Harbour region.



## Isabel Borrelli

Master of Education (Adult Education), Graduate Certificate in Adult Education & Training, BA (International Relations and Business Management), Post Graduate Diploma in Project Management, Diploma in Children's Services, Certificate III in Children's Services.

### Director

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Isabel Borrelli was elected to the Board in 2018. Isabel has worked in organisational change and best practice facilitation for over 20 years, owning her own best practice consultancy and well as holding senior management roles interstate and overseas and in the northern region of the former Roads and Transport Authority. Isabel is a passionate volunteer community educator in environmental bird conservation and primary ethics. She has previously sat on the board of the Northern Rivers Catchment Management Authority and currently is a member of the NPWS Byron Area Management Committee.



## Mark Griffioen

Fellow of CPA Australia

### Company Secretary

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Mark was appointed Company Secretary in July 2018. He has spent many years managing various areas in Local Government. He is an experienced change manager who displays effective leadership and strong results through the development of teams. Mark has high-level contract negotiation and management capabilities through years of experience with various

Public and Private Sector organisations. Mark also has significant commercial experience in his role as Company Secretary/CFO for a company in New Zealand, as the Chairman of a shared services/IT support company, and as the Deputy Chairman of a not-for-profit community services company.



# Our Governance

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Enterprise & Training Company Limited (ETC) is a public company limited by guarantee, incorporated under the Corporations Act 2001. Ultimate responsibility for the governance of the company rests with the Board of Directors. This governance statement outlines how the Board meets that responsibility.

## Achieving the Vision

The Board's primary role is to ensure that ETC's activities are directed towards achieving its Vision to make a positive impact on peoples' lives.

## Specific Responsibilities of the Board

The Board fulfils its primary role by:

- Formulating ETC's strategic plan in conjunction with the CEO and senior management
- Selecting, appointing, guiding and monitoring the performance of the CEO
- Developing and maintaining ETC's ethical standards
- Ensuring optimal succession planning is in place for the role of CEO and senior management positions
- Approving operating and capital budgets formulated by the CEO and senior management
- Monitoring management's progress in achieving the strategic plan
- Monitoring ETC's financial performance, including management's adherence to operating and capital budgets
- Ensuring the integrity of internal controls, risk management and management information systems
- Ensuring that a suite of delegations, policies and procedures are in place
- Ensuring ETC's financial viability, solvency and sustainability
- Ensuring the company complies with relevant legislation and regulations, as well as the specific requirements of funding bodies
- Overseeing the process of making grants and donations to the community
- Acting as an advocate for ETC in the community

## Management's Responsibility

The Board has formally delegated responsibility for ETC's day-to-day operations and administration to the CEO and Executive leadership team. ETC's Executive leadership team comprises of the Chief Executive Officer, Chief Financial Officer, Chief Operations Officer, and General Manager Training & Business. The CEO is also responsible for achieving the results set out in the strategic plan and is authorised by the Board to put in place policies and procedures, make decisions and actions and initiate activities to achieve those results.

The Board is responsible for setting the CEO's remuneration and the CEO is responsible for setting the remuneration for the Executive leadership team.

## Board Oversight

The Board oversees and monitors management's performance by:

- Meeting at least 12 times during the year
- Receiving a detailed report from the CEO at these meetings
- Receiving detailed financial and other reports from management at these meetings
- Receiving additional information and input from management, when necessary
- From time to time, setting up and assigning certain responsibilities to Board subcommittees

## Board Members

All Board members are non-executive directors and receive a fee for meeting attendance and additional subcommittee work. ETC's constitution provides an indemnity to directors and appropriate director's indemnity insurance has been put in place.

The company's constitution specifies:

- There must be no less than five and no more than nine directors
- A person may only be a director of the company if the person is also a member of the company



## The Chair

The Chair of the Board is elected by the Board annually. The key internal roles of the Chair are to:

- Ensure Board meetings are effective
- Ensure the Board provides vision and guidance to the CEO
- Ensure the Board considers matters on a timely, transparent basis
- Guide the ongoing effectiveness and development of the Board and individual directors

Externally, the Chair acts as a spokesperson for ETC, in conjunction with the CEO, and consults and communicates with stakeholders.

## Risk Management

The Board oversees the establishment, implementation and annual review of ETC's risk management system, which are designed to protect the organisation's reputation and manage those risks which might preclude it from achieving its goals.

The CEO, Chief Risk Officer and management team are responsible for establishing and implementing the risk management system, which assesses, monitors and manages operational, financial, cyber and compliance risks. An internal Business Integrity team assists with this process.

## Auditing

ETC's financial statements are subject to an external audit each year. Currently, the auditors are Moore Stephens.

## Independent Advice

The Board and Board subcommittees have access to advice on legal, investment and industrial relations matters. In particular, the Board has engaged JB Were to manage an investment portfolio and receives reports from JB Were regarding the performance of the investment portfolio.

## Ethical Standards and Codes of Conduct

Board members, managers and staff are expected to comply with relevant laws, provisions of contracts, and the codes of conduct of relevant professional bodies. They are also expected to act with integrity, compassion, fairness and honesty at all times when dealing with colleagues, clients and other stakeholders in the company's mission.

## Involving Stakeholders

ETC has many stakeholders, including the customers and clients we care for and their families, those we provide with grants, sponsorships and donations, our staff, the broader community, the government agencies which provide us funds and regulate our operations, and our suppliers.

