



# 2019-20 ANNUAL REPORT



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



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## 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 31 years,  
ETC has:



Helped

**82,529**

people find jobs



Trained

**40,171**

people



Helped

**40,050**

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

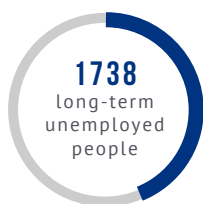
Cultivate above  
and beyond  
relationships  
with our  
customers and  
communities

# Our Achievements



## 4299

unemployed people  
secured jobs,  
including:



## 2493

students commenced  
training programs with  
ETC



## 2002

young people were  
engaged in our  
Transition to Work  
program



## 601

Disability Employment  
Service clients  
commenced with ETC



## 152

Traineeships  
commenced



## 82

new NEIS businesses  
started



## 36

Apprenticeships in  
Certificate III Commercial  
Cookery commenced



Before this I was studying but discovered I didn't want to do what I was studying for, it wasn't for me. So I went to ETC where Evan and Jo helped me out. I had never done a formal interview before, so they helped prepare me for that and to put together a Resume. Evan put me forward for the job here, I came here for an interview, had a job trial and then I got the job."

Courtney – Transition to Work participant

# Our Reports

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## Message from the Chair

It was very exciting to be selected to be part of the New Employment Services Trial (NEST), along with two other providers, on the Mid North Coast from 2019 - 2022.



The NEST program is a government initiative to help transform employment services to deliver better services to job seekers and employers.

Being part of NEST puts ETC in a strong position in terms of understanding government's thinking around the future of employment services.

The program is being trialled in only two regions in Australia – the NSW Mid North Coast and Adelaide in South Australia.

We have been very pleased with how the ETC team has embraced the experience to be part of this Trial.

The fortitude of our staff, management team, Board and the communities in which we operate has certainly been tested this year by bushfires and COVID-19.





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

From the Board's perspective, apart from adapting to remote meetings, a key priority from the outset has been job security and the health and safety of our valued staff.

Whilst the Board were endeavouring to understand the full impact of COVID-19 we made a commitment to financially support staff until at least the end of 2019/20.

Thankfully, the government introduced Job Keeper which has been a godsend because it allowed us to retain our staff to engage and immerse themselves in re-focussing our business model to one of digital servicing.

I am so proud of how everyone at ETC has adapted to the changes.

The Board welcomed the introduction of the COVID-19 Working Party which met daily to plan ETC's COVID response plan and to address any staff concerns.

I would like to take this opportunity to thank and acknowledge our CEO, Jenny Barnett, and the Executive Management team for providing such strong leadership and direction to our staff during this unsettling year.

Finally, I would like to thank the Board for supporting me and adapting to the new world order in a very professional manner.

It's encouraging to know that during all of the challenges that came our way in 2019/20, ETC did not lose sight of our purpose - to make a positive impact on peoples' lives. Helping 4299 people secure jobs and commencing 2493 students in our training courses this year is something we should all be very proud of.

Rod McKelvey  
ETC Chair

## Message from the CEO

2020 has been a year unlike any other.

We started the year with bushfire devastation throughout Australia and then in March we were faced with the outbreak of the worldwide pandemic – COVID-19.

The Coronavirus has had a massive impact on people's lives and livelihoods throughout the world, and whilst ETC closed our offices to the public from April to June, we remained open for phone and online/digital servicing.

The lockdown of the hospitality and retail sectors saw thousands of people unemployed, and the number of customers referred to us for support in finding a job saw our caseloads more than double.



I'm extremely proud of the way our company and team of talented and innovative staff adapted to the need to provide online digital servicing to a rapidly growing caseload of customers during this time.

Our industry prides itself on the face-to-face support and the listening ear we provide to some of society's most vulnerable people, so switching to online servicing was always going to be a major shift for us. I am thrilled to report our team handled it very professionally.

In fact, we will continue to offer digital servicing to suitable customers long after COVID-19 is over.



Jenny Barnett (second from right) donating ETC laptops to Sanctuary Australia Foundation for their Computer Aid Program which supports local refugees.



Despite the challenging environment we were operating in, there were many notable highlights throughout the year:

- We participated in the New Employment Services Trial (NEST) on the Mid North Coast and were ranked number 1 for job placements across the two NEST regions.
- Our Gold Coast jobactive team achieved 5 stars at a regional level.
- We developed a range of new employability skills training programs offered by our RTO.
- We commenced and enhanced the delivery of our Career Transition Assistance (CTA) program, which is designed to help mature aged customers build their skills and confidence to become more competitive in the labour market.
- We secured funding to provide Employment Preparation Activity (EPA), a free digital assistance program to help customers back into work.
- Our use of a particular software program was recognised through an invitation to attend and present at an international conference in Los Angeles.
- Work began on the development of a fun new interactive, online learning management tool to enhance our service delivery to our Transition to Work youth participants.
- Facebook Workplace was introduced to provide an internal platform for staff to share news and innovative ideas, and to promote and celebrate the ETC culture.
- We explored the benefits of Virtual Reality with the development of a Virtual Skills Expo for our training customers.

Change is the only constant in our industry and I have no doubt that our team of talented individuals will continue to adapt to whatever changes are in store for us over the next 12 months.

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 thank our Executive and Senior Management team for their professionalism and expertise.

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:

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

See details on page 14



Syrian refugee Fadi (second from left) pictured with his employer and ETC Jobs Advisor

## Training and Business

ETC is a Registered Training Organisation (RTO 6998). This year, ETC enrolled 2493 learners into our training courses. We 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 Intro2Cookery students putting their skills to the test at OneLife Church kitchen



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)
- Exploring 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.

See details on page 29

Below: ETC joined forces with Clarence Valley Council and TAFE NSW Grafton for a second time to host the My Future Fest event to support local youth.



## Helping others through Employment Services

### Highlights

**4 299**

people secured jobs

**2 053**

vacancies filled for  
employers

**3 278**

job seekers engaged  
in training

**261**

job seekers placed  
into Work for the Dole  
across 122 activities

Of the people ETC placed into employment:

**1738**

had been  
unemployed for  
more than 12  
months

**687**

were Aboriginal  
and Torres Strait  
Islander

**897**

had either an  
injury, illness or  
disability





“Fortunately we have an exceptional relationship with Danielle who works with ETC. Not only has ETC given us many exceptional candidates / employees, but they have shown us how to conduct business. I really appreciate that kind of leadership”

James Bennett - Mindful Foods Business Owner



Image to left: With the help of ETC Lynden Connor participated in the National Work Experience Programme (NWEPP) to further his career goal of becoming a truck driver



As part of the  
jobactive/NEST  
contracts ETC  
assisted

# 3221

clients to  
find work

# 2810

job seekers  
into training

Image: After being stood down from his position as an Oil Man due to the coronavirus crisis, Michael Furniss was able to find work with assistance from ETC.





## Jobactive and New Employment Services Trial (NEST)

2019/20 presented the Employment Services industry with unprecedented challenges with our country experiencing severe drought, bush fires and COVID-19. As a result, the Department of Education, Skills and Employment removed customers' obligations and responsibilities (Contingency Arrangements). ETC responded to these challenges by investing in digital and IT platforms that assisted us to stay connected to our customers and meet labour market demands.

Performance in our largest employment contract, jobactive, continued to grow throughout the year with our Gold Coast Region achieving and maintaining 5 Stars.

With the impact of the global pandemic, we saw our jobactive caseloads almost double in size as a result of the rising unemployment rate. To ensure our service delivery was maintained, we invested in a Digital Services Team who commenced almost 3000 of our customers via digital methods.

ETC was thrilled to be invited to participate in the New Employment Services Trial (NEST) on the Mid North Coast, and we fully embraced this opportunity in 2019/20. We have seen some great results from our participation in NEST, with ETC leading the way with Job Placements. NEST focusses on delivering a customised service to our customers and allows support to be tailored to the most disadvantaged.

Embracing technology continued to be a key focus for our team in 2019/20 with several internal IT system enhancements introduced to increase efficiencies. We continue to adapt to the ever-changing landscape and respond to labour market demands.

We assisted 3221 clients find work as part of the jobactive/NEST contracts, and placed 2810 job seekers into training.



## Disability Employment Services

The number of customers accessing our DES services and being placed into work has grown by 78% throughout the year. The DES 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 time taken to ensure the most appropriate job for each person. The team supported 243 DES clients to find work during the year, and placed 16 into training.



## New Careers for Aboriginal People (NCAP) Program

ETC delivers the NSW Government funded NCAP Program in the NSW Mid North Coast and North Coast regions. Through NCAP in 2019/20, we assisted 185 Aboriginal and Torres Strait Islander people to achieve employment, and 262 to develop their employability skills.

## Combating youth unemployment through Transition to Work



Our TtW team, responsible for helping 15-24 year olds, continued to exceed targets set by the Department of Education, Skills and Employment, resulting in ETC securing funding to support an additional 659 young people in this program.

Interacting with young people in a meaningful way via digital methods has been a focus this year. We developed an online learning management system called TtW Career Quest to provide young people with a fun and engaging way to access our services.

During the year we engaged 2002 young people in the program, with 835 securing work and 452 placed into training. The key component of our service delivery is the individual and flexible approach to meet the needs of young people. Each TtW participant receives guided support to help them find and maintain work and/or re-engage into study to develop the foundations of a strong career path. We also deliver a series of different workshops focussed on building young people's confidence and developing their soft skills.



A plant/diesel mechanic by trade, Arthur had a strong work history, but following a relationship breakdown and the death of his father, he found himself sinking into a negative state of mind.

“ ETC helped me to get my confidence and self-esteem back. I worked together with Dana at ETC to outline what my goals were, what I wanted to do, what was achievable and what wasn't. They put me through some courses, helped me with my Resume and even continued to support me after I got my job – with work clothes, boots and tools.”

Arthur Walker - Disability Employment Services participant



## Developing skills through Training Services

### Highlights

2493

students commenced  
training with ETC

152

Traineeships  
started

36

Apprenticeships in  
Certificate III Commercial  
Cookery commenced

82

new NEIS  
businesses  
started



Three Apprentice Chefs sharpened their knives, researched their produce and perfected their recipes in the lead-up to the Grand Final of the ETC Apprentice of the Year Cook-off competition which was held on Thursday 11 July 2019. The winner was Coffs Coast local Nicholas Delves who took home a \$500 cash prize and was crowned the 2019 ETC Apprentice of the Year.





ETC Child Care student Corey Warn was named a Trainee of the Year finalist in the 2020 NSW Training Awards.

Corey said it had been a challenging journey for him studying with a hearing disability, but despite that, his passion for the Child Care industry and support from his friends, family, trainers and workplace kept him going.

## Training

COVID-19 impacted the number of students who commenced training with ETC during 2019/20. We saw a 28% decrease in the number of training commencements compared to the previous year because our offices were closed to the public for several months and we were unable to deliver face-to-face training.

On a positive note, ETC's focus on experiential learning saw the development of Skills Training Centres in Port Macquarie, Coffs Harbour, Lismore and the Gold Coast.

These centres have provided the opportunity for students to gain hands-on experience with our most popular courses being Café Culture (a 9-day course giving students extensive hands-on practical skills to work in a café or similar hospitality environment) and Intro2Care (a short course to provide the skills platform needed to enter into the Community Services/Care industry).

At the end of this financial year we also introduced a new range of Skill Set learning options to encourage employment opportunities and to provide a clear pathway into workplace Traineeships.

We continued to work on developing our online learning platform, and plan to build on this further in 2020/21.

Image to right: Debra (far left) and Chelsea (far right) completed ETC's Certificate III in Individual Support. As a result both successfully gained employment in their new careers and are absolutely loving it.







## Job Search Training

ETC embraced the opportunity to review, freshen and modernise our job search training products in 2019/20.

A new suite of JobLab products was developed, which included creating new marketing and resource materials, including online resources.

We commenced delivery of the new Department of Education, Skills and Employment program Career Transition Assistance (CTA), which is designed to help mature aged job seekers build their digital skills and confidence to become more competitive in the labour market. We also secured the contract to deliver Employment Preparation Activity (EPA), which provides intensive assistance to help job seekers back into work.

## Skilling Queenslanders for Work

ETC is a provider of the Queensland Government funded Skilling Queenslanders for Work program. During 2019/20 we delivered 3 courses and trained 79 students in Certificate III in Individual Support (Ageing & Disability).

Image to left: Joblab trainer delivering the Career Transition Assistance (CTA) program





With a strong desire to help the Firefighters battling the blazes around the Gold Coast area, ETC's staff along with CTA Participants, joined forces to develop a plan of meals. Everyone brought in various cooking items from home as well as donating some of their own food. In total, 76 various meals were made and delivered to the thankful Firefighters. ETC's CTA Trainer Anneliese Diaz said watching the participants come together, plan, budget, bring in items from home and work from their hearts had been an incredible activity to watch.



I can see that they are feeling a strong sense of self-worth, knowing that they have made a positive difference within their local community! This activity was also such a great way to show them the value of team work and allowed them the opportunity to be part of something bigger than themselves,” Ms Diaz said.





just enough  
beach

LYCHES MARTINI

NATURAL SOY CANDLE





## 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.

In the 2019-20 financial year, a total of 82 new NEIS businesses started in the Mid North Coast (MNC) and North Coast (NC) 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 (EBMOB) workshops. A total of 60 job seekers on the MNC and NC participated in this two week program, with a completion rate of 90% and excellent customer feedback.

These results were achieved not only through face-to-face learning. We have also successfully introduced structured online/digital training in both the EBMOB and NEIS programs. The benefits of online/digital training include: more flexibility for students in terms of when and with what intensity they engage with the training; allowing customers from more remote locations to get involved in the programs; and increased familiarity and competency with the digital (business) world.

**82** new NEIS  
businesses  
started

 **jobactive**  
self employment (NEIS)  
an Australian Government Initiative

## Aboriginal Enterprise Development Officer (AEDO) Program

ETC delivered the NSW Government funded AEDO program until 30 June 2020. Through AEDO, we provided business information, assistance and mentoring to 51 Aboriginal people in the North Coast region who were running businesses or considering establishing a business.









## Community Programs

### 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 provides paid employment and skills development opportunities for disadvantaged job seekers.

The Encore team comprises 2 full-time and 5 part-time staff, overseen by a manager and 2 supervisors who offer additional support and mentoring to prepare Encore staff for the broader workforce. Encore was able to employ an additional team member in 2019/20 due to securing a new cleaning contract as a result of COVID-19 and the increased demand for cleaning services.

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 2019/20 as well as 25 private clients, including Cardow Real Estate.

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

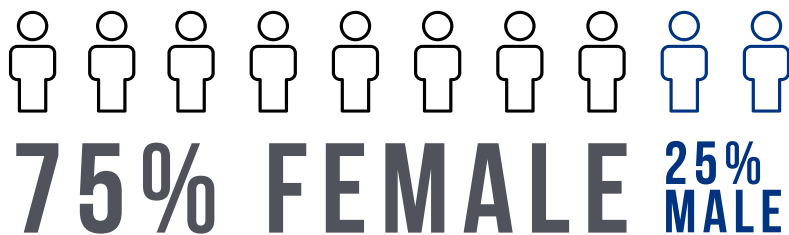
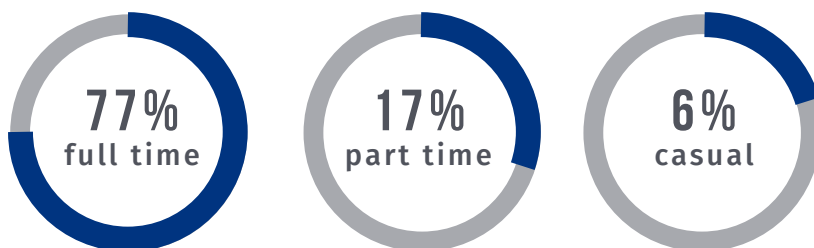


# Our Social Responsibility

## Our People

ETC employs 287 staff including Job/Youth Advisors; Business Relationship Advisors; Trainers; Administrators; Finance, Marketing, Information Technology and 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 287 staff:



31% MATURE (OVER 50)



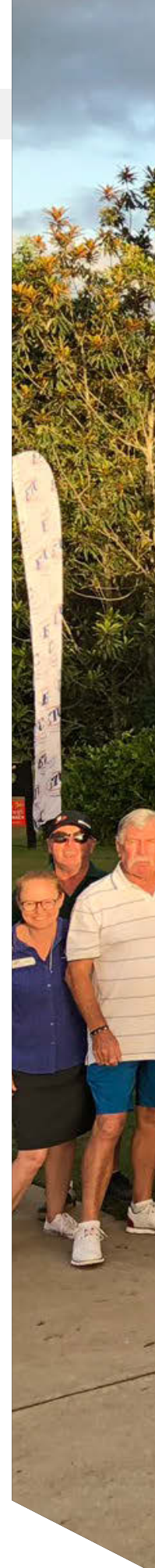
18% YOUTH (UNDER 30)



6% ABORIGINAL AND TORRES STRAIT ISLANDER



1% PEOPLE WITH DISABILITY





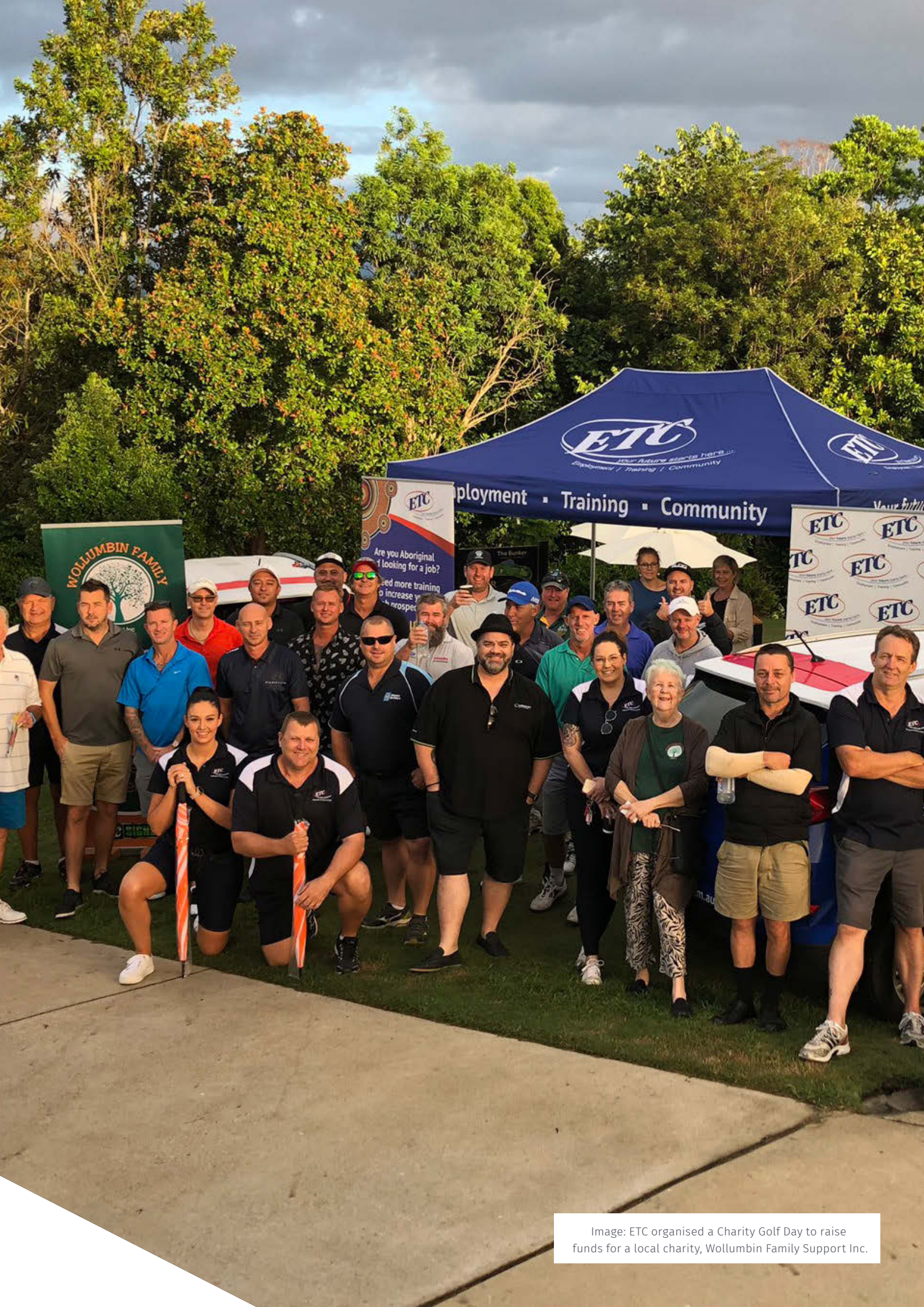


Image: ETC organised a Charity Golf Day to raise funds for a local charity, Wollumbin Family Support Inc.



## Investing in Professional Development

ETC has always been committed to staff training and professional development. In 2019/20, ETC invested more than \$307,000 in staff professional development including training in Work Health Safety, Fire Warden, First Aid, Risk Assessments, Privacy, Cultural Awareness, Microsoft Excel and Outlook, Group Facilitation, Fraud Prevention, Cyber Awareness, Communication, Customer Service, Conflict Resolution, Mental Health, Youth Mental Health First Aid, Self-harm and Suicide Response, Emotional Intelligence, Leadership and Development, Employment Services, Business Administration, Business Sales, and various soft skills. Training was delivered through a combination of face-to-face workshops, e-learning and webinars. We continued to support a number of our employees to complete Nationally Recognised Qualifications at Certificate III, Certificate IV and Diploma levels through our Registered Training Organisation.

## Service Awards

ETC currently employs 59 people who have been with the company for more than five years, and 15 who have been with ETC for 10 years or more.

In 2019/20 Craig Wilksch and Dave O'Mullane were recognised for 20 years of service.

Alana Hardin, Damon Munt, Rod Croker, Mick Dawkins, Billy Unsworth, Marion Paulden, Rod Cannon, Derek Dowie, Kerri Cowan, Mary-Therese Bellamy, Jennifer Reeve, Barry Bradtberg, Natasha Quinn, Alice Innes, Marie Graham, Kylie Moase, June Bulmer, Mathew Poles, Aileen Wallace, Evan Mita, Kim Eirth and Donna Burgess 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. Annual award winners are selected by ETC's Executive team, Human Resources Manager, two representatives from our Leadership Team, and the Chair of the Board.



## Annual Award Winners

### Employee of the Year – Karen McKillop, Coffs Harbour

Karen has a mature and positive approach to all situations. She is calm, kind, intelligent, firm when she needs to be, and able to lead by example. Karen has encouraged and supported her Claims team to embrace technology and utilise a new software program which meant changing the way they did their daily tasks. Previously, they were using a very manual process. All staff are different, and some don't like change. Karen has her team's trust, and they quickly came along with the idea of 'different', not necessarily meaning 'bad'. Karen adopted the technology quickly, and was a topic expert in working with the software technicians prior to implementation. She was then able to train her team, and the wider staff at ETC, on how to embrace the new software as part of their roles. She was a champion for the software, and was very effective at transitioning her team across to the new system. She leads by example, which makes her an exemplary role model.



## Best New Talent – Leticia Batista, Tweed Heads

Leticia started in the Youth Advisor role with ETC in December 2018. In her first 10 months with ETC she was not only new to employment services, she was also fairly new to the Murwillumbah region. Leticia has “taken the bull by the horns” and made wonderful relationships with job seekers, co-workers and the community in Murwillumbah. She thinks of everything, finding different ways to do things so she can ensure her young people stay in their jobs. The figures at Murwillumbah compared to last year have been well and truly exceeded. Leticia adds value to ETC as she is always thinking about ways that we can improve practices, and has taken on more responsibility so she can assist, coach and mentor staff. Feedback from participants, colleagues and Operations Managers from other contracts has shown that Leticia not only has a strong work ethic that is clearly visible from her results, but that everyone around her is noticing the knock-on effect. Getting this feedback from participants is especially uplifting as it shows the positive impact she has had on their lives.







## Manager of the Year – Marion Paulden, Gold Coast

Marion is a very hands-on manager. She invests a lot of time into her Team Leaders to ensure they have the tools they need to successfully and independently run a site. She encourages career development and does everything she can do to give her team the knowledge and experience to help them reach their career goals. All staff on the Gold Coast look up to Marion with her positive attitude and proactive and performance-driven management style. The Gold Coast would not have reached 5 Stars as a region without Marion and all of the hard work and dedication she has put into her role and the company.

## Above and Beyond Winners



### Alana Hardin

Human Resources Coordinator,  
Palm Beach

Alana identified a need for ETC to have a competency framework created which would allow ETC to be able to report on the competencies of our staff against roles higher than their current positions. This enabled ETC to be able to get a snapshot of the skills in the organisation as well as any gaps. It also led to the development of Individual Development Plans for staff. In addition, Alana created ETC's online Performance Appraisal which was launched to all staff and managers creating a far more streamlined and efficient process. Alana spent some time outside working hours to research and work on these projects to ensure her day-to-day duties were not impacted.



### Liane Gourlay

Operations Manager Employment,  
Nambucca Heads/Toormina/Kempsey

Liane is driven by success and takes her job very seriously. So much so, she started reviewing older records (some dating back to 2016) to see if there were any outcome claims that may have been missed. In fact, Liane wasn't just happy looking through her own sites' records, she got so excited she started looking through other sites as well. This process resulted in 18 x 26 week outcomes that would not have otherwise been claimed! All up, Liane hit the 50K mark. Not only is it 50K, it's the all-important Star Ratings performance we love the most!





## Alice Innes

Business Integrity Team Leader,  
Wauchope

Alice has played a key role in helping ETC switch from face-to-face servicing to digital/online servicing as a result of the COVID-19 pandemic. She has embraced the IT platforms used to provide the digital servicing to our job seeker customers and is largely responsible for new customers being able to commence with ETC so quickly. She has also been integral in providing support to our teams to alleviate the anxiety around the new processes required in digital servicing.



## Jenny Smith

Human Resources Assistant,  
Coffs Harbour

Jenny was solely responsible for managing the successful advertising of more than 40 vacancies in June and July which is more than three times the usual workload in vacancy management. She also played a key role in training ETC's new HR Coordinator in Lismore. Jenny's work has added significant value to ETC ensuring that we on-boarded and supported more than 40 new staff in a short space of time. Jenny has a high level of integrity and always treats all staff and managers with the utmost respect.

## 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
- Learning and Development 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 2019/20 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
- Blood donation leave
- COVID-19 mental wellbeing initiatives, including an hour of paid leave each week while our offices were closed to the public
- 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

ETC has an endorsed “Stretch” Reconciliation Action Plan (RAP), which reflects our commitment to supporting reconciliation and helping to increase Aboriginal employment, education and economic participation. Some of our RAP activities during the year included hosting National Reconciliation Week and NAIDOC week morning teas at our sites, and participating in events such as the Bowraville Memorial Cup at which we hosted a stall featuring an Aboriginal art workshop. We also attended the AIME Indigenous Careers Event at Southern Cross University Campus in Lismore where we ran career pathway sessions for students, and the Kinship Festival in Murwillumbah to provide service information to community members. We sponsored the Dash with a Splash family fun day run by Kempsey Healing Together Committee.

As part of our RAP, we developed and maintained strategic partnerships with Aboriginal organisations, such as Local Aboriginal Land Councils, to assist in developing opportunities for employment in their communities. We implemented a mentoring program for Aboriginal and Torres Strait Islander job seekers to help them succeed in employment, and developed a web page for employers including information to encourage and support them in employing Aboriginal people.





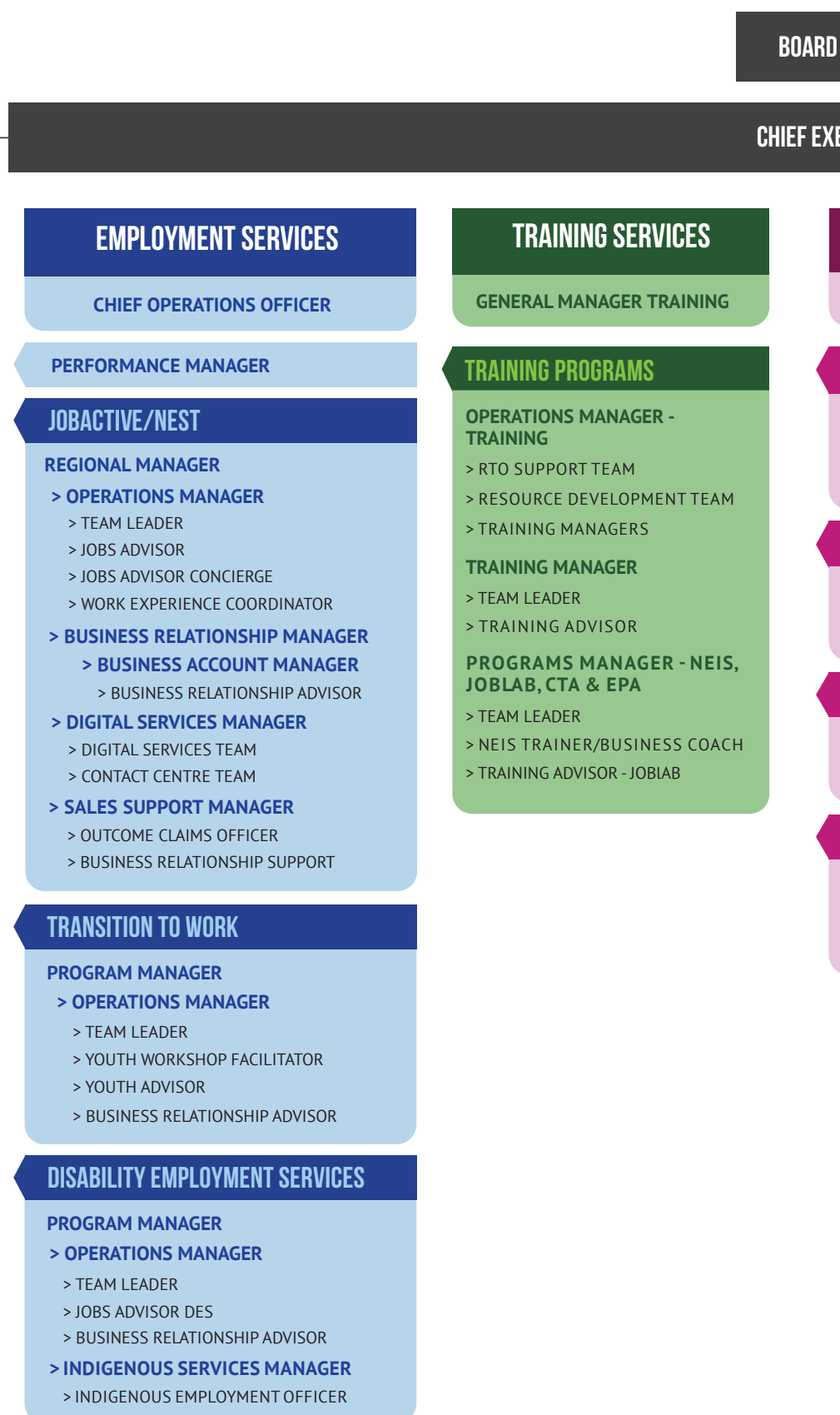
## Quality Management

ETC has maintained National Standards for Disability Services (NSDS) for the Disability Employment Services contract and NSDSU for the jobactive contract. ETC also has 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 Education, Skills and Employment up to August 2022.

The management system at ETC is maintained in line with NSDS/NSDSU requirements by the Business Integrity team which consists of three 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. ETC is in the process of implementing automated workflows for many of the Employment Services procedures and processes, ensuring a streamlined and accurate records keeping system.

ETC has submitted Stage 1 of Right Fit for Risk (RFFR) documentation and is ready to complete Stage 2 in early 2021. This will ensure ETC is ready to tender for the new employment services contracts in 2021.

# Our Senior Management





OF DIRECTORS

EXECUTIVE OFFICER

**SUPPORT DEPARTMENTS**

CHIEF FINANCIAL OFFICER

**FINANCE**

**FINANCE MANAGER**

- > FINANCE TEAM
- > FLEET TEAM

**HUMAN RESOURCES**

**HUMAN RESOURCES MANAGER**

- > HUMAN RESOURCES TEAM

**IT**

**IT MANAGER**

- > IT TEAM

**MARKETING**

**MARKETING & COMMUNICATIONS MANAGER**

- > MARKETING TEAM

**SOCIAL ENTERPRISE & SPECIAL PROGRAMS**

**COMMUNITY PROGRAMS**

COMMUNITY PROGRAMS MANAGER

**NEW CAREERS FOR ABORIGINAL PEOPLE**

- > ABORIGINAL EMPLOYMENT ADVISOR

**ENCORE**

**ENCORE MANAGER**

- > GARDENING, MAINTENANCE & CLEANING TEAM



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 been the CFO at ETC for 5 years and brings a diverse range of skills and experience in accounting, finance, taxation, budgeting, IT, risk management, HR, business planning and marketing. Prior to ETC, Lisa had a successful career as the key financial decision-maker in many professional-service businesses. She is a dynamic leader with a history of implementing strategies that improve operational effectiveness and has the ability to lead businesses through significant changes and challenges. Lisa is a member of the ETC Board's Subcommittees for Investments and Enterprise Risk Management. As an active member of the Coffs Harbour community, Lisa is the Chair and 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 22 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

Advanced Diploma of Leadership and Management (current), 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 30 years. Her experience includes over 16 years managing private training organisations. Karen is passionate and committed to quality and innovative training and is driven by the results that hands-on learning continually achieves. Karen finds it very rewarding to be part of the growth and positive change in students.

## 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 Ecological Sustainability Development (ESD), which eventually saw him become a primary producer on the NSW North West Slopes.

Rod has advocated for communities for over 30 years, particularly regarding Aboriginal, environmental/biodiversity and planning issues. He has served on countless federal, state and local environmental 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.

Rod 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 Coffs Coast Regional Park Trust Board, 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.



(Left to right) ETC CEO Jenny Barnett, CanDo Cancer Trust Chairperson Julie Jardine, ETC Director Lorraine Penn and ETC Chair Rod McKelvey.

ETC donated \$5,000 to local charity the CanDo Cancer Trust in order to support those affected by cancer in the Coffs Harbour and Clarence regions.



## 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 previously 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 25 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 and General Manager of Saltwater Freshwater Arts Alliance Aboriginal Corporation. He is currently the CEO of Tobwabba Aboriginal Medical Service in Forster/Tuncurry. He is also a committee member of Waratah Respite Services.



## Yvonne Kachel

Honours Degree in Sociology, Diploma in Agency and NSW Premier's Scholarship Award winner

### 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 25 years. She held positions until 2001 with Family and Community Services including 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. Since that time Yvonne 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. She has worked in organisational change and best practice facilitation for over 20 years, owning her own best practice consultancy as 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 conservation and teaches ethics in schools. She has previously sat on the board of the Northern Rivers Catchment Management Authority and is a member of NPWS Byron Area Management Committee, working with the Arakwal people of Byron Bay on the joint management of Country.



## 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 people's 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 a robust system of internal controls, information management systems, risk management framework and disaster and cyber incident recovery process
- 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 is comprised 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 is 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.

## Cybersecurity Risk

An enterprise approach has been taken by ETC to ensure effective cybersecurity procedures, tools and policies are implemented to manage the risk of adverse security incidents and events. The Board and Executive leadership team are responsible for all elements of ETC's cybersecurity program.

Cyber risk awareness is vital for everyone at ETC— and through regular training all staff have developed a sound understanding of cyber risks that could pose a threat to ETC. By increasing employees' ability to understand and detect potential cyber risks, ETC is hoping to maintain a secure and resilient business.

## Auditing

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



## Independent Advice

The Board and Board subcommittees have access to advice on legal, investment and industrial relations matters. In particular, the Board and CFO have engaged JB Were to manage several investment portfolios, and receive reports from JB Were regarding the performance of these investment portfolios. These portfolios are maintained in accordance with an Ethical Investment Policy.

## 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.