



ANNUAL REPORT 2020-2021



Together We Rise

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Acknowledgment of Country

ETC acknowledges Aboriginal and Torres Strait Islander Peoples as the First Peoples of this nation. We acknowledge the Traditional Owners of the living lands where our services are delivered, and pay our respects to the Elders - past, present and future - of those communities.

ETC is committed to promoting reconciliation throughout our services and the ways we engage with the community. Through our Reconciliation Action Plan, we wish to contribute to creating a fairer and more equitable society in our regions of operation and support the resolution of Reconciliation Australia and the Australian Government to contribute to "Closing the Gap" – particularly in our core business areas of employment and skill development.

Pictured: Staff attending ETC's National Reconciliation Week Nambucca Heads event

ABOUT ETC

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

Our Vision

To make a positive impact on peoples' lives

Our Mission

We empower customers to grow through personalised service

Our Values



RESPECT

to listen, appreciate and recognise all people



INTEGRITY

to be honest, ethical and fair



SUCCESS

to build a sustainable organisation through service excellence



EMPOWERMENT

to inspire and enable people to make a positive difference in our communities

Over the past 32 years,
ETC has:

Helped

90,195

people find jobs

Trained

43,587

people

Helped

40,250

people in small business

Given back over

\$1,100,000

to local communities





A new lease on life

As Pauline Law discovered, losing a loved one suddenly can turn your whole life upside down, but thanks to support from ETC's Disability Employment Services and our Intro2Care course she is back on track and thriving in the Caring industry.

"I'm in the best place I've been for a long time. The severe depression I was suffering when I started with ETC has lifted. I'm a happy person now."

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

Right: ETC staff being educated on our new Flywheel for Success which was implemented this financial year





OUR ACHIEVEMENTS

7,666



unemployed people secured jobs, including:

3,155

long-term unemployed peoples

1266

Aboriginal and Torres Strait Islander job seekers

1405

people with an injury, illness or disability

3,051



students commenced training programs with ETC

1,955



young people engaged in our Transition to Work program

311



Disability Employment Service clients commenced with ETC

303



Trainees commenced

149



new NEIS businesses started

62



Apprenticeships in Certificate III in Commercial Cookery commenced



OUR REPORTS

MESSAGE FROM THE CHAIR



2020/21 was a year unlike any other we have experienced. Despite this, ETC was able to maintain our philanthropic commitment through various corporate sponsorships and donations across our operating areas.

We also developed our new Regional Community Support Initiative (RCSI) which will see nearly \$500,000 given back to the local communities in which we operate in the next financial year.

In previous years, ETC had provided funding via the ETC Community Support Fund whereby multiple organisations could apply for grants through an application process. In 2020/21 this changed to the new RCSI which was driven by ETC staff to identify organisations we would support.

The RCSI targets organisations to deliver initiatives responding to the greatest needs in our communities relating to employment, skills development and/or the major barriers to employment faced by ETC customers.

This year has also seen our staff focussed on tendering for our major employment services contracts including: Enhanced Services, Transition to Work, Career Transition Assistance and the new Self-Employment Assistance. We established research, planning and tender writing teams dedicated to putting ETC in the best position possible to secure these contracts. The outcomes of these tenders will ultimately shape the future of our company in 2022 and beyond – with hopes of an expansion on the horizon!

Finally, I would like to acknowledge our Executive management team of Jenny Barnett, Damon Munt, Sally Petersen and Samantha Corrigan for their steadfast commitment to the company and leadership of our dedicated employees. You have positioned ETC as a leading provider of employment and training services and most importantly, continued to make a positive impact on peoples' lives.

I would also like to thank the ETC Board of Directors for their valuable contribution over the past 12 months.

Rod McKelvey
ETC Chair



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

MESSAGE FROM THE CEO



ETC has often been referred to as the “Little Red Engine” that just keeps on chugging – and that’s exactly what we did during the intense and ever-changing year we’ve had.

This year we proved our resilience, adaptability and innovation as a company by digitising and automating many of our processes to provide a better customer experience. This enabled us to quickly onboard, engage and support thousands of customers during what would have otherwise been a very unsettling time for them. Our approach resulted in ETC being named a finalist in the “COVID-19 response” category in the 2020 international Laserfiche Run Smarter® Awards.

The Gold Coast region achieved a 5 Star result across all sites which is an incredible achievement; our New Employment Services Trial MNC Region continues to operate as the highest NEST performer and our Transition to Work Youth Program remains a very strong performer across our entire footprint. All of our Employment Programs

contribute to making a positive difference to peoples’ lives.

We established a Digital Engagement Team which made a significant impact on our ability to manage large referral inflows, and this assisted our teams to manage their caseloads as they doubled in size due to the Pandemic.

Some other new initiatives worth mentioning are the establishment of ETC’s Learning Management System for our staff; the innovative ‘Career Quest’ providing an online learning platform for our Transition to Work participants; and a new Artificial Intelligence program ‘Curious Thing’ which provides our HR team with a layer of assessment prior to interviews.

We recognised ISS Facility Services as ETC’s Employer of the Year, and we submitted a nomination for ISS to the

National Employment Services Association (NESA) Awards in which they were named a finalist in the “Champion Employer of the Year” category. We also nominated one of our customers Warren who was homeless during the pandemic, but thanks to our employment / training support and his motivation – Warren secured work, a place to call home and a new outlook on life. Warren was named a finalist for the NESA “Achiever of the Year”.

At the end of 2020 we saw the end of our NCAP Program (New Careers for Aboriginal People) contract and in response to this, ETC developed our dedicated Indigenous Services Team to complement our existing employment and training services. In the early 2021 this team was instrumental in organising ETC hosted events for National Reconciliation Week and cultural immersion activities for staff.

Our training arm proudly launched a new Boost 4 Youth program dedicated to building employability skills for young people; and established a new Skills Training Centre in Ballina.

This year we implemented a new Child Safety Framework to ensure ETC meets the Child Safety Standards for a more consistent approach to effectively servicing young people.

ETC rose to the challenges of 2020/21 and has emerged more resilient, innovative and stronger.

We couldn't have achieved all of this without our incredible staff. I'm extremely proud of the way our company and team of dedicated and innovative staff adapted to the challenging year we've had.

I would like to acknowledge and thank ETC's Chairman Rod McKelvey and the Board of Directors for their tremendous devotion to the organisation and their ongoing philanthropic commitment.

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 thank our customers, business partners and the wider community for supporting ETC. Your support enables us to work towards our vision of making a positive impact on peoples' lives and giving back to local community groups.

Jenny Barnett
CEO



Above: Jenny Barnett (left) and MCO President Sharon Chamberlain

ETC - AT A GLANCE

Employment, Training 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 and NEST contracts and the following specialised employment and training programs:

- Transition to Work (TtW)
- Disability Employment Services (DES)
- New Careers for Aboriginal People (NCAP)
- ETC's Indigenous Services Team (IST)

See details on page 19

Training

ETC is a Registered Training Organisation (RTO 6998). This year, ETC enrolled 3051 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

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

- New Business Assistance with NEIS
- Exploring Being My Own Boss

See details on page 29

ETC's commitment to community

As a not-for-profit organisation and registered charity, ETC has helped many organisations reduce disadvantage, generate opportunity, increase support services and/or build capacity in the communities in which we operate through local community grants and sponsorships.

See details on page 34



“ ETC rose to the challenges of 2020/21 and has emerged more resilient, innovative and stronger.”



HELPING OTHERS THROUGH EMPLOYMENT SERVICES

Highlights

7,666

people secured jobs

3,166

vacancies filled by employers

2,133

job seekers engaged
in training

Of the people ETC placed into employment:

3,155

has been employed for
more than 12 months

1,266

were Aboriginal or
Torres Strait Islander

1405

had an injury,
illness or
disability

ISS Facility Services

We named ISS as ETC's Employer of the Year and they were a Finalist in the NESA (National Employment Services Association) Awards "Champion Employer of the Year Award"



From homeless to employed during Covid-19

Warren was homeless during Covid-19, but thanks to ETC's employment / training support and his motivation – he secured work, a home and new outlook on life. We nominated him for the NESA (National Employment Services Association) Awards "Achiever of the Year", and he was a finalist!

Reducing unemployment through jobactive and New Employment Services Trial (NEST)

2020/21 presented the Employment Services industry with ongoing challenges with our country experiencing the effects of COVID-19 with localised lockdowns and border restrictions being a feature of the operating conditions.

ETC continued to adapt and respond to these issues, coupled with the opening of

labour markets leading to pressures to meet employer needs and having enough supply of suitably qualified and experienced job seekers. Our IT platforms evolved further to enable digital engagement and improved matching to jobs.

With the impact of the global pandemic, we saw our jobactive caseloads peak early in the year with a steady decline as customers moved back into the workforce leading to record job placement levels.

ETC continued to excel and innovate in the New Employment Services Trial (NEST) on the Mid North Coast with ETC leading the way with Job Placements and associated outcomes. NEST focusses on delivering a customised service to our customers and allows support to be tailored to the most disadvantaged.

We assisted 5787 clients find work as part of the jobactive contract, and placed 2133 job seekers into training.

As part of jobactive & Nest contracts, ETC assisted:

5,787

customers to find work

2,133

customers to be placed into training

Supporting customers with Injury, illness or disability through Disability Employment Services (DES)

The number of customers accessing our DES services was stable throughout the year with only a small increase in caseload levels, while our placements continue to grow with an increase of 28%.

The DES team's focus has been on ensuring service delivery is individualised with each and every customer 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 311 DES clients to find work during the year and placed 39 into training.

As part of Disability Employment Services, ETC assisted:

311

customers to find work

39

customers to be placed into training



Returning to work after injury

Charmaine had been off work for a year due to an injury and was close to going on the Aged Pension.

Unfortunately Charmaine's husband lost his job and the prospect of staying home and trying to survive on their pensions was causing her great anxiety – as well as wondering whether she would get hired as an older worker.

"I would thoroughly recommend ETC as a Disability Employment Service Provider who helped me both as someone who returned to work after injury and as an older worker."



On-track to become a roof plumber

Not a car or even a motorbike crash was going to stop committed 21-year-old Kayleb from his Roof Plumbing Apprenticeship.

"I would never have got to where I am now if ETC hadn't supported me"

Combatting youth unemployment through Transition to Work (TTW)

Our TtW team, responsible for helping 15-24 year olds, continued to exceed targets set by the Department of Education, Skills and Employment - with the caseloads increasing by 25%, reflecting the impact the pandemic continued to have on young people.

Despite this impact, ETC's ability to engage and place young people into work was the shining light with an increase in year-on-year job placements of 87.8%. During the year ETC engaged 1955 young people in the program, with 1568 securing work and 402 placed into training.

The key component of our service delivery is the individual and flexible approach to meet the needs of young people and interacting

with young people in a meaningful way via digital methods has continued to be a focus this year. ETC developed an online learning management system, Career Quest, which provides young people with a fun and engaging way to access our services online via their mobile phone.

As part of Transition to Work, ETC assisted:

1,568

customers to find work

402

customers to be placed into training



New Careers for Aboriginal People (NCAP) Program

ETC delivered the NSW Government funded NCAP Program in the NSW Mid North Coast and North Coast regions up until December 2020. Through NCAP, from 1 July 2020 – 30 December 2020, we assisted 86 Aboriginal and Torres Strait Islander people to achieve employment, and 131 to develop their employability skills.

ETC's Indigenous Services Team (IST)

In response to the NCAP program ceasing, ETC developed an Indigenous Services Team to complement our existing employment and training services. This new team was operational from February 2021 and comprises a Manager and six Aboriginal Employment Officers spread

across ETC's footprint. During their short stint, the IST have achieved excellent results by assisting 91 Aboriginal and Torres Strait Islander People to secure employment.

This new team was also instrumental in coordinating National Reconciliation Week

events partnering with local Indigenous organisations and cultural immersion to create memorable experiences for ETC staff and customers.

As part of NCAP and IST, ETC assisted:

177

Aboriginal and Torres Strait Islander people to find work

131

Aboriginal and Torres Strait Islander people to develop employability skills



Chef in the making

Blayde knew when he left school he wanted to work in the Hospitality industry, when the COVID-19 pandemic hit Australia it put his job searching on hold.

Once Hospitality venues were allowed to reopen, Blayde was back applying straight away and quickly secured a Chef Apprenticeship during the pandemic with help from ETC.

“ETC have made it a lot easier for me as all my training and assessment is completed on-site. It’s really handy being able to demonstrate real life things in my workplace to my Trainer. Plus ETC helped pay for my new work uniform which was nice.”

DEVELOPING SKILLS THROUGH TRAINING SERVICES

HIGHLIGHTS

3,051

students commenced training with ETC

303

Traineeships
started

62

Apprenticeships in
Certificate III Commercial
Cookery commenced

149

new NEIS
businesses
started

Of the people enrolled in ETC courses:

65%

were aged over 50

35%

were aged under 24

48%

were job seekers

13%

identified as
Indigenous

10%

identified as having a
disability

BOOST4Youth
Ready!

To achieve this stamp in your passport and earn a \$20 voucher, you need to complete the Ready Student Assessment and do the following:

ACHIEVEMENTS

- Food safety
- Workplace health and safety
- Teamwork
- Problem solving
- Communication

WHAT TO DO

- ☒ Attend workshops
- ☒ Participate in activities
- ☒ Be respectful to others
- ☒ Record your reflections in this passport

COMPLETION DATE
23 / 2 / 21

BOOST4Youth
Set!

To achieve this stamp in your passport and earn a \$20 voucher, you need to complete the Set Student Assessment and do the following:

ACHIEVEMENTS

- Teamwork
- Communication
- Industry skills
- Sustainability
- Industry placement

WHAT TO DO

- ☐ Attend workshops
- ☐ Participate in activities
- ☐ Be respectful to others
- ☐ Record your reflections in this passport

COMPLETION DATE
/ /

Stamp: Transfer Initial

Stamp: Transfer Initial

BOOST



Training Services

COVID-19 impacted ETC's face-to-face training delivery due to restrictions. This forced us to move away from our traditional hands-on experiential learning model and to further develop our services in the digital/online space.

This year we increased our number of Skills Training Centres by adding a new location – Ballina. Plus we rolled out our new BOOST 4 Youth program across all NSW regions which aims to support young people to attain an accredited qualification in Certificate II in Workplace Skills (BSB20120) and other

skills to boost them into employment, a traineeship or further training.

ETC introduced a new Infection Control training course in response to the current pandemic to assist local businesses, as well as a new WorkIT skills-set training model.

We were successful in securing funding through the Australian Government Skilling for Recovery initiative which opened opportunities for job seekers to access fee-free training through our RTO (6998).

Business Training and Mentoring

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 2020/21, a record number of 149 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 57 job seekers on the MNC and NC participated in this two-week program, with a completion rate of 96% and excellent customer feedback.

These results were achieved by offering flexible training and mentoring for our customers. The pandemic required flexibility in service delivery, including structured

online/digital training in both the EBMOB and NEIS programs. The benefits of this new online/digital training included 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.

Through Business programs, ETC assisted:

149

new NEIS businesses
to start

57

customers with
Entrepreneurship training

Skilling Queenslanders for Work

ETC is a provider of the Queensland Government funded Skilling Queenslanders for Work program. During 2020/21 we delivered 3 courses and trained 37 students in Certificate III in Individual Support (Ageing & Disability).



Helping others through beauty services

After being bullied throughout school, 22-year-old Breanna wanted to pursue a career that would help other people to feel good about themselves.

Breanna completed both the Exploring Being My Own Boss and New Business Assistance with NEIS Programs with ETC – which led to the establishment of her own successful business in beauty therapy.

“It was really nice being able to learn with a bunch of other people instead of one-on-one, because everyone had different insights and opinions, which really helped along the way. That support was very valuable to my journey.”

OUR COMMITMENT TO THE COMMUNITY

As a not-for-profit organisation and registered charity, ETC has helped many organisations reduce disadvantage, generate opportunity, increase support services and/or build capacity in the communities in which we operate through local community grants and sponsorships.

Here's a list of the initiatives ETC supported during 2020/21:

- Charity Golf Days to raise funds for the Cancer Council QLD and R&R Care
- Nyiirun Djiyagan Wakulda (All Sisters Together As One) Women's Festival
- Casino Beef Week
- North Coast and Mid North Coast Training Awards
- C.ex Community Crew sleep out
- Mid Coast Outreach
- Recovery Business and Jobs Expos

In previous years, ETC had provided funding via the ETC Community Support Fund whereby multiple organisations could apply for grants through an application process. In 2020/21 this changed to the new Regional Community Support Initiative (RCSI) which is driven by ETC staff to identify suitable organisations to support.. The RCSI will provide a total of \$500,000 in funding to support targeted organisations to deliver initiatives responding to the greatest needs in our communities relating to employment, skills development and/or the major barriers to employment faced by ETC customers.







your **future** starts here
Employment | Training | Community



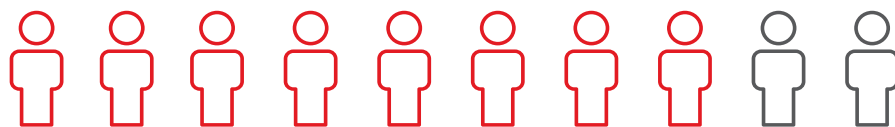
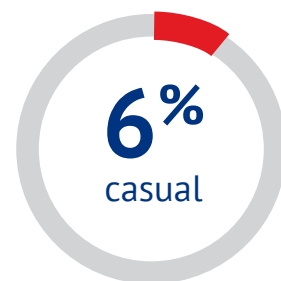
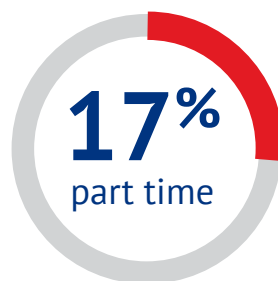
OUR SOCIAL RESPONSIBILITY

OUR PEOPLE

ETC employs 335 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.

SNAPSHOT



75% female

25% male

31% mature (over 50)



18% youth (under 30)



17% Aboriginal and Torres Strait Islander



1% with disability



Left: Jenny Barnett (left) and Alice Innes, winner of ETC's Scholarship Program

Investing in Professional Development

ETC has always been committed to staff training and professional development. In 2020/21, ETC invested more than \$333,388 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 (RTO 6998).

Service Awards

ETC currently employs 77 people who have been with the company for more than five years, including 14 who have been with ETC for 10 years or more.

In 2020/21 Shiree Hampel was recognised for 25 years of service and Dean Barnett, Jodie Yarnold and Karen Busby were recognised for 10 years of service.

Bec Baker, Amba Bottrell, Claire Hezlett, Selena Baillie, Tanya Newman, Evelyn To, Tim Hamer, Kara Chaseling, Cathie Robertson, Michelle Bissett, Stuart Morgan, Sharon Power, Shannon Hackett, Deborah Mowle, Megan Kellar, Felicity Howe and Ian White were recognised for 5 years of service.

Reward & 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.

Scholarships Program

A new initiative introduced in 2020, ETC has invested in providing a Scholarship for two outstanding staff members which provides them with attendance at the annual ETC Managers Conference and a relevant industry conference of their choice (to the value of \$2500).

The 2020 winners were Aboriginal Employment Advisor Ceharnie Martin and Business Integrity Team Leader Alice Innes.

Left: Jenny Barnett (right) and Ceharnie Martin, winner of ETC's Scholarship Program



ETC Scholarship 2020

Congratulations to
Ceharnie Martin
on being awarded
The ETC Scholarship for 2020

ETC SCHOLARSHIP OPPORTUNITY

Annual Award Winners



EMPLOYEE OF THE YEAR
RHONDA WILKIE,
TRAINING ADVISOR

Rhonda has been an extremely loyal and consistent ETC employee; and always aligns herself with ETC's Values (RISE). She has provided exemplary customer service to both her students and internal staff.

During 2019, one of her students gained Aboriginal Student of the Year in the NSW Training Awards which then went on to the State Training Awards. This is only one example of the outstanding outcomes she achieves with her students across the region. Feedback is that many employers who contact our

Training department specifically ask for Rhonda to support their trainees and staff.

Rhonda is an employee who will always go the extra mile to see her students achieve their full potential and willingly provides herself as a referee to support them through to employment.



BEST NEW TALENT
DAVID WILLIAMS, TEAM LEADER
TRANSITION TO WORK

In a very short period of time David exceeded all expectations and has gone above and beyond the responsibilities of his role.

When he first started, he took guidelines home every night so he could quickly learn

as much as he could about Transition to Work. He powered through his training and in a very short space of time he knew the contract inside out. David was hired as a Youth Advisor, then a few weeks later was successful for the Youth Workshop Facilitator position, and then was

successful for the Team Leader position all before his 2 months of service due to his dedication and natural ability to lead, engage with and support his fellow peers.



Nicky's hands on leadership and in-depth knowledge of processes, best practice and community ties are fundamental for her team's performance.

She empowers her team to have confidence in thinking

innovatively and in expressing their ideas, consistently opens the floor for her team's input and shows all opinions are valued.

Nicky is a strong role model to her team and consistently displays ETC's Values. Despite managing staff across different sites, Nicky removes isolation or

overwhelm with her consistently calm and positive management. She is the first to barrack for her team, her program and our participants.

Above & Beyond Winners



Alec Betham,
Business Relationship Manager,
Gold Coast/North Coast

Alec lives and breathes our Values by respecting both staff and customers to succeed in work and personal life. Recently there was a lift outage in the site Alec was working from and he knew of an employee who is wheelchair bound. Knowing that the lift wasn't going to be fixed by end of day, he took it upon himself to carry the employee down three flights of stairs so she could get home in time to her children. Alec is a great advocate for ETC and enjoys being out in community helping others. He would do anything for anyone.

Les Chant,
Operations Manager Disability
Employment Services, Greater
Mid North Coast

The recent Taree floods highlighted how Les will go above and beyond for the greater team, ETC and the community in which he lives. As the flood waters rose, he made sure everything in the office was on high ground "just in case" and also assisted a local nearby music business with saving all their instruments. He worked through his weekend and cancelled his leave to be there for his team. He is a positive role model to management, staff and the community on how we provide service and support even under the most difficult circumstances.



Tayla Williams, Youth Advisor, Port Macquarie

Tayla has a talent for gaining rapport and demonstrating a genuine care for the young people she services as part of Transition to Work. This was exemplified when a young person reached out to Tayla when intending to end their life. Tayla was able to calm the young and accompanied them to a local hospital in an effort to seek medical attention and undergo a voluntary psychiatric assessment. Tayla and her Team Leader sat with the young person at the emergency room until 10pm, (5 hours outside of normal business hours). During this time the young person explained that they could not have reached out for assistance unless they had the support, trust and respect of Tayla.

Staff Consultation

ETC's Human Resources team conduct regular surveying of staff through our:

- Pulse Survey, which provides a quarterly health check on the organisation
- Induction Survey
- Exit Survey
- Employee Experience 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 2020/21 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 for 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, Beyond Blue resources, Health Apps (including Quit Smoking) provided on company Intranet for all staff to access
- Sourcing discounted accommodation and holiday package deals for staff
- Employees with 5 years' service to receive an additional 1 week's leave
- Birthday leave (a day off)





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.

Reconciliation Action Plan (RAP)

ETC has an endorsed “Stretch” Reconciliation Action Plan (RAP), which reflects our commitment to supporting reconciliation and helping to increase Aboriginal and Torres Strait Islander employment, education and economic participation. Adding value to this objective, ETC has established an Indigenous Services Team, to provide culturally appropriate support and mentoring for Aboriginal and Torres Strait Islander job seekers, and enhance our relationships and networks in local communities.

Further strengthening our community engagement, ETC hosted public events around our regions to recognise Reconciliation Week 2021 in partnership with local Aboriginal organisations. In Coomera, a morning tea event included a tour of the new Kalwun Wellbeing Hub, and in Tweed Heads we partnered with the Tweed Byron Aboriginal Co-Op in a cultural experience at the Minjungbal Aboriginal Cultural Centre. Our Kempsey event included a workshop with Minaku Creative Weaving, and in Port Macquarie guests enjoyed dancers, stories from Aunty Rhonda, and a Welcome to Country by Uncle Bill O’Brien.

Although COVID-19 impacted significantly on events in the community, ETC was still able

to attend events such as the Lismore Aboriginal Rugby League Knockout Carnival in October 2020, and sponsor and host a stall at the Nyiirun Djiyagan Wakulda Women’s Festival in Port Macquarie in May. We supported on-line programs including a presentation to Aboriginal high school students in the online Elsa Dixon Scholarship “Learn to Work – Deadly” program.

During 2020, ETC commissioned an Aboriginal designed artwork from Ochre Dawn. This now features on new uniform polo shirts for ETC staff, artwork canvasses for our sites, and Welcome to Country magnets which we place on whiteboards in our training rooms and offices.

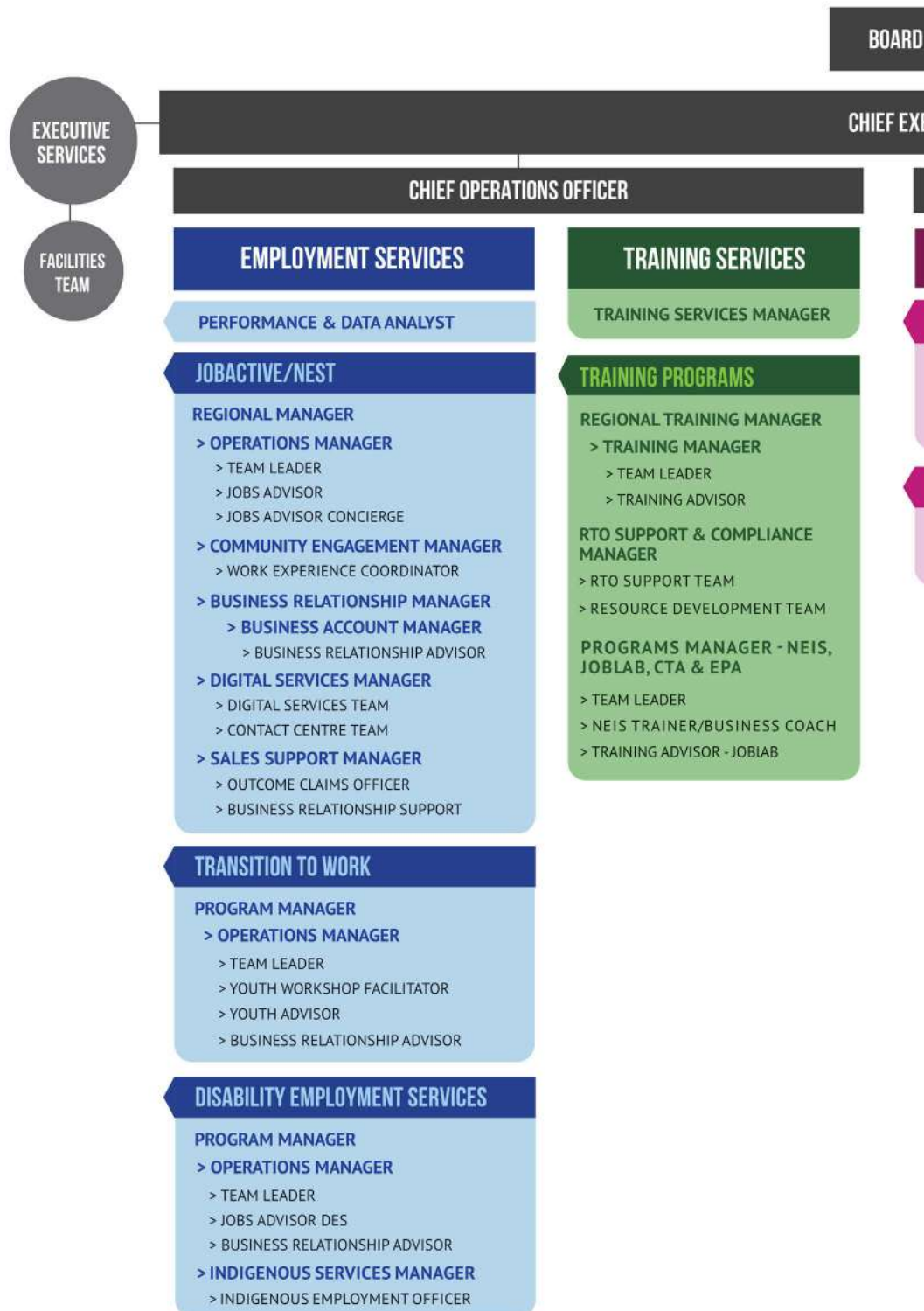


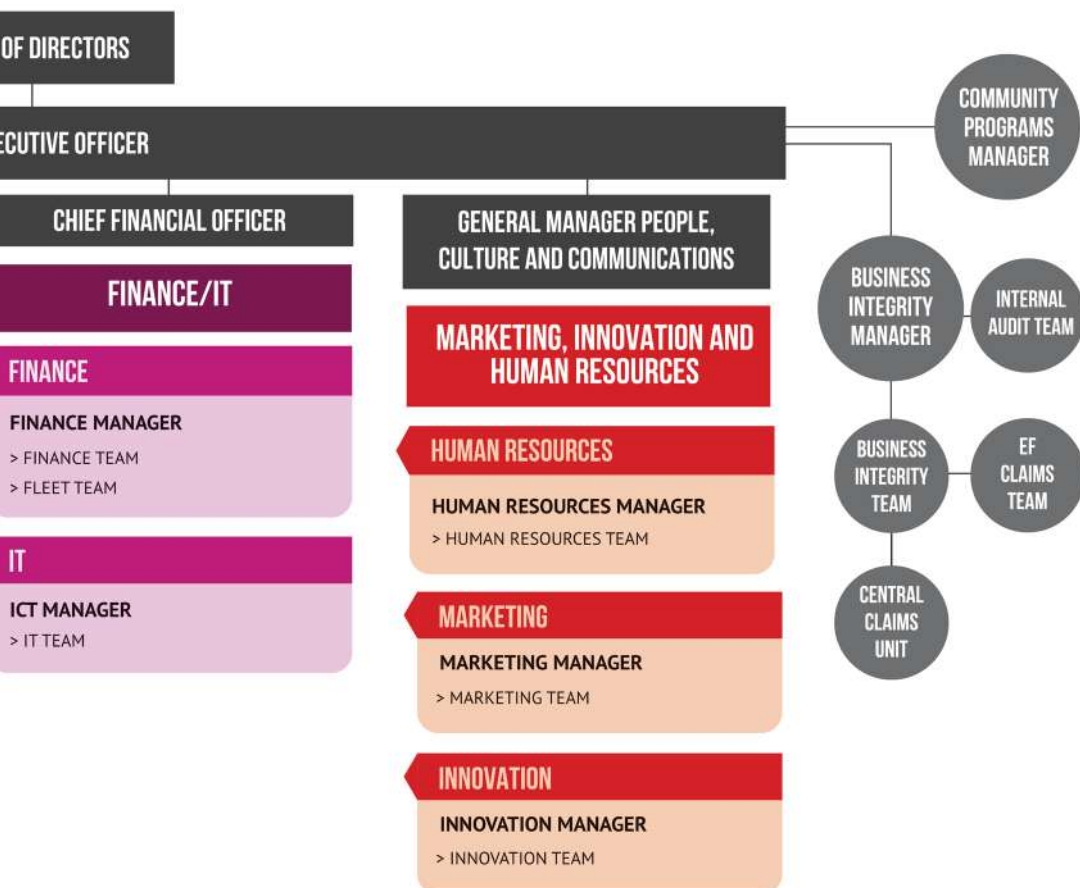


Pictured: ETC's National Reconciliation Week Nambucca Heads event

OUR SENIOR MANAGEMENT

ORGANISATIONAL CHART





ORGANISATIONAL CHART

EXECUTIVE MANAGEMENT

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

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.



roles within the company. She is committed to ensuring staff experience a positive team culture that is geared towards providing customer-centric service delivery to ETC's job seeker and employer customers. Sally has held numerous roles at ETC including Business Development Manager, Tender Writer, Communications Manager; and Marketing and Communications Manager. She started her career as a Broadcast Journalist and then moved into Public Relations and Communication roles before joining ETC in 2006.

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 (until May 2021)

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 6 years and brings a diverse range of skills and experience in accounting, finance, taxation, budgeting, IT project management, risk management, business planning and contract negotiation. Prior to ETC, Lisa had a successful career as the key financial decision-maker in many professional-service businesses, not-for-profits and statutory authorities. She is a dynamic leader with a history of implementing strategies that improve operational effectiveness and has led businesses through significant changes and challenges.

Damon Munt

Diploma of Management, Certificate IV Workplace Leadership

Chief Operations Officer

Damon has established an extensive career within the Employment Services sector over the past 23 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.



Samantha Corrigan

CPA, Bachelor of Financial Administration (Majoring in Accounting)

Chief Financial Officer (from May 2021)

Samantha was drawn to ETC's vision to make a positive impact on peoples' lives and its support of the communities in which it operates. She has more than 25 years of financial management experience in the public, private and not-for-profit sectors.



Sally Petersen

Master of Arts (Majoring in Journalism); Bachelor Degree in Arts

General Manager – People, Culture and Communications

Sally is focused on ensuring ETC attracts and retains the right people, for the right



BOARD OF DIRECTORS

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

Rod McKelvey

Member – Australian Institute of Company Directors

Chair



Rod was appointed to the Board in 2009 and has served as Chair since 2012. Rod's career spans over 45 years' in advertising, graphic design, marketing, printing and agribusiness. He was a partner in Sydney-based advertising, packaging and production companies, where his interest grew in the environment and sustainability, which eventually saw him become a primary producer on the NSW North-West Slopes, producing grain and legume crops, Superfine Merino wool and Angus cattle. Rod has advocated for communities for over 30 years, particularly regarding Aboriginal, environmental/biodiversity, Natural Resource Management, 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 was Chair of the Coffs Coast Regional Park Trust Board for the past financial year and is a member of several other community-based advisory groups and committees.

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. Her 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 commercial growth market areas across NSW. Lorraine is actively involved as a board member of Mid North Coast Writer's Centre, business mentor, and advocate for change and contributes within the community to progress community-based projects.

Ian Preston

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

Director



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.

Lorraine Penn

Master Project Director (MPD) Level 6

Director/Deputy Chair



Lorraine Penn was appointed to the ETC Board in 2008 and served as Chairperson in 2011/12. Her background includes 12 years' experience in commercial accounting in advertising, drafting and computing enterprises. She changed career direction and entered into senior

Yvonne Kachel

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

Director



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.

Michelle Geddes

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

Director



Michelle Geddes was elected to the ETC Board in 2012. She is a senior associate at a Coffs Harbour accounting firm, Unite Advisory Pty, Limited, 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.

Tracey Adendorff

Bachelor of Psychological Science
Honours (MAPS), Bachelor of
Education (Secondary), Bachelor of
Arts (Communications), Bachelor Arts
Communication, H.Dip. Marketing

Director



Tracey joined the ETC Board in 2007. She is a registered psychologist and works as a school Senior Psychologist Education (relieving role) 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.

Isabelle Borrelli

Master of Education (Adult Education),
Graduate Diploma and 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



Isabelle 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. Isabelle is a passionate volunteer community educator in environmental conservation and teaches and coordinates ethics in her local primary school. She is a current appointed member of NPWS Byron Area Management Committee, working with the Arakwal people of Byron Bay on the joint management of Country and in 2021 Isabelle was elected to the executive of the NSW P&C Federation board. She has previously sat on the board of the Northern Rivers Catchment Management Authority and is a member of the Australian Institute of Company Directors.

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

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.



Chris Spencer

Diploma in Frontline Management including Strategic and Operational Planning, Graduate Certificate Business Administration, Young Business Executive 2013 NSW Business Chamber.

Director

Chris was elected to the ETC Board in 2015. He has over 15 years experience in senior management of not-for-profit community organisations



specialising in business strategic planning and policy development. Chris has a strong passion for advocating on behalf of less fortunate community members, ensuring equal opportunities are created and maintained. Chris is also a passionate volunteer and is the current Secretary of Waratah Respite Services in Coffs Harbour, while he is also the current CEO of Coffs Harbour and District Local Aboriginal Land Council.

Mark Griffioen

Fellow of CPA Australia

Company Secretary



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

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

Achieving the Vision

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

Specific Responsibilities of the Board

The Board fulfills 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





Welcome from the Board

Rod McKelvey
ETC Chairperson



Pictured: Rod McKelvey presenting at ETC's Leadership Conference

Management's Responsibility

The Board has formally delegated responsibility for ETC's day-to-day operations and administration to the CEO. ETC's Executive leadership team is comprised of the Chief Executive Officer, Chief Financial Officer, Chief Operations Officer and General Manager of People, Culture & Communication. 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.

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.

Security of ETC information, data and supporting systems was accredited under ISO 27001 Information Security Standard through Right Fit For Risk in August 2021.

Auditing and Accreditation

ETC's financial statements are subject to an external audit each year. Currently, the auditors are Moore Australia. ETC undertakes various Business Accreditations; the Business Integrity Manager is responsible for ensuring ETC meets these Certifications annually.

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 JBWere 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.

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