



Tamworth Regional Development Corporation

MAKING IT HAPPEN

Half Yearly Report 2007-08

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Chairman & Executive Director's Report on Operations

It is with great pleasure that we present our Report on Operations for the six months ended December 2007.

During the period in review, TRDC has continued to pursue the following four **strategic themes** as identified in our Strategic Plan:

- Deliver client value.
- Leverage regional expertise.
- Improve operational efficiency.
- Deliver stakeholder value.

From these strategic themes, five **business priorities** were identified for the period 2006-09:

- Skills shortages – to facilitate the transfer of business management expertise, particularly in the area of staff attraction, retention, and development, to assist businesses to meet the emerging challenges of the global skills shortage.
- Business transfers – to facilitate the transfer of existing businesses or franchise opportunities to new operators.
- The aviation industry – to assess the opportunities and threats for the region given its natural asset (globally competitive flying conditions) and existing aviation industry cluster, and develop a strategic plan.
- The equine industry – to assess the opportunities and threats for the region in the wake of the completion of the Australian Equine and Livestock Centre and develop a strategic plan.
- Improve the efficiency and effectiveness of activities which promote the Tamworth Region as a place to live, work and play.

Over the six months to December 2007, some key outcomes have been delivered in achievement of the strategic plan. These include:

- Implementation of the Regional Employment Strategy developed by TRDC

in 2006-07 to address the skills shortage challenge. The objectives of that strategy are:

- To facilitate and coordinate regional efforts to more successfully attract, retain and develop the pool of skills available to the business community.
 - To increase awareness and acceptance in the business and general community about the need to proactively attract, retain and develop skills.
 - To facilitate and coordinate the transfer of skills to the business community to equip them to better attract, retain and develop a diverse workforce.
 - To increase the employability of regional job applicants by matching business and individual training requirements with appropriate training providers.
 - To proactively promote the availability of regional employment and career opportunities.
 - To identify existing services and resources within the community so as to develop a collaborative network to assist in achieving the strategy's objectives.
- Outcomes delivered consistent with the Regional Employment Strategy include:
 - The commissioning of Ms Anne Jacob of YKnot Management to develop a training register providing a centralised reference tool for businesses and individuals to identify relevant training opportunities and providers. This project recognised the importance of training and development as both a key retention strategy for businesses, and also a strategy for ensuring the availability of skills in the future. The register is available on TRDC's website.

- Entering into a \$200,000 contract with the NSW Department of Education and Training to:
 - Develop and implement a business coaching program targeted at improving the ability of local business people to attract, retain and develop staff. *Staffing for Success in a Competitive Labour Market* has attracted nine participants to its first round, which will be undertaken February to May 2008. This program was launched with a dinner co-hosted with the Tamworth Trade School which attracted 130 guests.
 - Undertake a variety of community awareness and education activities to improve the ability of employers to attract, retain and develop staff.
 - Develop and implement methodologies to facilitate greater employment and retention of staff within job-families in demand.
 - Continued participation in the Department of Aboriginal Affairs (DAA) Job Compact project. TRDC has recently been offered a contract by DAA to deliver a specific project under the auspices of this program.
 - Entering into a strategic alliance with Meat and Livestock Australia (MLA) to develop and pilot a program to rotate trainees through the red meat industry supply chain.
 - Provision of a referral service for individuals seeking employment opportunities in the region.
 - The development of a new TRDC internet presence, www.tamworthregion.com.au, to provide content relevant to businesses and individuals considering establishing themselves in the Tamworth region. The site represents a significant improvement in the range and quality of information available on the Tamworth region. Further, the site is presented in a contemporary style with an easy-to-use navigation system. TRDC has received excellent feedback on the site for both its presentation and content.
 - The development of a body of resources focused on business succession (transfer) planning, which can be found on the TRDC website. The information includes:
 - Simple steps to business succession planning.
 - Listings of Tamworth service providers able to assist local businesses with their business succession planning.
 - Business succession tools to assess a business' current position.
 - Business succession resources, including links to a variety of organisations for further information.
 - Membership of the Tamworth Regional Aviation and Aerospace Strategic Plan Steering Committee.
 - Facilitating the development of a corporate internet strategy for Tamworth Regional Council as a component of the overarching regional internet strategy developed in 2006-08.
 - Participation in Country Week 2007, which saw the Tamworth Region display recognised as the premier stand for a large regional centre for the second year running.
 - Provision of a point of contact and referral centre for individuals, families and businesses looking to establish themselves in the region.
 - Promoting awareness of TRDC and its services within the community through participation in various forums, undertaking presentations to industry bodies and service clubs, and generally raising awareness about TRDC's activities with the business community and through the media.
- From an operational perspective, the greatest challenge confronting TRDC is the effective and efficient utilisation of resources to deliver optimal results. TRDC has a strong focus on avoiding duplication through a sound understanding of what others are doing and by leveraging the skills and services available in the community.
- TRDC's financial position remains in a positive state, with expenditure running within

budget. Funds accumulated during the period in 2005-06 when the budgeted chief executive position was unfilled remain invested with TRC, contributing positively to TRDC's position.

Extensive grant funding is also bolstering the organisation's resources, enabling it to undertake a greater range of activities. The accumulated funds mentioned above also provide TRDC with the resources to undertake some specific projects and activities. Accordingly, a deficit is forecast for the current financial year.

During the period, the following businesses were welcomed as new TRDC members:

- EastWest EnviroAg
- Elders Real Estate
- Hunter Land Pty Ltd
- Leading Edge Computers & Communications
- Rebel Ant Pty Ltd
- Shout Marketing
- Wests Entertainment Group
- Workforce Extensions

The past six months have seen some changes at the Board level. Chairman, Chris Power, resigned from the Board in October 2007. John Saint joined the Board in August 2007 filling a casual member-elected director vacancy. Mr Saint and Tim Blakely were subsequently re-elected unopposed as

member-elected directors at the October 2007 Annual General Meeting.

In December 2007, Tim Coates was appointed Chairman of TRDC. As he had previously been a TRDC director by virtue of his position as President of the Tamworth and District Chamber of Commerce and Industry, a vacancy for a Chamber representative was created. This was subsequently filled by Chamber director, Derek Flynn, in December 2007.

We would like to extend a very warm welcome to the new directors and look forward to working with them. We would also like to thank Chris Power for his contribution to TRDC during his time on the Board.

On behalf of the Board and staff we would like to express our sincere thanks to the local community for their ongoing support and would like to particularly acknowledge the financial and in-kind support of Tamworth Regional Council, Country Energy, Stephen A Maher & Co and The Northern Daily Leader.

The six months to December 2007 has been particularly productive and TRDC has achieved some excellent outcomes. However, we recognise that there is so much more to be done and we remain very enthusiastic about what can be achieved in the future.

Tim Coates
Chairman

Jo Byrnes
Executive Director



Financial Statements

Profit & Loss for the Six Months to 31 December 2007

Income	Actual 6 Mths to Dec 07	Budget 2007-08	Variance
Tamworth Regional Council	136,006.00	160,721.00	24,715.00
Country Energy	30,000.00	29,900.00	(100.00)
Membership - Current Year	5,450.00	13,000.00	7,550.00
Other Income	750.00	0.00	(750.00)
Interest - Bank Account	102.40	500.00	397.60
Interest - Investments	7,000.30	11,500.00	4,499.70
North West Consultative Comm	3,000.00	0.00	(3,000.00)
Dept Education & Training	45,454.55	0.00	(45,454.55)
TOTAL INCOME	226,409.05	215,621.00	(12,142.25)
Expenditure			
Advertising	0.00	1,000.00	1,000.00
Accounting	1,250.00	5,000.00	3,750.00
Cleaning	650.00	1,750.00	1,100.00
Computer Software and Expenses	0.00	1,000.00	1,000.00
Filing Fees	0.00	850.00	850.00
General	(0.68)	250.00	250.68
Internet	699.39	5,000.00	4,300.61
Legal Fees	810.00	0.00	(810.00)
Meeting and Entertainment	762.80	5,000.00	4,237.20
Permits, Licences & Fees	40.00	500.00	460.00
Postage	0.00	2,000.00	2,000.00
Printing and Stationery	1,080.76	7,500.00	6,419.24
Publications	517.81	4,500.00	3,982.19
Rent	6,133.56	12,267.00	6,133.44
Repairs and Maintenance	264.50	500.00	235.50
Telecommunications	1,328.90	4,500.00	3,171.10
Depreciation	0.00	2,500.00	2,500.00
Audit	0.00	0.00	0.00
Bank Charges	180.00	300.00	120.00
Insurance	4,148.10	4,500.00	351.90
Salary and Wages	70,637.96	155,000.00	84,362.04
Special Projects	0.00	30,000.00	30,000.00
Travel & Accommodation (non-training)	881.18	2,500.00	1,618.82
Staff Welfare and Amenities	91.59	300.00	208.41
Conference/Training	600.00	4,000.00	3,400.00
Workers Compensation	0.00	600.00	600.00
Motor Vehicle Expenses	0.00	200.00	200.00
Motor Vehicle Lease Less Leaseback	3,927.02	8,412.00	4,484.98
TOTAL EXPENDITURE	94,002.89	259,929.00	165,926.11
Operating Surplus/(Deficit)	133,760.36	(44,308.00)	(178,068.36)

Funds Invested with Tamworth Regional Council as at 31 December 2008

Opening Balance as at 1/7/07	\$ 125,806.98
Redraw July	-\$ 20,000.00
Investment transfer	\$ 125,000.00
Interest July	\$ 661.61
Interest August	\$ 1,277.83
Redraw August	-\$ 15,000.00
Interest September	1,192.69
Interest October	1,225.40
Interest November	1,288.57
Interest December	1,354.20
Withdraw December	- 10,000.00
Total Invested 31/10/07	\$ <u>212,807.28</u>



Membership

The Directors and management of TRDC wish to gratefully acknowledge and thank our financial contributors for their continued support throughout the year. Membership as at the time of this report is as follows:

Special Acknowledgements

Tamworth Regional Council
Country Energy

Stephen A Maher & Co
Northern Daily Leader

Financial Members

- Alandale Motor Inn & Function Centre
- Andromeda Industries Pty Ltd
- ANZ Banking Group Limited
- Aon Risk Services Australia Limited
- AusIndustry
- Austin Tourist Park
- Australian Quarter Horse Association
- Australian Training and Consulting
- B J Cole & Co
- Bamford Marcellos O'Connor
- Barry Taylor Insurance Broker
- Barton van Aanholt
- Bath Stewart Associates Pty Ltd
- Bellata Gold
- Best Practice Constructions Pty Ltd
- Blowes Menswear
- Cahills Great Northern Chemist
- Carey's Freight Lines
- Central Ranges Pipeline Pty Ltd
- Challenge Tamworth
- City Plaza Centre Management
- Country Comfort Tamworth Towers
- Country Connect Business Communications
- Country Energy
- Decorama Blinds Pty Ltd
- Duncan Plante & Co
- EastWest EnviroAg
- Edwards Printing
- Elders Real Estate
- Elgas Ltd
- Everingham Solomons, Solicitors
- Fiona's Mini Bus Rentals
- Forsyths
- Freemans Loss Adjusters
- Hancocks Chartered Accountants
- Hill Lockart Architects
- Hunterland Pty Ltd
- Inland Technology
- J T Fossey (Sales) Pty Ltd
- Jo Crossing Chartered Accountant
- Joblink Plus
- Jocep Enterprises
- Joseph Horan Solicitor
- Leading Edge Computers & Communications
- L J Hooker Tamworth
- Lockhart Consulting Business Advisors
- Loremell Pty Ltd
- Lyons Barnett Kennedy
- Meers & Shelton First National
- Mitch Hanlon Consulting
- National Cutting Horse Association of Australia
- NBN Television
- New England North West Group Training
- North West Locksmiths
- Northern Daily Leader
- Northern Inland Credit Union
- NSW Department of Education & Training

- Obieco Industries Pty Ltd
- One Six Four Marius Pty Ltd
- Peel Television Services Pty Ltd
- Peel Valley Training & Employment
- Penford Australia Limited
- QantasLink
- Quality Hotel Powerhouse
- Quest Tamworth
- R & M Steel Supplies (Uralla) Pty Ltd
- R C Barber & Son Pty Ltd
- Rebel Ant Pty Ltd
- Robert Locke Solicitor & Attorney
- Rural Press Events
- Rutec Pty Ltd
- Sefton & Associates
- Shout Marketing
- Small Business Centre New England & North West
- Southern Cross TEN
- St George Bank Limited
- Stephen A Maher & Co Chartered Accountant
- TAFE NSW - New England Institute
- Tamex Transport Pty Ltd
- Taminda Smash Repairs
- Tamworth & District Chamber of Commerce & Industry
- Tamworth Balustrade & Fabrication
- Tamworth Buslines
- Tamworth Quality Carpet Choice
- Tamworth City Toyota
- Tamworth Radio Cabs Co-Op Ltd
- Tamworth Regional Council
- Tamworth Shoppingworld Centre Management
- Tamworth Tenpin Bowling Centre
- The Law Company
- TJ Treloar & Co Pty Ltd
- Top State Office Supplies Pty Ltd
- TR & CM Coultan Industries Pty Ltd
- University Department of Rural Health, Northern NS
- WarburtonsIYB
- Wests Entertainment Group
- West Tamworth Public School
- Whitham's Warehouse
- Woolworths Limited
- Workforce Extensions
- Workstar
- Yknot! Management



Contact Details

A.B.N. Number	41 003 642 055
Principal Office	26-28 Fitzroy Street Tamworth NSW 2340
Postal Address	PO Box 527 Tamworth NSW 2340
Telephone	02 6766 2200
Facsimile	02 6766 2262
Email	trdc@tamworthregion.com.au
Website	www.tamworthregion.com.au
Chairman	Tim Coates
Deputy Chairman	Tim Blakely
Directors	Derek Flynn Glenn Inglis Alison McGaffin Matt Patterson John Saint Russell Webb
Company Secretary	Jo Byrnes
Banker	ANZ Bank 479 Peel Street Tamworth NSW 2340
Auditors	Stephen A Maher & Co 1/459 Peel Street Tamworth NSW 2340
Accountants	Tamworth Regional Council Ray Walsh House Peel Street Tamworth NSW 2340
Solicitors	Everingham Solomons 437 Peel Street Tamworth NSW 2340

