



Tamworth Regional Development Corporation

MAKING IT HAPPEN

Annual Report 2008-09

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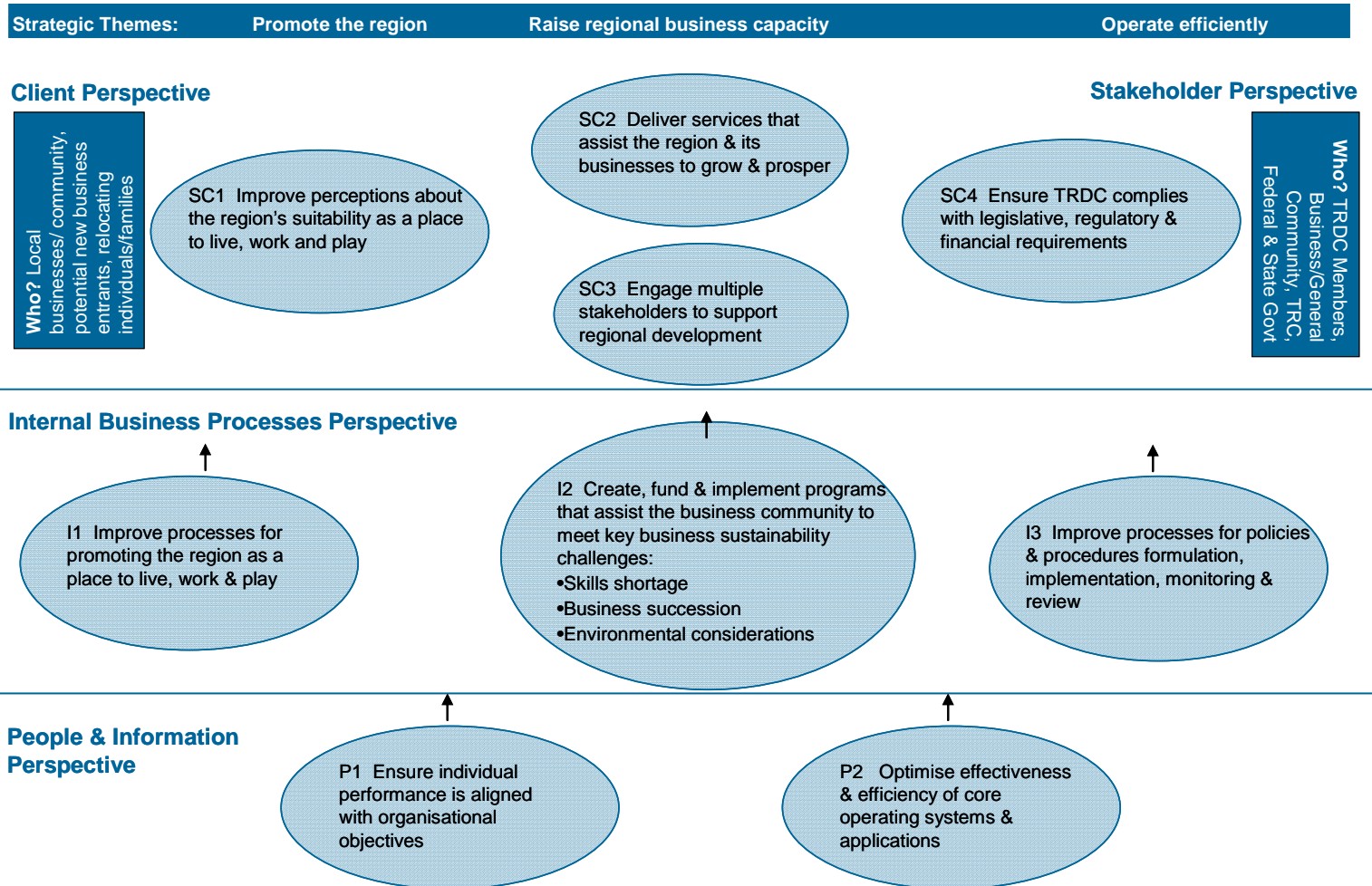
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Figure 1 – TRDC Strategy Map

Mission: To facilitate economic growth across the Tamworth Region



Chairman's Report on Operations

It is with pride I present the Annual report of operations for Tamworth Regional Development Corporation (TRDC). In the reporting period we continued the great work of the previous year, expending funds won to deliver services across the region through various tenders won over 18 months ago. The excellence of one program, Staffing for Success has seen a number of local entities benefit significantly from the opportunity to 'up-skill and grow staff capability'.

We again enclose the strategy map (Fig 1) to clearly outline the objectives for the period under review. The activities for the period clearly reflect those themes. The loss of Jo Byrnes during the period is one that saw the Board review the future direction of TRDC.

Promote the Region

Over the 2008-09 period, the TRDC website, www.tamworthregion.com.au, has been regularly updated and now has a new look and feel. The new website includes all information from the previous website, but in an easier to navigate format. The site also has some additional information including its 'Better Business' section, which provides a range of fact sheets with tips and tools for an array of business and employee relations topics to assist local businesses, large and small, with day to day operations.

In August 2008, TRDC partnered with Tamworth Regional Council (TRC) to participate in "Country Week", an expo held in Sydney to promote the benefits and opportunities of regional living. The Tamworth exhibition was assisted by 8 people from TRDC, TRC and the local community, who provided information packs and answered questions about the region.

Over the course of the year, TRDC received numerous enquiries from the local and broader community seeking information ranging from contact telephone numbers to advice on business planning and employee relations. With a strong level of service, TRDC staff dealt with all enquiries efficiently and professionally.

TRDC manages a New Residents Network which provides the opportunity for new residents to meet other new residents in a casual and relaxed environment. The New Residents Network is free to join and open to everyone. And events are held twice per year. An event was held in May 2009, for which 115 people attended. The event was sponsored by 2TM/FM92.9 and members of the Network were treated to a pre-screening of the Tom Hanks film, 'Angels and Demons', followed by a networking opportunity with drinks and canapés at the Forum 6 Cinema Bar.

Raise Regional Business Capacity

The single greatest issue identified by the business community as constraining regional economic development has been the skills shortage. As this situation is going to deteriorate further in the future given demographics and social trends, TRDC has concentrated significant energies upon understanding the challenge and developing innovative, regionally focused solutions.

As a result of TRDC's efforts, the organisation successfully obtained funding commitments from the Federal and State Governments of \$344,000 between 2007 and 2009. These monies were used to deliver a variety of initiatives aimed at growing the local business community's capacity to address skill shortages.

Staffing for Success

Currently in its fourth and final round, 'Staffing for Success' was developed to equip local business owners and managers with the knowledge needed to successfully attract, retain and develop the right staff.

Funded by the NSW Department of Education and Training's State Training Services directorate, Staffing for Success saw two rounds completed over the 2008-09 period, with a total of 17 people completing the program. Staffing for Success features a

local facilitator and two interstate facilitators who each share their knowledge and experience on people management issues and strategies.

An element of the program is an overnight field trip to Glenn Innes to see success-in-action as participants are treated to a guided tour of the successful global setup that the Eastmon brand has.

On 6 March 2009, participants from the first round of the program gathered for a follow up discussion. The feedback from all participants was overwhelmingly positive – that the Staffing for Success program had in all cases changed, and in some instances, transformed their people management practices. Each participant had completed a Personal Action Summary for the period, which they reviewed and advised of progress. Each was keen to continue their learning and mentoring opportunities and agreed to regather in six months time. In addition, there was interest expressed in participating in other management development programs, with a particular interest in leadership.

This process will be undertaken with the graduates of all rounds.

Partnering for the Future

Of the 39 applicants for the program, 15 were chosen to complete an eight (8) week training program consisting of an initial three (3) weeks of formal training with TAFE New England Institute and a subsequent five (5) weeks of formal and on-the-job training with TAFE and the program's four business partners. The training was completed on 26 September 2008.

A Graduation Ceremony was conducted on 29 September at the Tamworth Community Centre. Representatives from DAA, DEEWR and DET attended together with representatives from the Indigenous Community, Business Partners, Network Partners, participants and their families – in total there were 70 attendees for the function.

Of the fifteen (15) original participants – fourteen (14) participants graduated on

completion of the program. This represents a completion rate of 93%.

Thirteen (13) program participants are now employed (93% of graduates) in traineeships across the four Business Partners and have enrolled into TAFE for the Certificate III in Aged Care to continue their development.

The participant who left the program has now returned to TAFE's main stream Certificate III in Aged Care course for 2009.

Upon building relationships with the four Business Partners, TRDC recognised the need for mentor training within their organisations. The mentor training was completed in September 2008 with a total of 67 mentors trained across the four facilities.

Inspired Business Lecture Series

TRDC hosted over 200 people at the inaugural Inspired Business Lecture held on 13 November 2008. The Lecture was the first of the annual Inspired Business Lecture Series that brings big business thinking to the New England and North West region by showcasing leaders of major national and regional high performing organisations.

TRDC initiated the Inspired Business Lecture Series (IBLS) to encourage businesses to think strategically about their futures and to transfer skills and knowledge to equip them to do this. IBLS is content driven, with high profile dynamic and vibrant speakers who have created inspiring business environments and can expose creative business models and solutions.

The 2008 Lecture, held on 13 November featured Ivan Deveson AO as the keynote speaker. Mr Deveson spoke about leadership as the centrepiece of business, community and government and the need to rise to the challenge of change.

Following Mr Deveson's keynote address, a panel of high calibre business leaders from across the New England and North West region joined him on the stage to take part in a facilitated discussion providing the audience with the opportunity to explore management and business challenges in more detail.

Joining Mr Deveson for the event were Robbie Sefton of Sefton & Associates, John Hamparsum, a Liverpool Plains farmer, Richard Doyle, Managing Director of UNE Partnerships and Tony Chase, Senior Workplace Relations Advisor for Country Energy.

Planning is underway for the 2009 Inspired Business Lecture. Andrew Penman, CEO of Cancer Council NSW has been secured as keynote speaker. The event is going to be held on 27 October 2009 in the Capitol Theatre.

Leaders' Forum

Leaders' Forum is the name given to a regular TRDC luncheon which showcases a topic and a speaker that is relevant to TRDC members. TRDC envisages holding a quarterly Leaders' Forum, provided that a pertinent topic and speaker can be decided upon.

The first Leaders' Forum was actually a dinner event held in July 2008 and featured Mr. Bruce McQualter, Head of ANZ Indigenous Employment and Training, he spoke about their national Indigenous employment model and subsequent success stories.

Our next Leaders' Forum, held in August 2008, set the scene for luncheons and welcomed Theresa Smith-Ruig, UNE Lecturer/Speaker to speak about the challenges of employment for people from diverse backgrounds and non-traditional talent pools, and from an employer perspective, the ways that these challenges can be met for a win-win outcome.

The first of the 2009 Leaders' Forums was held in March 2009 and featured Mr Stuart Gordon, Regional Manager from the Australian Industry Group (AiGroup). With 90 guests in attendance, Stuart addressed the audience on the relevant topic of the impending Fair Work Bill.

The second Leaders' Forum for 2009 showcased Mark McCrindle, Social Researcher who addressed the audience on managing generational differences in July 2009.

Connecting the Dots

TRDC has an ongoing agreement with local newspaper, The Northern Daily Leader, to publish a fortnightly column prepared by TRDC called 'Connecting the Dots'. This column covers a diverse range of topics in support of TRDC's current activities.

With TRDC's change in resourcing, this activity has been put on hold until a replacement Executive Director is hired.

Business Awards

TRDC has initiated a number of programs to increase the skills and knowledge of the regional business community regarding the skills shortage and strategies to enhance capabilities to meet the challenge.

To complement these programs, TRDC obtained funding from Tamworth Regional Council to sponsor an award at the Tamworth & District Chamber of Commerce & Industry (Chamber) annual Business Awards held on 12 September 2008. The award recognised 'Excellence in Human Resource Management.

Nominations were called for, finalists shortlisted and a winner announced. The winner, Mitchel Hanlon Consulting, received a trophy, the right to promote their achievement, and a place on the Feb-May 2009 'Staffing for Success' business coaching program.

Submission of an application completed by the CEO about the importance of people to their organisation's success and their philosophy and approach to managing people. CEOs' were asked to ensure that a minimum 25% of their workforce complete an online survey. Shortlisted applicants received an onsite visit by the judging panel to discuss and review the organisation's people practices, policies and procedures.

TRDC has secured funding from Tamworth Regional Council to sponsor an award at the 2009 Business Awards held in September 2009. The award title will change to the 'Employer of Choice' award.

Operate Efficiently

TRDC has continued to maintain an effective position by utilising resources effectively to ensure the best possible service is delivered to stakeholders. We have continued to liaise with other providers and services to avoid duplication wherever possible. TRDC has reviewed the current focus upon staff changes and has aligned its future service delivery in accordance with the Regional Economic Development Strategy and the impending arrival of EVOcities. We have continued to do this through working with the community and leveraging the skills available.

During 2008-09, the following outcomes were delivered:

- TRDC developed its calendar of events and activities to provide direct and tangible benefits for member organisations including:
 - Member discounts for “Staffing for Success” course fees.
 - Member discounts for Leaders’ Forum events.
 - The very first ‘Member Mingle’, an event all about members getting together to see what TRDC is up to and mingle with fellow members. The first event was held in February 2009.
- TRDC continued to meet its obligations under its three year agreement with TRC which clarifies expectations of both organisations and assures TRDC of a three year funding cycle.
- TRDC lifted its profile in the community through participation in various forums, undertaking presentations to industry bodies and service clubs, and generally raising awareness about TRDC’s activities within the business community and through the media.
- The strategic plan and Executive Director position description has been re-aligned to further work with the Regional Economic Development Strategy report recently commissioned and tabled through Tamworth Regional Council.
- During the period, the following businesses were welcomed as new TRDC members:
 - 360 Fitness Club
 - David Bright Homes
 - Prime Television Limited
 - Tamworth Radio Development Co Pty Ltd (2TM/92.9)
 - Royal Freemasons
 - Nazareth House
 - The Pub Group
 - Northern Inland Academy of Sport
 - Advanced Personnel Management
 - Lifestyle & Rural Properties
 - Daltrak Building Services
 - CRS Australia
 - Anna Moulder
 - Advanced Inland Security
 - 360 Communications
 - Tamworth Regional Conservatorium of Music
 - Tamworth Container Packaging
 - Commonwealth Bank
 - Cancer Council NSW
 - AMPS Agribusiness.
- Subsequent to year end, the following organisations have become TRDC members:
 - Westpac Banking Corporation
 - Xtreme Cycles
 - Haling Earthmoving and Transport
 - Sunnyfield
 - Industrial Mediation Services

TRDC experienced some significant staffing changes over the period. In July 2009, Liz Stirling was hired as Project Officer and subsequently resigned in January 2009. Frances Marshall, Regional HR Advisor resigned in March 2009 to pursue her own business interest.

Executive Director, Jo Byrnes resigned in February 2009 to pursue other opportunities. Ms Byrnes ended her full time employment in March and was approached by the Board to contract casually to TRDC until 1 May 2009 and did so. Her role was filled on 14 September 2009 by Rob Harrison. Rob will be working closely with Project Officer, Brittany Green.

There have also been some changes at TRDC's Board level during the year.

John Saint resigned from the Board in October 2008 and Col Murray replaced Russel Webb. In December 2008 Mike Rowland was appointed to the Board in place of Derek Flynn and Mitchel Hanlon was elected at the same time.

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 and The Northern Daily Leader.

We would like to acknowledge the contribution and support of those directors and staff that stepped aside during the year and welcome and thank our new directors and staff for their energy and commitment.

In a year of change whereby we saw the resignation of Jo Byrnes it would be remiss

of us not to mention the outstanding contribution through our transition period by Brittany Green. Brittany has used her skills to successfully assist the Board to manage through the period up to recruitment of a new Executive Director.

In a similar vein to last year TRDC has been busy. We have again received supportive feedback from the stakeholders, media and community at large. The Global Financial Crisis has allowed us all to appraise the many strengths of our region and again it appears that Tamworth and surrounds are a vibrant area where things occur and businesses survive and thrive. The pioneer spirit that initially grew Tamworth and the surrounding area is still alive in the generations residing in this great area today.

We look forward to an equally exciting year in 2009-10.



Tim Coates
Chairman



Financial Statements 2008-09

Balance Sheet

as at 30 June 2009

	Note	2009 \$	2008 \$
CURRENT ASSETS			
Cash	6	159,246	254,980
Other	7	32,415	52,247
Total Current Assets		<u>191,661</u>	<u>307,227</u>
NON CURRENT ASSETS			
Property, Plant and Equipment	8	13,955	18,022
Total Non Current Assets		<u>13,955</u>	<u>18,022</u>
TOTAL ASSETS		<u>205,616</u>	<u>325,249</u>
CURRENT LIABILITIES			
Payables	9	9,641	25,055
Other	10	11,280	96,536
Total Current Liabilities		<u>20,921</u>	<u>121,591</u>
TOTAL LIABILITIES		<u>20,921</u>	<u>121,591</u>
NET ASSETS		<u>184,695</u>	<u>203,658</u>
MEMBERS' FUNDS			
Retained Profits		184,695	203,658
TOTAL MEMBER'S FUNDS		<u>184,695</u>	<u>203,658</u>

This statement should be read in conjunction with the accompanying notes.



Income Statement

For the Year Ended 30 June 2009

	Note	2009 \$	2008 \$
Operating Profit/(Loss) Before Income Tax	3,4	(18,963)	82,495
Income tax Attributable to Operating Profit	5	0	0
Operating Surplus/(Deficit) After Income Tax		(18,963)	82,495
Retained Surplus/(Deficit) at Beginning of Year		<u>203,658</u>	<u>121,163</u>
		<u>184,695</u>	<u>203,658</u>

This statement should be read in conjunction with the accompanying notes.



Statement of Cash Flows

for the Year Ended 30 June 2009

	Note	2009 Inflows/ (Outflows) \$	2008 Inflows/ (Outflows) \$
Cash Flows From Operating Activities			
Receipts from Members		385,746	385,375
Payments to Suppliers and Employees		(496,732)	(266,347)
Interest and Dividends Received		15,252	16,205
Net Cash used in Operating Activities	13(ii)	<u>(95,734)</u>	<u>135,233</u>
Cash Flows from Investing Activities			
Payment for Property, Plant & Equipment		0	(7343)
Proceeds from Sale of Property, Plant & Equipment		<u>0</u>	<u>0</u>
Net Cash Used in Investing Activities		<u>0</u>	<u>(7,343)</u>
Cash Flows from Financing Activities			
Repayment of Borrowings		0	0
Proceeds from Borrowings		<u>0</u>	<u>0</u>
Net Cash Used in Financing Activities		<u>0</u>	<u>0</u>
Net Increase (Decrease) in Cash Held		(95,734)	127,890
Cash at the Beginning of the Financial Year		254,980	127,090
Cash at the End of the Financial Year	13(i)	<u>159,246</u>	<u>254,980</u>

This statement should be read in conjunction with the accompanying notes.



Notes to and Forming Part of the Financial Statements

1 STATEMENT OF ACCOUNTING POLICIES

Basis of Preparation

The accounts of the company are a general purpose report and have been drawn up in accordance with the accounting standards and disclosure requirements of the Australian accounting bodies, applicable Accounting Standards, the provisions of the *Corporations Act 2001* and the requirements of law.

The accounting policies set out below have been consistently applied to all years presented.

Reporting Basis and Conventions

The financial report has been prepared on an accrual basis and is based on historical costs modified by the revaluation of selected non current assets, financial assets and financial liabilities for which fair value basis of accounting has been provided.

Set out below is a summary of the significant accounting policies adopted by the company in the preparation of the accounts.

(a) Income Tax

The change for current income tax expense is based on the profit for the year adjusted for any non assessable or disallowed items. It is calculated using tax rates that have been enacted or are substantially enacted by the balance sheet date.

Deferred tax is accounted for using the balance sheet liability method in respect of temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the financial statements. No deferred income tax will be recognised from the initial recognition of an asset or liability, excluding a business combination, where there is no effect on accounting or taxable profit or loss.

Deferred tax is calculated at the tax rates that are expected to apply to the period when the assets are realised or liability is settled. Deferred tax is credited in the income statement except where it relates to items that may be credited directly to equity, in which case the deferred tax is adjusted directly against equity.

Deferred income tax assets are recognised to the extent that it is probable that future taxable profits will be available against which deductible temporary differences can be utilised.

The amount of benefits brought to account or which may be realised in the future is based on the assumption that no adverse change will occur in income tax legislation and its anticipation that the economic entity will derive sufficient future assessable income to enable the benefit to be realised and comply with the conditions of deductibility imposed by law.

The company's liability for taxation is reduced by the application of the principle of mutuality, which excludes members' income from the company's assessable income.

(b) Subscription Income

Subscriptions are due for payment on the first day of the calendar year. Any income received in the preceding year is reflected in the accounts as subscriptions in advance, and is carried forward and brought to account as income in the year to which it relates.

(c) Property, Plant & Equipment

Plant & Equipment

Plant & Equipment are measured on the cost basis. The carrying amount of plant and equipment is reviewed annually by Directors to ensure it is not in excess of the recoverable amount from these assets. The recoverable amount is assessed on the basis of the expected cash flows that will be received from the assets, employment and subsequent disposal. The expected net cash flows have not been discounted to their present values in determining recoverable amounts.

Depreciation

The depreciable amount of all fixed assets is depreciated on a fixed line basis over their useful lives to the economic entity commencing from the time the asset is held ready for use. Properties held for investment purposes are not subject to depreciation. Leasehold improvements are depreciated over the shorter of either the unexpired period of the lease or the estimated useful lives of the improvements.

The depreciation rates used for each class of depreciable assets are:

Class of Fixed Asset	Depreciation Rate
Buildings	2%
Leasehold improvements	4-5%
Plant & Equipment	5-40%

(d) Cash

For the purpose of the statement of cash flows Cash includes:

- cash on hand and at call with banks or financial institutions, net of bank overdrafts and
- investments in money market instruments with less than 14 days to maturity.

Cash and cash equivalents includes cash on hand, deposits held at call with banks, other short-term highly liquid investments with original maturities of three months or less and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities on the balance sheet.

(e) Impairment of Assets

At each reporting date, the entity reviews the carrying values of its tangible and intangible assets to determine whether there is any indication that those assets have been impaired. If such an indication exists, the recoverable amount of the asset, being the higher of the asset's fair value less costs to sell and value in use, is compared to the asset's carrying value. Any excess of the asset's carrying value over its recoverable amount is expensed to the income statement.

Impairment testing is performed annually for goodwill and intangible assets with indefinite lives.

Where it is not possible to estimate the recoverable amount of an individual asset, the group estimates the recoverable amount of the cash-generating unit to which the asset belongs.

(f) Provisions

Provisions are recognised when the company has a legal or constructive obligation as a result of past events for which it is probable that an outflow of economic benefits will result and that outflow can be reliably measured.



(g) Revenue

Revenue from the sale of goods is recognised upon delivery of goods to customers.

Interest revenue is recognised on a proportional basis taking into account the interest rates applicable to the financial assets.

Dividend revenue is recognised when the right to receive a dividend has been established. Dividends received from associates and joint venture entities are accounted for in accordance with the equity method of accounting.

Revenue from the rendering of a service is recognised upon delivery of the service to the customers.

All revenue is stated net of the amount of goods and services tax (GST).

(h) Finance Costs

Finance costs directly attributable to the acquisition, construction or production of assets that necessarily take a substantial period of time to prepare for their intended use of sale, are added to the cost of those assets, until such time as the assets are substantially ready for their intended use of sale.

All other finance costs are recognised in income in the period in which they are incurred.

(i) Goods and Services Tax (GST)

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Tax Office. In these circumstances the GST is recognised as part of the cost of acquisition of the asset or as part of an item of the expense. Receivables and payables in the balance sheet are shown inclusive of GST.

Cash flows are presented in the cash flow statement on a gross basis, except for the GST component of investing and financing activities, which are disclosed as operating cash flows.

(j) Comparative Figures

When required by Accounting Standards, comparative figures have been adjusted to conform to changes in presentation for the current financial year.

(k) Unexpended Grants

Income and expenditure are matched. Any government funding received for any period of time are taken up as income as the grants are expensed. Any grant funds unexpended are classified as unexpended grants in current liabilities.

2 ECONOMIC DEPENDENCY

The viability of the Corporation will always depend on its financial sponsors. Foremost amongst these are the commitments we receive from the Tamworth Regional Council, Country Energy and the private sector at large. The Directors are aware that the Company will contract or expand its activities depending on the income available. The Directors are also aware that efforts for raising funds must be on a continuing basis.

The Directors are of the opinion that sufficient funds are available to meet the Corporation's current commitments and accordingly, the financial statements have been prepared on a going concern basis.

	2009	2008
3 OPERATING REVENUE	\$	\$
Members' Fees	10,200	9,600
Members' Contributions	176,179	189,752
Grant Funding	147,718	145,970
Other Revenue	<u>67,448</u>	<u>16,915</u>
	<u>401,545</u>	<u>362,237</u>
4 OPERATING PROFIT		
Included in Operating Profit are the following items:		
Audit	6,000	3,000
Depreciation of Plant and Equipment	4,067	4,607
5 INCOME TAX		
Income Tax Expense		
Prima Facie Income Tax Expense (Benefit) calculated at 30% on the Operating Profit/(Loss)	0	38,190
Decrease in Income Tax Expense/(Benefit) due to Principle of Mutuality	<u>0</u>	<u>(38,190)</u>
	<u>0</u>	<u>0</u>
6 CASH		
Cash on Hand	100	50
Cash at Bank	27,488	18,101
Invested Funds	<u>13,1658</u>	<u>236,829</u>
	<u>159,246</u>	<u>254,980</u>
7 OTHER		
Debtors	29,000	48,845
Prepayment	1,660	
GST	<u>1,755</u>	<u>3,402</u>
	<u>32,415</u>	<u>52,247</u>
8 PROPERTY, PLANT AND EQUIPMENT		
Furniture and Fittings at Cost	11,058	11,058
Accumulated Depreciation	<u>(5,120)</u>	<u>(45,35)</u>
	<u>5,938</u>	<u>6,523</u>
Office Equipment at Cost	34,885	34,885
Accumulated Depreciation	<u>(26,868)</u>	<u>(23,386)</u>
	<u>8,017</u>	<u>11,499</u>
Total Property, Plant and Equipment	<u>13,955</u>	<u>18,022</u>
9 PAYABLES		
Current		
GST	0	7,062
PAYG	770	15,728
Sundry Creditors and Accruals	<u>8,871</u>	<u>2,265</u>
	<u>9,641</u>	<u>25,055</u>
10 OTHER		
Membership Fees in Advance	4,900	4,000
Course Fees Paid in Advance	1,288	0
Deferred Income (Unexpended Grants)	<u>5,092</u>	<u>92,536</u>
	<u>11,280</u>	<u>96,536</u>
11 MEMBERS' LIABILITY		

The Company is limited by guarantee and accordingly no shares have been issued. The Constitution of the Company specifically provides that no dividend, bonus or otherwise shall be paid to the members of the Company. On winding up of the Company, members may be required to contribute among themselves such amount as may be required not exceeding \$1.00 per member.

12 SEGMENT INFORMATION

The Company operates in Australia solely to further development in the Tamworth Region.

13 STATEMENT OF CASH FLOWS

- i) For the purposes of the Statement of Cash Flows, cash includes Cash On Hand and In Banks and Investments in money market instruments, net of any outstanding bank overdrafts. Cash at the end of the financial year as shown in the Statement of Cash Flows is reconciled to the related items in the Balance Sheet as follows:

	2009 Inflows/ (Outflows) \$	2008 Inflows/ (Outflows) \$
Cash on Hand	100	50
Cash at Bank	27,488	18,101
Invested Funds	<u>131,658</u>	<u>236,829</u>
	<u>159,246</u>	<u>254,980</u>

- ii) Reconciliation of Net Cash provided by (used in) Operating Activities to Operating Profit (Loss) after Income Tax

Operating Surplus/(Deficit) After Income Tax	(18,963)	82,495
Non Cash Flows in Operating Profit (Loss):		
Depreciation	4,067	4,605
(Increase) Decrease in Accrued Income	3,204	(2,675)
(Increase) Decrease in Sundry Debtors	11,777	(48,245)
Increase (Decrease) in Sundry Creditors	(10,563)	7,017
Increase (Decrease) in Income in Advance	(85,256)	92,036
Net Cash Provided By (Used In) Operating Activities	<u>(95,734)</u>	<u>135,233</u>

Note 14	Key Management Personnel Compensation	Short Term Benefits	Post-Employment Benefits	Total
	2009			
	Total Compensation	157,872	0	157,872
	2008			
	Total Compensation	141,991	0	141,991

Transactions between related parties are on normal commercial terms and conditions no more favourable than those available to other persons otherwise stated.

Directors' Report

The Directors present their Report together with the Financial Statements of Tamworth Regional Development Corporation Limited for the year ended 30 June 2009.

Directors

The Directors in office as at the date of this report are:

Appointed Chairman

Australian Training and Consulting Tim Coates ¹

Appointed Directors

Tamworth Regional Council	Glenn Inglis
Tamworth Regional Council	Alison McGaffin
Tamworth Regional Council	Col Murray ²
Country Energy	Matt Patterson
Tamworth & District Chamber of Commerce	Mike Rowland ³

Elected Directors

Country Connect Pty Ltd	Tim Blakely
Mitchel Hanlon Consulting	Mitchel Hanlon ⁴

Directors who held office for part of the financial year 2008-09 were:

Appointed Directors

Tamworth Regional Council	Russel Webb ⁵
Tamworth & District Chamber of Commerce	Derek Flynn ⁶

Elected Directors

JT Fossey Trucks	John Saint ⁷
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Notes:

- 1 Appointed 14 December 2006. Re-Appointed Chairman 11 December 2008
- 2 Appointed 29 October 2008
- 3 Appointed 11 December 2008
- 4 Elected 11 December 2008
- 5 Resigned 29 October 2008
- 6 Resigned 11 December 2008
- 7 Resigned 29 October 2008.

Company Secretary

As at 30 June 2009, Alison McGaffin was TRDC's Company Secretary.

Operating Result

The operating result for the year after income tax was a deficit of \$18,963 (2008: surplus of \$82,495).

Significant Changes in State of Affairs

There were no significant changes in the state of affairs of the company during the financial year other than those referred to in the Chairman's Report on Operations.

Principal Activities

The principal activities of the company during the course of the year were to assist and promote the balanced development of the Tamworth Region.

After Balance Date Events

No significant events occurred subsequent to year end.

Future Developments

The company expects to maintain the present status and level of operations and will continue to actively promote the economic development of the Tamworth Region.

Key Business Strategies and Future Prospects

The company's business strategies and future prospects are detailed in the Chairman's Report on Operations.

Environmental Issues

The company's operations are not regulated by any significant environmental regulation under a law of the Commonwealth or of a State or Territory.

Dividends

The income and property of the company was applied solely towards the promotion of the objects of the company as set forth in the Constitution and no portion thereof was paid or transferred, directly or indirectly, by way of dividend, bonus or otherwise howsoever by way of profit to the members of the company, except for the payment in good faith, of reasonable and proper remuneration to any officer or servant of the company or to any member of the company or other person in return for any services actually rendered to the company.

Options

No options over issued shares or interests in the company were granted during or since the end of the financial year and there were no options outstanding at the date of this report.

Indemnities

During the financial year, the company paid a premium in respect of Association Liability Insurance insuring all directors, officers and employees (whether salaried or not) of the company against liabilities in respect of the following:

- Professional Indemnity insurance cover
- Directors & Officers Insurance cover
- Association Reimbursement Insurance cover
- Association Entity Insurance cover
- Employment Practices Insurance cover
- Fidelity Insurance cover
- Taxation Investigation cover.



The liabilities insured against included costs and expenses that may be incurred in defending civil or criminal proceedings that may be brought against the officers in their capacity as officers of the Company or a related body corporate.

Proceedings on Behalf of Company

No person has applied for leave of court to bring proceedings on behalf of the company or intervene in any proceedings to which the company is a party for the purpose of taking responsibility on behalf of the company for all or any part of those proceedings. The company was not a party to any such proceedings during the year.

Director Information

Tim Coates CCM AFAIM

Chairman

First appointed December 2006. Appointed Chairman December 2007 Re-Appointed December 2008

Mr Coates is the Managing Director of Australia Training and Consulting, a business he founded and commenced. As well as the Chair of TRDC and also the Greater Northern Skills Development Group, Tim is currently the Vice-President of the Tamworth and District Chamber of Commerce and Industry. He is also a Senior Vice President of the Tamworth Jockey Club, President of Tamworth and District Football and a member of the Rotary Club of Tamworth First Light.

Tim Blakely, BAppSc (Ind Des), BAppSc (Enviro Des)

Vice Chairman

First elected 2005. Appointed Vice Chairman February 2007

Mr Blakely is a design and marketing specialist with experience gained in Sydney, the United Kingdom, Austria and the United States. Over the past 12 years, he has successfully started and developed a number of internet based businesses, one of which was an internet service provider business which was subsequently acquired by a listed public company. He is currently Managing Director of Country Connect Pty Ltd, a web development and graphic design business located in Tamworth. Mr Blakely is Chairman of TRDC's Marketing Sub-Committee.

Glenn Ronald Inglis, M.Bus. Grad. Dip. LGM, Dip. LGA, MLGMA, Grad. Dip. Legal Studies

Current appointment commenced 2004

Mr Inglis is General Manager, Tamworth Regional Council and previously held the position of General Manager, Parry Shire Council. Between 1980 and 1993 he held a number of senior positions relating to finance, governance and public policy.

Alison McGaffin, BA (Professional Writing), Grad Dip Urban and Regional Planning, Grad Cert in Local Govt Mgt

First appointed 2005

Ms McGaffin is a town planner who has held management positions in both State and Local Government, including Regional Planning Manager, Barwon Region with the former Department of Infrastructure, Planning and Natural Resources and the Manager of Approval and Regulatory Services with Maitland City Council. In September 2005, she joined Tamworth Regional Council as the Director of Environment, Planning and Economic Development. Ms McGaffin is a member of TRDC's Marketing Sub-Committee.

Matt Patterson , Bachelor of Business (Marketing and Management)

First appointed February 2007

Mr Patterson is Regional General Manager Northern Region for Country Energy. He started out in Melbourne working in various Sales and Marketing roles in the Film and Television industry before working with Mobil Gas in London (UK). He has been with Country Energy for nine years in customer service, sales, marketing and management roles across New South Wales.

Mitchel Hanlon

First elected December 2008

Mr Hanlon is a practicing registered surveyor and environmental consultant, as the Managing Director of Mitchel Hanlon Consulting P/L (MHC) and a director of East West EnviroAg (EWEA). Both companies are based in Tamworth and offer services to clients outside the Tamworth and North West region. Mr Hanlon holds the position of club secretary at the Tamworth Rugby Club and was a member of the small team of clubmen who organised the construction of the new clubhouse in 2007.

Mike Rowland

First appointed December 2008

Mr Rowland currently owns and operates Equine Action, providing a range of services based on the Equine Industry. Over the past 25 years, Mr Rowland has been involved in various capacities within the Tamworth business community. Mike is currently President of the Tamworth and District Chamber of Commerce and Industry and represents that body on the TRDC Board.

Col Murray

First appointed October 2008

Mr Murray is in his first term of Deputy Mayor for the Tamworth region and has been a councillor for 5 years. Born and bred in Tamworth, Mr Murray owns and manages an 800ha property in the Bendemeer area. Previous to this, Mr Murray owned a medium-sized earthmoving business. Mr Murray is the Deputy Chair of Namoi Regional organisation of councils and Director of Boar Goat Breeders Association of Australia.

Russell Webb

First appointed December 2006

Mr Webb is a Councillor with Tamworth Regional Council. He is also District Coordinator with Workcover, Tamworth and has been with that organisation for 27 years. He has previously been a part-time TAFE teacher, a position he held for 18 years and a Councillor with the former Parry Shire from 1991 until its amalgamation into the Tamworth Regional Council. Mr Webb owns and manages a small farming and grazing operation in the Tamworth area.

John Saint

First appointed August 2007

Mr Saint is Sales Manager of JTFossey – Truck Division, Tamworth. He has held this position for the past four years, prior to which he spent 10 years as a Heavy Truck Sales Consultant.

Derek Flynn

First appointed December 2007

Mr Flynn is the Centre Manager for Tamworth Shoppingworld. Previous to this, he held various management positions for Woolworths Ltd NSW over a fifteen year period. Mr Flynn has been on

the Board of the Tamworth and District Chamber of Commerce and Industry for two years. He holds a Diploma in Property Management with the Property Council of Australia as well as a Certificate IV in Retail Management and a Certificate of Registration- Property Practice (Rural Estate) 2007. Derek is a committee member of OVAFC junior and senior football clubs.

Meetings of Directors

Director Name	Directors' Meetings	
	# Meetings Held	# Meetings Attended
Tim Coates	6	6
Tim Blakely	6	5
Glenn Inglis	6	5
Alison McGaffin	6	5
Matt Patterson	6	4
Mike Rowland	4	2
Mitchel Hanlon	4	4
Col Murray	5	2
Derek Flynn	2	2
John Saint	1	0
Russell Webb	1	0

Directors' Benefits & Related Party Transactions

Since the end of the previous financial year one director of the company has received or become entitled to receive benefits (other than a benefit included in the aggregate amount of emoluments received or due and receivable by directors shown in the accounts, or the fixed salary of a full-time employee of the company or of a related corporation) by reason of a contract made by the company or a related corporation with any director or with a firm of which any director is a member, or with a company in which any director has a substantial financial interest. TRDC contracted Country Connect Pty Ltd, a company associated with Mr Tim Blakely, to provide ongoing support and development for the TRDC website. The contracts were entered into under commercial terms and conditions and following an original request for tender process with three organisations.

Auditors Independence Declaration

A copy of the auditor's independence declaration as required under section 307C of the Corporations Act 2001 is set out on page 23.

Corporate Governance

The directors of the company support and adhere to the principles of corporate governance, recognising the need for the highest standard of corporate behaviour and accountability.

Signed in accordance with a resolution of the Board of Directors.



T Coates
Chairman
Date: 28 September 2009

Directors' Declaration

The Directors of Tamworth Regional Development Corporation Limited declare that:

1. The financial statements and notes accompanying the financial statements present fairly the company's financial position as at 30 June 2009 and its performance for the year ended on that date in accordance with Accounting Standards and other mandatory professional reporting requirements.
2. In the Directors' opinion there are reasonable grounds to believe that the company will be able to pay its debts as and when they become due and payable.

This declaration is made in accordance with a resolution of the Board of Directors.



T Coates

Chairman

Date: 28 September 2009



Independent Audit Report

To the members of Tamworth Regional Development Corporation Limited.

Report on the Financial Report

We have audited the attached financial statements, being a special purpose financial report, of Tamworth Regional Development Corporation Limited for the year ended 30 June 2009. The financial statements comprise the Income Statement, Balance sheet, Statement of Cash Flows, Statement of Changes in Equity, and Notes to and Forming Part of the Financial Statements, and the Directors' Declaration.

Directors Responsibility for Financial Report

The company's directors are responsible for the preparation and fair presentation of the financial statements in accordance with the Australian accounting standards (including the Australian Accounting Interpretations) and the *Corporations Act 2001* and accounting policies described in Note 1. This responsibility includes establishing and maintaining internal control relevant to the preparation and fair presentation of the financial report that is free from material misstatement, whether due to fraud or error, selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

Auditors Responsibility

Our responsibility is to express an opinion on the financial report based on the audit. We conducted our audit in accordance with the Australian accounting standards. These auditing standards require that we comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance whether the financial report is free of material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The procedures selected depend on the auditor's judgment, including assessment of risk of material misstatement of the financial report, whether due to fraud or error. In making those risk assessments, the auditor consider internal control relevant to the entity's preparation and fair presentation of the financial reporting order to design audit procedures appropriate to in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal control. An audit also includes evaluating the appropriateness of accounting polices used and the reasonableness of accounting estimates made by directors, as well as evaluating the overall presentation of the financial report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Independence

In conducting our audit we have complied with the independence requirements of the *Corporations Act 2001*. We confirm that the independence declaration required by the *Corporations Act 2001*, provided to the directors of Tamworth Regional Development Corporation Limited set out on page 24 of the financial report would be in the same terms if provided to the directors as at the date of this auditors report.

Audit Opinion

In our opinion, the financial statements of Tamworth Regional Development Corporation Limited for the year ended 30 June 2009 is in accordance with the *Corporations Act 2001*, including:

- (a) giving a true and fair view of the Company's financial position as at 30th June 2009 and of its performance for the year ended on that date in accordance with the accounting policies described in Note 1; and
- (b) complying with Australian Accounting Standards (including the Australian Accounting Interpretations) and other Accounting Standards to the extent described in Note 1 and the *Corporations Regulations 2001*.



Stephen A Maher
Stephen A Maher & Co
Chartered Accountant
Peel Street, Tamworth
Date: 28 September 2009

Auditor's Independence Declaration

Under Section 307C of the *Corporations Act 2001*

To the Directors of Tamworth Regional Development Corporation Limited.

I declare that, to the best of my knowledge and belief, during the year ended 30 June 2009 there have been:

- (i) no contraventions of the auditor independence requirements as set out in the *Corporations Act 2001* in relation to the audit;
- (ii) no contraventions of any applicable code of professional conduct in relation to the audit.



Stephen A Maher
Stephen A Maher & Co
Chartered Accountant
Peel Street, Tamworth
Date: 28 September 2009



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

Northern Daily Leader

Country Energy

Financial Members

- 2TM/92.9
- 360 Communications
- 360 Fitness Club
- Advanced Inland Security
- Advanced Personnel Management
- AMPS Agribusiness
- Andromeda Industries Pty Ltd
- Anna Moulder
- ANZ Banking Group Limited
- Aon Risk Services Australia Limited
- AusIndustry
- Australian Quarter Horse Association
- Australian Training and Consulting
- B J Cole & Co
- Barry Taylor Insurance Broker
- Bath Stewart Associates Pty Ltd
- Bellata Gold
- Belmore Engineering
- Best Practice Constructions Pty Ltd
- Blowes Trousers
- Cahills Great Northern Chemist
- Cancer Council NSW
- Carey's Freight Lines
- Central Ranges Pipeline Pty Ltd
- Challenge Tamworth
- City Plaza Centre Management
- Commonwealth Bank
- Country Comfort Tamworth Towers
- Country Connect Business Communications
- Country Energy
- CRS Australia
- Daltrak Building Services Pty Ltd
- David Bright Homes
- Decorama Blinds Pty Ltd
- NSW Department of Aboriginal Affairs
- Duncan Plante & Co
- East-West 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
- Hunter Land Pty Ltd
- Inland Technology
- J T Fossey (Sales) Pty Ltd
- Jo Crossing Chartered Accountant
- Joblink Plus
- L J Hooker Tamworth
- Leading Edge Computers & Communication
- Lifestyle & Rural Properties
- Lockhart Consulting Business Advisors
- Lyons Barnett Kennedy
- Meers & Shelton First National

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- Mitchel Hanlon Consulting
 - Mooy, Bryant & Stephenson
 - Nazareth House Tamworth
 - NBN Television
 - New England North West Group Training
 - North West Locksmiths
 - Northern Daily Leader
 - Northern Inland Academy of Sport
 - Northern Inland Credit Union
 - NSW Department of Education & Training
 - Obieco Industries Pty Ltd
 - Peel Television Services Pty Ltd
 - Peel Valley Training & Employment
 - Penford Australia Limited
 - Prime Television Tamworth
 - QantasLink
 - Quality Hotel Powerhouse
 - R C Barber & Son Pty Ltd
 - Rebel Ant Pty Ltd
 - Robert Locke Solicitor & Attorney
 - Royal Freemasons' Benevolent Society
 - Rural Press Events
 - Rutec Pty Ltd
 - Sefton & Associates
 - Small Business Centre New England & North West
 - Southern Cross TEN
 - 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 Buslines
 - Tamworth Carpet Choice
 - Tamworth City Toyota
 - Tamworth Container Packaging
 - Tamworth Regional Conservatorium of Music
 - Tamworth Regional Council
 - Tamworth Shoppingworld Centre Management
 - Tamworth Tenpin Bowling Centre
 - The Pub Group
 - TJ Treloar & Co Pty Ltd
 - Top State Office Supplies Pty Ltd
 - TR & CM Coultan Industries Pty Ltd
 - University Department of Rural Health, Northern NS
 - Warburtons Chartered Accountants
 - West Tamworth Public School
 - Wests Entertainment Group
 - Whitham's Warehouse
 - Woolworths Limited
 - Workforce Extensions



Contact Details

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Telephone	02 6766 2200
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Email	trdc@tamworthregion.com.au
Website	www.tamworthregion.com.au
Chairman	Tim Coates
Company Secretary	Alison McGaffin
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

