



# ANNUAL REPORT

---

## 2017-18



*Helping more people find work than ever before."*

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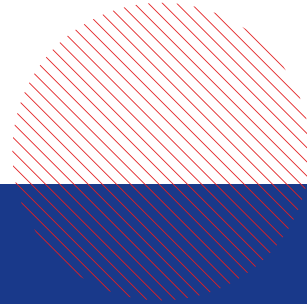
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# ABOUT ETC

Enterprise & Training Company Limited (ETC) is a community oriented, 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.



*Over the past  
29 years, ETC has:*

HELPED

**72,930**  
people find jobs

TRAINED

**34,211**  
people

HELPED

**39,836**  
people in small  
business

## OUR VISION

Provider of choice delivering positive social change in our communities.

## OUR MISSION

We are committed to empowering people through employment, business growth and skills development.

## OUR STRATEGIC GOALS



Position the organisation as a not-for-profit leader in our sector



Foster a corporate culture that empowers innovation and diversity



Invest in building capacity across our regions



Operate in a quality and ethical framework



Demonstrate growth in programs that support our core business



Support the economic and social development of our communities





*Looking for jobs in Port Macquarie was hard, but then to actually get a job that means something was even harder. I knew I wanted to do something with my life – to help people, so this has been an amazing opportunity. I can also see that Drones and technology is the way of the future. So it's really exciting to be a part of that."*

**Ripper Group Pilot  
Jasmine Berkhardt**

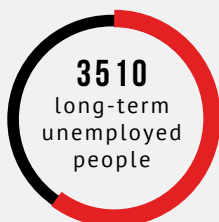
# OUR ACHIEVEMENTS

ETC dramatically increased its scope to help disadvantaged people in 2017/18



**5573**

unemployed people secured jobs, including:



**425**

business advisory services provided to start-up and small businesses



**112**

new NEIS businesses started



**2526**

students commenced training programs with ETC



**1461**

young people were engaged in our Transition to Work program



**176**

Traineeships commenced



**51**

Apprenticeships in Certificate III Commercial Cookery commenced

## OUR COMMITMENT TO THE COMMUNITY

ETC invested

**\$250,000**

into local communities through the ETC Community Support Fund  
– with 17 projects and initiatives supported.



# OUR REPORTS

## MESSAGE FROM THE CHAIR



ETC Chair Rod McKelvey (front right) with local Port Macquarie staff and recipients of ETC Community Support Funding - Port Macquarie Neighbourhood Centre.

**T**he company's commitment to the Community Support Fund has seen ETC proudly give back almost \$1 Million to worthwhile community groups over the past five years. This year alone we were pleased to give back \$250,000 to 17 worthy recipients."







I'm very pleased that ETC's growth in recent years is having such a positive impact on the communities we serve. Helping 5573 people find jobs, including 3510 long-term unemployed people, 1038 Aboriginal and Torres Strait Islander people and 1143 people with disability, is indeed an outstanding achievement for 2017/18.

The announcement that our long-term plan to expand the Disability Employment Services (DES) part of the business had been successful, was an exciting milestone for the company. I'm confident that our expansion of this service from 2 to 21 sites will only further strengthen our ability to help some of the most vulnerable people in our communities to secure work.

Fundamental to the not-for-profit status of ETC is our Community Support Fund. This is an annual Board priority supporting community projects, programs and activities that help reduce disadvantage faced by the unemployed and other disadvantaged groups. At the same time, the fund supports the availability and sustainability of training opportunities, enhances community support services and builds capacity in the communities in which we operate.

Our commitment to the Community Support Fund has seen ETC proudly give back almost \$1 Million to worthwhile community groups over the past five years. This year alone we were pleased to give back \$250,000 to 17 worthy recipients.

We are looking forward to establishing a new Strategic Plan for ETC in 2019. Our new Strategic Plan will influence everything we do; from CEO, Senior Management, Board and Subcommittee responsibilities to daily face-to-face contact with clients.

I want to acknowledge the excellent work of the five Board Subcommittees established some years ago, each comprising delegated Board members and senior managers.

Specific terms of reference and policies, with related delegated authorities, ensure recommendations are aligned with ETC's purpose and core business goals. The Subcommittees are required to meet at least quarterly. Extensive use is also made of out of session papers throughout the year. As a matter of course all Subcommittee minutes and decisions are reported to the Board. Our Subcommittees include: Enterprise Risk Management and Compliance; Social Cultural and Future, CEO Performance Review; Community Support Fund; and Investment.

We said goodbye to one of our longest serving Directors, Graeme Singleton in May 2018. Now retired interstate, Graeme served on the Board for 14 years. ETC's success and standing in the communities we serve is due in no small part to Graeme's commitment, close connections and wide experience across the Coffs Coast. We expect to have two new company Directors join us early in the new financial year.

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.

Finally, I would also like to recognise my fellow Directors. They have supported me in my role and have demonstrated a real commitment to helping ETC reach its full potential as a service organisation that reduces disadvantage and strengthens local communities.

**ETC Chair**  
**ROD MCKELVEY**

# MESSAGE FROM THE CEO



Hello!

2017/18 has heralded a new era for ETC.

We placed more people into work and commenced more people into our training courses than ever before in ETC's entire 29 years of operation. I'm extremely proud of our staff and their role in helping 5573 individuals secure work and upskilling 2526 students through our training courses. This is an outstanding effort for an organisation of less than 300 staff and I commend our team for their role in changing the course of people's lives.

Other exciting news of course was securing Disability Employment Services (DES) contracts in each of the 21 locations we tendered, with service delivery commencing on 1 July 2018. This enabled us to expand our existing DES team beyond the Hastings to all regions in our footprint. Moving to an open, unregulated market in this new Department of Social Services contract is new territory for all of us.

However, I am confident our successful service delivery model, strong networks and innovative marketing will help us attract and retain new clients, and, most importantly, help them find meaningful and sustainable work!

Our Registered Training Organisation (RTO) continued to raise the bar in terms of developing innovative new training programs that are geared towards providing a pathway to employment for our job seeker clients. Our WorkIT courses and new ServeIT and Sell IT programs, targeting the Hospitality and Retail industries respectively, are all about industry becoming the classroom and are very well received by both job seekers and employers. Pleasingly, our RTO achieved its re-registration audit with the Australian Skills Quality Authority in 2017/18 for the next five years.





*ETC CEO Jenny Barnett and local Gold Coast staff with recipients of ETC sponsorship, Kurrawa Surf Club Nippers.*



Performance in our jobactive program improved over the past year, and the use of technology to service our job seeker and employer clients continued to grow with the introduction of our jLink Web App for job seekers and eLink Web App for employers. Our Transition to Work (TtW) program continued to exceed targets set by the Department of Jobs and Small Business, which is a reflection of the innovative service delivery being applied to support 15-21 year old participants.

Growth of the business has kept our support departments busy. We have invested heavily in new systems such as Flexipurchase, iCase, Aurion and Laserfiche.

As we finish the iRAP Assessments, many of our processes have needed to be modified and documented. Our IT team have introduced asset tagging and an email archive called MailStore and adopted a ticketing system for work requests. We commenced moving to Office 365, connected more than half of our sites to the NBN, and introduced cyber security training for all staff.

ETC relocated to new premises in Grafton, Tweed Heads South, Casino, Taree and Murwillumbah. We also undertook a major refurbishment in our Coffs Harbour head office which included an additional training room to accommodate groups up to 20 people, and extra meeting rooms.

Our motor vehicle fleet was

expanded by 13 vehicles, to a total of 70 at 30 June. In a deliberate strategy to reduce the cost of the fleet we moved from having 70% of the fleet leased at the beginning of the year to only 36% at the end of the year. We also added eye-catching signage to the majority of the fleet.

Our staff are the lynchpin of the organisation and I'm proud to say we have made a significant investment in professional development and an expansion of our Rewards and Recognition program.

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.

Each and every ETC employee plays a vital role in our success and I would like to thank them for their hard work, willingness to go above and beyond, and passion for making a positive difference in our communities.

**ETC CEO  
JENNY BARNETT**

## 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 clients.

ETC CFO Lisa Weber with ETC BusinessLeaders guest speaker Saroo Brierley.



## 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

## 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 2017/18, ETC invested \$250,000 into local communities through the ETC Community Support Fund – with 17 projects and initiatives supported.

See details on page 28

## TRAINING AND BUSINESS

ETC is a Registered Training Organisation (RTO 6998) and was named the 2016 NSW Small Training Provider of the Year. This year, we enrolled 2526 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 continued our Yes Chef Apprenticeship program for Commercial Cookery Apprenticeships.

Business support services for start-up and existing small businesses were 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



## HELPING OTHERS THROUGH EMPLOYMENT SERVICES

ETC placed a record number of job seekers into employment in 2017/18. We helped 5573 unemployed people find work, including 3510 people who had been without a job for more than 12 months. We take great pleasure in knowing the positive impact this has not only on our client's lives, but also on their families and the broader community. We were able to achieve these results through jobactive, Transition to Work and Disability Employment Services contracts.



*So far we have hired  
7 staff through ETC.  
We've had a really good  
experience and look  
forward to continuing  
working with them."*

***Byron at Byron HR  
Manager Katrina  
Greenhalgh***



## EMPLOYMENT HIGHLIGHTS

**5573**

people secured jobs

**2552**

vacancies filled for  
employers

**2618**

job seekers engaged in  
training

**689**

job seekers placed into  
Work for the Dole across  
293 activities

Secured new Disability Employment Services contracts

**IN 21 LOCATIONS**

Of the people ETC placed into employment:

**3510**

had been  
unemployed for  
more than 12  
months

**1038**

were Aboriginal  
and Torres Strait  
Islander job  
seekers

**1143**

were people  
with a  
disability

## J O B A C T I V E



Performance in our largest employment contract, jobactive, improved over the year as our teams further refined ETC's service offering and took advantage of our training programs that directly link clients with employers in a real work setting. This included our WorkIT, ServeIT and Sell IT programs in the Hospitality and Retail sectors along with other specialised programs for Community Care, Business Services and Child Care.

Under the jobactive contract:

We assisted  
**4782**  
clients find work

We placed  
**2440**  
job seekers into training



*I wasn't expecting much when I started my work experience activity as part of the Work for the Dole program, but only three months later I have the desire and motivation to kick start my own career in Community Services thanks to ETC." – Jason Hicks*



*Jason Hicks (front right) participating in a Work for the Dole program with Lifeline Northern Rivers.*





## DISABILITY EMPLOYMENT SERVICES

ETC was successful in tendering for the Department of Social Services Disability Employment Services (DES) contracts in 2018. This enabled us to expand our DES service delivery from 2 locations in the Hastings to 21 sites located across ETC's footprint (with services to commence 1 July 2018). The expansion is a reflection of the strong performance of our existing small, but very effective, DES team, who were a strong 4 out of 5 Stars provider. The team supported 60 clients to find work during the year and placed 23 into training.



*ETC and my employer have enabled me to grow as a person and become more independent. The support ETC has given me – I really, really appreciate it, thank you.”*

**ETC DES client –  
Lachlan Cavallaro**

## COMBATTING YOUTH UNEMPLOYMENT THROUGH TRANSITION TO WORK



Our Transition to Work (TtW) program, targeting 15-21 year olds, continued to exceed targets set by the Department of Jobs and Small Business. This is a reflection of the innovative service delivery being applied by ETC to support young people seeking work. During the year we engaged 1461 young people into the program, with 731 securing work and 155 placed into training. The key component of our service delivery is an individual and flexible approach to meeting the needs of young people, including a series of engaging workshops focussed on building their confidence and developing their soft skills. We provide guided support to help them find and maintain work and/or re-engage them into study to develop the foundations of a strong career path.

## NEW CAREERS FOR ABORIGINAL PEOPLE (NCAP)



New Careers for Aboriginal People (NCAP), delivered by ETC in the Mid North Coast and North Coast regions, assisted 179 Aboriginal and Torres Strait Islander people into employment, and 248 to develop their employability skills in 2017/18. Through NCAP, ETC has developed, maintained and grown extensive relationships with Aboriginal organisations, and organisations involved in generating and supporting Aboriginal employment and training opportunities. For example, we engaged throughout the year with North Coast TAFE's Aboriginal Pathways programs, and with stakeholders involved in major local infrastructure projects, such as the Coffs Harbour and Macksville Hospital upgrades, and the new Grafton Correctional Centre facility. Our relationship with Voyages Ayers Rock Resort continued to result in employment opportunities for local Aboriginal and Torres Strait Islander people throughout the year. Two ETC staff visited the resort, and attended a traineeship graduation ceremony which included six of our clients.

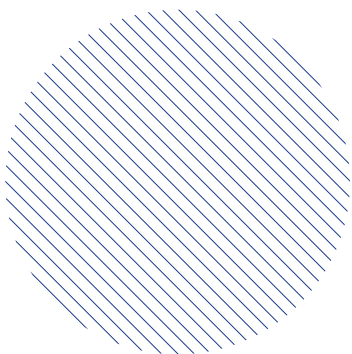


## DEVELOPING SKILLS THROUGH TRAINING SERVICES



*I really enjoyed ETC's training program. It was fast paced and I learned a lot on the job."*

***WorkIT Student – Neil  
Urquhart***





## TRAINING HIGHLIGHTS

**2526**

students commenced  
training with ETC

**176**

Traineeships started

**112**

new NEIS businesses  
started

**51**

Apprenticeships  
in Certificate III  
Commercial Cookery  
commenced

**52**

Aboriginal and  
Torres Strait Islander  
business people  
supported

**425**

business advisory  
services provided to  
start-up and small  
businesses



Formal staff training  
program introduced,  
including the  
development of ETC-  
specific assessment  
materials



ASQA  
Re-registration  
Audit passed



NSW Government  
Smart & Skilled  
program funding  
gained



Queensland  
Government  
Skiing  
Queenslanders  
for Work funding  
gained

**Of the 2526 students enrolled in ETC courses in 2017/18:**



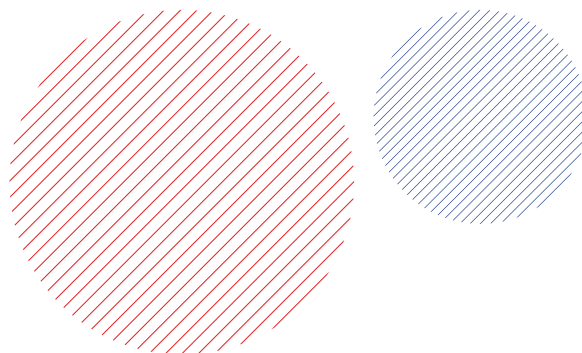
**42.59%**  
were aged  
under 24

**53.88%**  
were job  
seekers

**16.39%**  
were aged  
over 50

**12.59%**  
identified as  
Aboriginal and  
Torres Strait  
Islander

**9.34%**  
identified  
as having a  
disability



## INNOVATIVE INDUSTRY TRAINING

### WORKIT.

ETC's signature training delivery model, WorkIT, where industry becomes the classroom, expanded in 2017/18 with the introduction of ServeIT – targeting the Hospitality industry and Sell IT – targeting the Retail sector.

A total of 27 WorkIT training course were delivered during the year, with 183 students participating in hands-on learning, in small groups, under the guidance of their ETC trainer in a real working environment.



ServeIT was introduced in September 2017 to help upskill job seekers quickly (over 3 weeks) in the lead-up to the peak hospitality period. 17 ServeIT courses were delivered in industry across ETC's footprint, with an 84% completion rate. Many of the job seekers secured work at the end of the course with employers such as Byron at Byron resort.



Sell IT was introduced in January 2018 and has proved popular with larger employers such as Woolworths.



*I really enjoyed my time training with ETC. I'd definitely recommend this course, I've learned so much."*

**WorkIT Student –  
Kyra Tumes**





## **N S W   S M A R T   A N D S K I L L E D**

As an approved provider of Smart and Skilled, ETC commenced 353 students in government subsidised training (not including traineeships or apprenticeships) in full and part qualifications during 2017/18. 140 students completed their training and either received their full qualification or their statement of attainment and 107 are still active in training.

## **S K I L L I N G Q U E E N S L A N D E R S F O R   W O R K**

ETC was successful in securing funding under the Skilling Queenslanders for Work program, Community Work Skills stream, to deliver training in Certificate III in Individual Support, alongside intensive learner support, to 30 disadvantaged people on the Gold Coast. Training will commence early in the 18/19 financial year and will lead to employment pathways in Home and Community Care, Aged Care and Disability Support.

## **T R A I N I N G   C O U R S E   O U T C O M E S**

Community Services (Aged Care) training continued to achieve the highest employment outcomes for our students. Business, Retail and Hospitality have provided strong outcomes in the Traineeships market. ETC's projected completion rates for 2017/18 for all full qualifications including Apprenticeships and Traineeships is 64%. This is significantly higher than the latest figures released by the National Centre for Vocational Education Research (NCVER) which projected VET program completion rates nationally at 46.9% (based on 2016 data).



## YES CHEF APPRENTICESHIP PROGRAM



ETC offered an Apprenticeship in Commercial Cookery for the first time in 2017. A total of 51 Apprentices commenced the Certificate III Commercial Cookery during 2017/18.



*Yes Chef is all managed by me and my Chefs, and is suited to my working life rather than set schedules. We have the control. You learn time management as well which is a really important skill to have” – Apprentice, Hannah Newnham*



*It doesn't feel like an Apprenticeship as Hannah is free to do her own work on her own time and doesn't need an extra day off for training” – Employer, Mitch Grady*

## **B U S I N E S S   T R A I N I N G**

ETC trains and mentors eligible job seekers through their first year of business operations under the Australian Government New Enterprise Incentive Scheme (NEIS) program. A total of 112 new NEIS businesses started in the Mid North Coast and North Coast regions as a result of our training and mentoring services. We also gave job seekers a taste of entrepreneurship as part of the Australian Government's Exploring Being My Own Boss workshops. A total of 32 job seekers participated in this two week program during 2017/18, with an 84% completion rate.

ETC also provided 425 subsidised business advisory services to start-up and small business owners on the Mid North Coast as part of the Australian Small Business Advisory Services (ASBAS) program in 2017/18. Until the end of the program on 31 March 2018, ETC supported businesses in the areas of funding avenues and financial analysis, building a business, talent and team development, management, and digital marketing.

## **S U S T A I N A B I L I T Y**

In the interests of reducing our environmental impact, our RTO implemented a cloud-based archive system in 2017/18 for all student records, replacing the traditional paper-based archiving system.

## **A S Q A R E - R E G I S T R A T I O N A U D I T**

ETC gained automatic re-registration based on our performance over the previous five years. Our registration has been granted until 2024.

## **F U T U R E   F O C U S   A R E A S**

The next 12 months will see an increased focus on experiential learning opportunities to enhance our students learning journeys. This will be achieved by enhancing our "real-life" simulated practical learning areas and activities. It is anticipated that strengthening our learning by doing approach, proven to reduce learning barriers and increase student engagement and confidence, will further increase outcomes for our students.





*NEIS was fantastic – it came at the right time for me. I never really had any experience in how to set up a business. It was great to just sit down and set my goals, think about how I was going to run the business, what equipment I needed, what my costs would be etc. The financials was also really helpful for me and the formulas they give you. The mentoring was great too – to have someone I could call with any questions or concerns I had – the constant support was great. ETC have been really helpful.”*

**Organic Fitness – Greg Gleeson**





## COMMUNITY PROGRAMS

As a not-for-profit, community-oriented organisation, ETC has for 29 years given back to the communities in which we operate our employment, training and business services.

***In 2017/18, ETC committed a total of \$250,000 to 17 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 shower, washing and drying facilities to help the homeless; a practical nutrition, exercise and wellbeing program to support cancer survivors; workshops to empower and influence young Aboriginal and Torres Strait Islander high school students; and equipment to provide therapy for children with hearing loss.





### Crossing Divides

An exciting creative industries program has given Gold Coast youth a chance to become more creative, engage with the community, and build their skills and career pathways.

The 'Diversity in the Arts' program delivered by Crossing Divides came to fruition after receiving a funding boost from the ETC Community Support Fund.

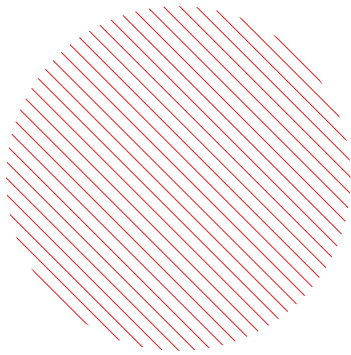
## ENCORE PROPERTY SERVICES

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.





*One of Australia's most popular financial commentators, Paul Clitheroe, spoke at the final ETC BusinessLeaders event in 2017.*



## ETC BUSINESS LEADERS

ETC BusinessLeaders events held on the NSW Mid North Coast were designed to encourage business-to-business networking and skills development. Over the past 12 months, 684 guests were informed, entertained and motivated by inspirational speakers including: **Saroo Brierley**, whose real life story inspired the movie 'Lion'; **Sebastian Terry**, '100 Things' author, motivational speaker and TV host; and **Paul Clitheroe**, leading radio and TV 'Money' commentator and bestselling author of 'Making Money'.

The not-for-profit events were coordinated by ETC with the support of our business partners, who enabled us to bring such quality speakers to regional areas.

### Major Partners



McGrath



### Corporate Partners



### Media Partners



The COFFS COAST  
**Advocate**

# OUR SOCIAL RESPONSIBILITY

## OUR PEOPLE

ETC employs 299 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.



*ETC Management Team*

### DIVERSITY

*Females comprise  
77% of ETC's  
workforce.*

**61.5%**  
**are in Senior  
Management**

**67%**  
**are Managers**

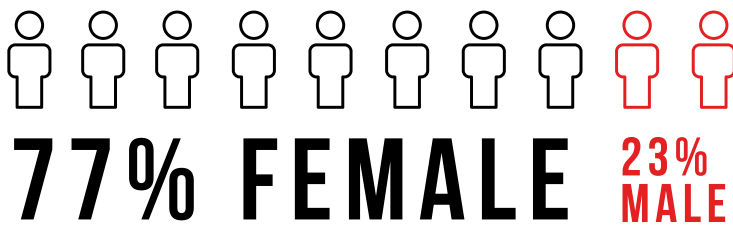
**37.5%**  
**are Board  
Members**



## STAFF COMPOSITION

ETC employs

# 299 STAFF



34% MATURE (OVER 50)

17% YOUTH (UNDER 30)

5% ABORIGINAL AND TORRES STRAIT ISLANDER

1% PEOPLE WITH A DISABILITY

### WHERE EMPLOYEES ARE LOCATED

COFFS HARBOUR	22.81%
LISMORE	12.07%
PORT MACQUARIE	11.41%
SOUTHPORT	7.38%
NAMBUCCA	6.04%
KEMPSEY & SOUTH WEST ROCKS	5.37%
TAREE	4.70%
BALLINA	3.36%
NERANG	3.36%
PALM BEACH	3.36%
GRAFTON	3.02%
COOMERA	2.68%
BYRON BAY	1.68%
TWEED HEADS	1.68%
CASINO	1.34%
MURWILLUMBAH	1.34%
TOORMINA	1.34%
TUNCURRY	1.34%
KINGSCLIFF	1.01%
ROBINA	1.01%
WAUCHOPE	1.01%
HELENSVALE	.67%
LAURIE TON	.67%
URUNGA	.67%
DORRIGO	.34%
WOOLGOOLGA	.34%



## **I N V E S T I N G   I N   P R O F E S S I O N A L D E V E L O P M E N T**

ETC has always been committed to staff training and professional development. In 2017/18, we invested more than \$220K 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 Prevention, Cyber Awareness, 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.

## **S E R V I C E   A W A R D S**

ETC currently employs 21 people who have been with the company for more than 5 years and 18 who have been with ETC for 10 years or more.

In 2017/18 Karen McKillop, Jackie Parkinson, Natasha Kirkham and Mandy Pearson were recognised for 10 years of service. Carrie Noga, Chelsea Meldrum, Jennie Rosser, Julie Saddler, Kylie Mears, Rhonda Wilkie and Shane Gill were recognised for five years of service.

## **R E W A R D   A N D   R E C O G N I T I O N   P R O G R A M**

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 Board Chair.

EMPLOYEE OF THE YEAR – JENNIE ROSSER,  
ABORIGINAL EMPLOYMENT ADVISOR,  
MID NORTH COAST



Jennie is a key contributor to helping ETC to Close the Gap in Aboriginal unemployment. She works with external and internal stakeholders to develop new approaches to achieving employment and training outcomes for Aboriginal people. For example she was a key player in establishing an Aboriginal Employment Working Group for the redevelopment of the Macksville and Coffs Harbour Hospitals. Jennie's role on this group is to advise and support contractors to ensure strong representation of Aboriginal people in the workforces for these projects. This will provide conduits to Aboriginal jobs which will boost ETC's jobactive and New Careers for Aboriginal People (NCAP) Program outcomes. In addition, Jennie goes out of her way to empower people, not only our clients but also other staff such as our Aboriginal trainees. Her communication is open and honest and her integrity shines through in everything she does. She shows respect to everyone she deals with, and as a result is well respected at ETC and in the community.

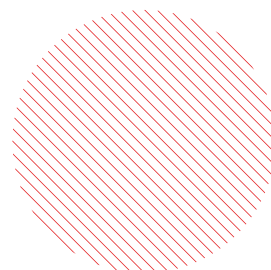


BEST NEW TALENT – ALEC BETHAM,  
TEAM LEADER,  
ROBINA GOLD COAST



Alec is focussed on increasing employer engagement across the Gold Coast. He has developed close relationships with key employers such as Challenger, ISS Security, Direct Personnel, Paradise Resort and CSI Club.

He is playing a major role in creating an employer-centric culture on the Gold Coast. He is also positively influencing his team to see the benefits of reverse marketing our job seekers and cold calling employers.



MANAGER OF THE YEAR – JO HIGGS,  
BUSINESS RELATIONSHIP MANAGER,  
MID NORTH COAST



Jo is recognised by her team for promoting idea sharing, brainstorming and collaboration, and celebrating wins. She approaches lower performance in a diplomatic, open-minded way where improvement is encouraged with empowering, constructive, positive-pressured messages.

Jo demonstrates impressive customer service, particularly in the way she relates to her clients on a personable level. This is all exemplified in the business that she brings to ETC and the connections she creates, including: Subway, ISS, ARA, Evolution Traffic Control, Coles, Opal Cove and Opal Aged Care.

## ABOVE AND BEYOND AWARD WINNERS

### 1ST QUARTER WINNER - DONNA BURGESS

Youth Workshop Facilitator, Transition to Work (TtW), Palm Beach



Donna created monthly review forms for TtW staff which linked ETC company Values to review criteria. This innovative idea has now been shared across the whole organisation to include on all staff review forms for all positions. This meaningful resource ensures that staff are aligning their behaviours to our company Values.

### 2ND QUARTER WINNER - ANNA BROWN

Facilities Manager and Executive Services, Coffs Harbour

Anna went above and beyond organising the ETC Leadership Conference on the Gold Coast in December 2017. Anna wanted to create a memorable experience for managers in recognition of their hard work and dedication during the year. Her attention to detail when planning the menus, the themed venue, the Hawaiian themed dinner night (even the DJ was a recipient of the Community Support Fund) and the accommodation was simply outstanding. She worked tirelessly to ensure the venue fully delivered on our purchased itinerary and that each and every manager's experience was a positive one. Anna's enthusiasm and dedication to ETC is commendable.





### 3 R D Q U A R T E R W I N N E R - N A O M I B A L D W I N

#### Business Relationship Support, Coffs Harbour



Naomi consistently puts her hand up for more work to assist the team and other team members outside her region. She is becoming a master within a number of roles and is already seen as a subject matter expert in her role as Business Relationship Support (BRS). Naomi is called upon frequently to train new BRS employees and delivers best practice processes with patience and professionalism. She also steps up when her manager and team members are away, ensuring a consistent and smooth relationship with employers and job seekers.

### 4 T H Q U A R T E R W I N N E R - B I L L C O L L E S S

#### Fleet Coordinator, Coffs Harbour

Bill was assigned with the duty of negotiating the purchase of 26 new vehicles for ETC. This required an enormous amount of coordination, such as arranging car signage, delivery of the new cars to their new 'owners' and cleaning and selling of old vehicles. When timeframes didn't go to plan, Bill remained calm under pressure and organised alternative options.



## STAFF CONSULTATION

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

- Pulse Survey – quarterly survey conducted 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.

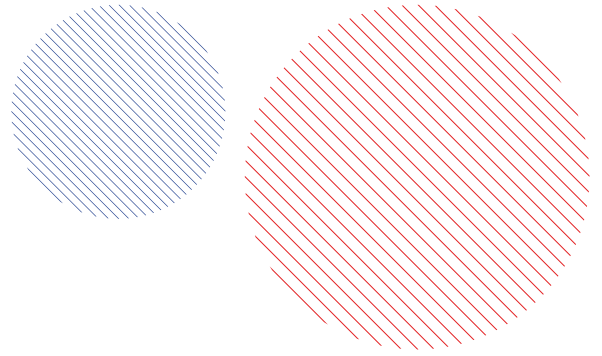
## STAFF HEALTH AND WELLBEING

ETC is committed to providing a workplace that puts staff health and wellbeing at the forefront. Initiatives introduced during 2017/18 included:

- Continuation of our Employee Assistance Program to provide free counselling to staff and their families on a range of issues/events.
- Free flu shots for all staff.
- Sourcing special offers for staff from private health insurance providers such as BUPA and Medibank Private.
- Resources from R U OK and Beyond Blue 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 is currently developing a new 3-year Reconciliation Action Plan (RAP), in consultation with Reconciliation Australia. During the year, we supported reconciliation and greater understanding of Aboriginal and Torres Strait Islander cultures and heritage through our Cultural Awareness training for all staff, and involvement, through internal events and participation at external events, in National Reconciliation Week and NAIDOC Week. We are collaborating with Saltwater Freshwater to source artworks by Aboriginal and Torres Strait Islander artists to display in our offices, and we promoted the successes of Aboriginal and Torres Strait Islander clients through our good news stories and videos.



# ACCREDITATION

## QUALITY MANAGEMENT

ETC has maintained ISO 9001:2015 Quality Management Standard certification, proving that we are committed to meeting and maintaining world standards for quality, continuous improvement, and customer satisfaction.

The Quality Management System at ETC is maintained in line with ISO 9001:2015 requirements by the Business Integrity Team which consists of 4 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.

## NATIONAL STANDARDS FOR DISABILITY SERVICES

The ETC management system complies with the requirements of the National Standards for Disability Services and has maintained certification for the Disability Employment Services, Disability Management Services contract.



# OUR SENIOR MANAGEMENT

## ORGANISATIONAL CHART

BOARD OF

CHIEF EXECUTIVE

EXECUTIVE  
SERVICES &  
FACILITIES  
MANAGER

FACILITIES  
TEAM

ADMINISTRATION  
TEAM

### EMPLOYMENT SERVICES

CHIEF OPERATIONS OFFICER

PERFORMANCE MANAGER

### JOBACTIVE

REGIONAL MANAGER  
OPERATIONS MANAGER

- > TEAM LEADER
- > OUTCOME CLAIMS OFFICER
- > JOBS ADVISOR
- > TRAINING ADVISOR
- > WORK EXPERIENCE COORDINATOR

BUSINESS RELATIONSHIP MANAGER

- > BUSINESS RELATIONSHIP ADVISOR
- > BUSINESS RELATIONSHIP SUPPORT

### TRANSITION TO WORK / DISABILITY EMPLOYMENT SERVICES

PROGRAM MANAGER  
OPERATIONS MANAGER TTW/DES

- > TEAM LEADER
- > YOUTH WORKSHOP FACILITATOR
- > YOUTH ADVISOR
- > BUSINESS RELATIONSHIP ADVISOR
- > JOBS ADVISOR DES

### TRAINING SERVICES

GENERAL MANAGER TRAINING

### TRAINING PROGRAMS

OPERATIONS MANAGER - TRAINING  
TRAINING MANAGER

- > TEAM LEADER
- > TRAINER ADVISOR

BUSINESS RELATIONSHIP MANAGER  
TRAINING

QUALITY ASSURANCE MANAGER

- > QUALITY ASSURANCE TEAM
- > RESOURCE DEVELOPMENT

### BUSINESS PROGRAMS

SMALL BUSINESS MANAGER

- > NEIS TRAINER/BUSINESS COACH

ABORIGINAL ENTERPRISE  
DEVELOPMENT OFFICER (AEDO)

- > ABORIGINAL BUSINESS ADVISOR

## DIRECTORS

## EXECUTIVE OFFICER

### SUPPORT DEPARTMENTS

CHIEF FINANCIAL OFFICER

### FINANCE

FINANCE MANAGER

FINANCE 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

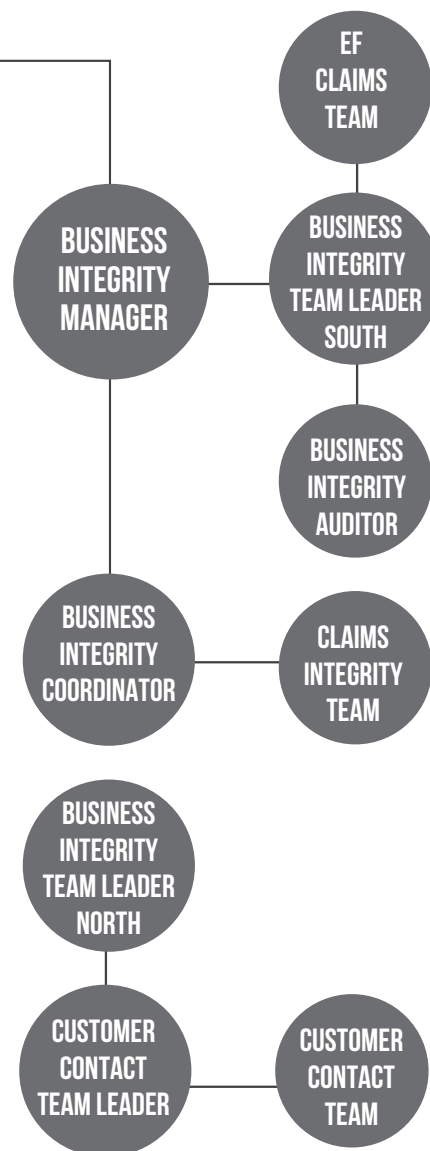
#### NEW CAREERS FOR ABORIGINAL PEOPLE

> ABORIGINAL EMPLOYMENT ADVISOR

#### ENCORE

ENCORE MANAGER

> GARDENING, MAINTENANCE & CLEANING TEAM



# EXECUTIVE MANAGEMENT TEAM



## JENNY BARNETT

*Diploma of Management, Partial completion of Bachelor of Business, Certificate 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 Government Contracts Manager role 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. 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 experience in the public, private and not-for-profit sectors. She has diverse and broad ranging skills with experience in accounting, finance, taxation, budgeting, IT, risk management, business planning and marketing.





## D A M O N M U N T

*Diploma of Management, Certificate IV Workplace Leadership, Certificate IV Workplace Training and Assessment*

### Chief Operations Officer

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Damon has established an extensive career within the Employment Services sector over the past 20 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.



## K A R E N B U S B Y

*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 24 years. Her experience includes over 14 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.



*Karen Busby congratulating the 2018 North Coast Trainee of the Year Skyhe Hoyt on her award.*

# BOARD OF DIRECTORS

ETC's Board of Directors set the strategic direction of the organisation.



## ROD MCKELVEY

*Member – Australian Institute of Company Directors*

### Chair

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



## LORRAINE PENN

*Master Project Director (MPD) Level 6*

### Director/Deputy Chair

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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.



## MIKE COLREAVY

*Master of Environmental & Local Government Law, Bachelor of Legal Studies, Associate in Local Government Administration, Fellow - Local Government Professionals Australia*

### Company Secretary

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Mike was appointed Company Secretary in September 2016. He had a long career in various local government management, governance, and finance roles, including as General Manager at Bellingen, Muswellbrook and Nymboida Shire Councils, Director at Cootamundra Shire Council, and Director at Palmerston City Council in the Northern Territory. In 2011 Mike took up self-employment as a management consultant providing strategic management advice, locum management, project services, and executive recruitment services to local councils in NSW and the Northern Territory. Through advisory roles held with State Government, Mike has also contributed to state initiatives aimed at reducing harm from problem gambling; and at providing local sports, recreational, arts, and cultural infrastructure to areas of disadvantage in NSW. He and his wife also own Premier Hearing - a busy hearing services practice offering hearing tests and diagnostics to employers, insurers, government-funded pensioners and veterans, and private clients with hearing impairment on the Coffs Coast. All of Mike's roles described above have aimed to contribute something to the community and he sees his appointment with ETC as an extension of this.





## GRAEME SINGLETON

*Bachelor of Arts, Diploma of Education*

### Director

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Graeme was elected to the ETC Board in 2004 and after 14 years of incredible service he resigned in May 2018. He is an award-winning journalist with more than 30 years' experience in TV news, current affairs and lifestyle programs, as well as print media. Graeme won the Bicentennial "Peter" Award for Broadcast Journalism when he was a senior reporter with ABC-TV news. Graeme is also a qualified teacher, has worked with unemployed youth and adults and is passionate about social inclusion issues. A fourth generation local, Graeme is also a partner in a video production business and runs a small farm along ecologically sustainable principles at Crossmaglen where he breeds stud cattle and is actively involved in land and riparian zone rehabilitation. He is the immediate past president of the Square Meaters Cattle Association of Australia.



## 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 the Chair of the Coffs Harbour Branch of the Real Estate Institute of NSW and a committee member of the Coffs Harbour Chamber of Commerce. He was also 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. Along with his wife Kerry, 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.



# 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 be a provider of choice delivering positive social change in our communities.

## 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 is 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
- Acting as an advocate for ETC in the community, whenever and wherever possible
- Overseeing the process of making grants and donations to 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 Management team. ETC's Executive Management team comprises 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 Management team.

## BOARD OVERSIGHT

The Board oversees and monitors management's performance by:

- Meeting at least 11 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

## **T H E   C H A I R**

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

- Ensure the Board provides vision and guidance to ETC
- Ensure Board meetings are effective
- 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.

## **R I S K   M A N A G E M E N T**

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.

## **A U D I T I N G**

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

## **I N D E P E N D E N T   A D V I C E**

The Board and Board subcommittees have access to advice on legal, investment and taxation 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 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.





## CONTACT US

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