Housing approval laws spark debate

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Decision time for zoning to allow championships

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Western Sydney Business Access
FEBRUARY 2017

Housing approval laws spark debate

By Phyllis Stylianou

At least one housing developer has welcomed proposed changes to NSW housing laws that aim to speed up housing approvals. But western Sydney’s councils say they already follow best practice in this area.

Former Planning Minister Rob Stokes announced proposed changes to the NSW Environmental Planning and Assessment Act on January 9 that would “target delays in Development Application processing by councils.”

However, Blacktown Mayor and Western Sydney Regional Organisation of Councils president Stephen Bali said coverage of the proposed changes had created a false impression that councils needlessly delay development approvals.

“In the last year there has been a lot of unfair criticism placed on local councils and it seems there is a campaign to reduce their image in the community,” he said.

When the regulations are properly followed, new houses are approved within 22 days in Blacktown City.

The changes proposed by the NSW Government won’t improve this. In fact, by asking us to change the decision-making process it could significantly slow down the rate of approval,” Hills Mayor Yvonne Keane said while the council welcomed proposals that could potentially cut red tape or simplify planning laws, standardised planning laws were unacceptable.

“A clearer rules, stronger enforcement of planning and development measures and increased community consultation in the planning process are all sound initiatives that could produce higher quality design and housing outcomes for the Sydney Hills,” Cr Yvonne Keane said.

“However, standardising planning laws would be unacceptable if it means a one-size-fits-all approach. The planning system must have room for innovation and merit-based assessment.”

But western Sydney’s councils say they already follow best practice in this area.

“The significant investment required to change the planning system, including the removal of State Environmental Planning Policies and placing state requirements in Local Environmental Plans. Legacy Property, which develops greenfield housing estates including the Caddens Ridge near Penrith, welcomed the proposal.

Head of strategy and acquisitions Mike Williams said the proposed planning reforms were a positive step in achieving faster approvals and greater housing supply.

“While the reforms should lead to improvements, they do not represent the extent of change that is required to truly transform the level of housing production in NSW and the reforms cannot overcome what is fundamentally an outdated planning system,” he said.

Proposed EP&A Act updates

• Investigate incentives for developers to consult with neighbours and the surrounding community to ensure disputes are resolved prior to a Development Application proceeding to council.
• New powers for the Planning Director to direct a council to establish a local planning panels of experts and community representatives.
• A standardised format for development control plans, produced in consultation with councils, to promote consistency across up to 400 formats used in NSW.
• Authority for the Planning Department and Environmental Activists to ensure the efficient processing of developments that require separate approvals and advice under different NSW legislation.
• Measures to ensure that local environmental plans are kept up to date.
• Extend and improve the compelling development assessment process that covers most new one or two storey dwellings, to include greenfield developments and terrace housing.
• Simplify and consolidate building provisions to remove confusion for developers.
• Widens the availability of internal review options for proponents aggrieved by council decisions as a faster, low cost alternative to court action.
• Introduce fair and consistent planning agreements between developers and councils to ensure there is more transparency on deals to fund public amenities, affordable housing, transport and other infrastructure.

By Red Dwyer

A 60-year-old “centre of excellence” pharmaceutical plant is to be closed with the loss of approximately 233 employees.

GSK Consumer Healthcare, which makes Panadol products, will close its factory on Hughes Ave, Ermington, by 2020 after a review determined it was not competitive long term.

The company said the manufacturing facility, recently upgraded, required significant investment over five-to-ten years to keep it competitive.

“The significant investment required in the site in the future would prevent us from being able to supply our products at the right cost for our consumers in the long term,” Michael Tyler, vice-president, Asia Middle East and Africa Supply Chain, said.

“This will be a phased closure over the next four years as production is gradually transferred to a combination of other GSK manufacturing sites in our network and third-party contract manufacturers.

The facility manufactured products valued at around $240 million of net sales in 2015. In 2013, the annual volume produced at the site was 66.9 million packs, which equated to 1.9 billion tablets.

The closure of the Ermington factory comes after a statement by Vincent Cotard, general manager of consumer healthcare Australia, in 2014, that it was a “centre of excellence.”

Mr Tyler, who started his GSK career at Ermington, said GSK would work with its employees to help them either find another work or offer redundancy packages.

Mr Tyler said the decision to close the facility may result in office relocation for the Consumer Healthcare commercial employees based in Ermington.
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DAs for Kingswood
PENRITH City Council has approved two-storey developments in Kingswood. One, is a $19.8 million development, at 28-32 Somerset Street, to include 52 apartments and ground-floor commercial. The second at 70 Derby Street, is worth $7.3 million includes commercial and medical suites plus 26 apartments.

AirTrunk lodges DA
SINGAPORE start up AirTrunk has lodged a development application with Blacktown City Council for a facility at 35 Huntingwood Drive, in Huntingwood. The application is for a facility with eight data halls over two levels, two “tech space” areas with office facilities as well as onsite parking. AirTrunk has put the cost of the development project at just over $47 million.

Position advertised
PENRITH City Council has advertised the position of executive manager, city economy and planning, to join a “progressive city council” which is endeavoring to deliver a community-based vision for the city.

Warehouse sold
BRAVO Investment Services Pty Ltd has sold a 500-square-metre warehouse, at 5 Kerr Road, Ingleburn, for to Ngnad Jeutic for $815,000.

Hotel move approved
IBIS Capital has won approval to relocate The Vegas Hotel, in Hurstville Park, to the heritage-listed Station House Hotel, in Campsie, which is being restored. The new site will include 22 serviced apartments above the hotel.

Warehouse sold
BRAVO Investment Services Pty Ltd has sold a 500-square-metre warehouse, at 5 Kerr Road, Ingleburn, to Ngad Jeutic for $815,000.

CENTRAL WEST
Childcare centre sold
A 364-square-metre purpose-built Montessori Academy childcare centre licensed for 60 children, on a 1402-square-metre corner site, at 31-33 Iron Street, North Parramatta, has been sold at auction for $3.99 million. The Montessori Academy has a 10-year lease from 2014 with options to 2044.

Unit sold for $1.19 million
A 388-square-metre office and warehouse, at 26 James Street, Lidcombe, has been sold at auction for $1.19 million. The unit is located in the Lidcombe Business Park.

Building sold for $4.9 million
A MONTESSORI Academy childcare centre, 14-16 Albert Road, Auburn, has been sold at auction for $4.9 million. The purpose-built building, built in 2008, is located on a 2315-square-metre site.

Site sold for $5.8 million
SWETHA Pty Ltd sold a 2810-square-metre property, at 10 George Young Street, Auburn, to a private investor for $5.8 million.

Sold for $1.3 million
A PRIVATE investor has purchased a 5201-square-metre site at 1 Clyde Street, Silverwater, from CREI Industrial Nominees No1 Pty Ltd, for $1.3 million.

Costco to open outlet
COSTCO Wholesale Australia plans to open its 3757-square-metre outlet in the Sydney Business Park, Marsden Park, in July. It will employ 250 full- and part-time people.

Trust gets approval
THE Western Sydney Parklands Trust has approval of its concept for a $350-square-metre retail complex and stage one of the project, at 185-197 Fifteenth Avenue, West Hoxton.

Auseco leases property
AUSECO, a supplier of concrete reinforced products, has leased 11.817-square-metre industrial property on a 2.3 hectare site, at 141 Newton Road, Wetherill Park, from Trimmis, on an annual rental of $1.3 million.
Play for World Polo event

TOURISM

By Iliana Stillitano

THE eyes of the world’s polo community will be on the Sydney Polo Club in Western Sydney when it hosts the World Championships later this year.

But before then, all eyes will be cautiously fixed on Hawkesbury Council on February 13 when it assesses an application to rezone the Richmond property to allow the event to go ahead.

Council must pass amendments to its Hawkesbury Local Environment Plan (LEP) on the night in order for property owner and local businessman Peter Higgins to lodge a development application to hold the prestigious event.

It could also pave the way for the site to be used for other uses including a microbrewery, medical centre, function centre and veterinary hospital, Mr Higgins said.

However, all of these would be subject to a separate development application process and council approval.

For now, Mr Higgins said he was keen to see the property rezoned to allow for the world polo championships, an event that has the backing of Destination NSW.

The world championship, which will be held from October 17-30, has been billed as a tourism coup for the region and Western Sydney, with 5000 domestic and international visitors expected to spend more than $3 million, Hawkesbury MP Dominic Perrottet said.

“It’s a great win for Hawkesbury (and) great news for local hotels and businesses,” he said.

However Mr Perrottet would not comment on whether there was a risk the event would not go ahead if changes to the LEP were not adopted.

“We’re always talking about the importance of tourism, well this will be the biggest event the Hawkesbury has had in its history,” Mr Higgins said.

“The eyes of the international polo community will be on us. The broadcasting aspect alone is huge – 151 million homes in 54 countries.”

Mr Higgins said he was disappointed the LEP wasn’t changed in 2012 when the opportunity arose.

That is when all NSW councils were given a delegation by the NSW planning department to make spot rezonings – and Mr Higgins said he was informed by council at the time that his property would be among them.

“In 2012 the council said it anticipated the zoning would change but it didn’t tick the correct boxes. Polo was being played in the district for four decades and come 2012, we couldn’t do that anymore.

“I was devastated. I found it unbelievable that council did not do what it said it would.”

Mr Higgins said the current rezoning application was an opportunity for council to “right a wrong”.

Hawkesbury Council’s acting director of city planning, Andrew Kearns, said council had intended, as much as possible, to not substantially change the permissible uses of land when it adopted the state government’s directive in 2012 to standardise all LEPS.

The result, however, was that certain activities that were previously permitted were no longer allowable within certain zones, Mr Kearns said.

“In summary the subject land was not rezoned, however the new equivalent zoning did not permit all of the same land uses as previously applied,” he said in a statement, which can be read in full online at www.wsba.com.au

Mr Kearns said he could not comment on whether council would support the proposal to permit additional uses on Mr Higgins’ property while it was still on exhibition.

Mr Higgins defeated bids by the United States and China to win the hosting rights to the World Championships, an event he said would see up to 60,000 national and international people descend on the district over two weeks.

“People are already booking hotels. The economic benefits will be at least $10 million,” he said.

“I hope common sense prevails and this goes through.”

Full statement by Hawkesbury Council’s acting director city planning, Andrew Kearns is published online at www.wsba.com.au
is flat. For those of us who live down under this is a surprise.

Of course, Friedman was talking about the new technological era. An era where news spreads too fast and everyone has access to the same communications gadgets. In this way, the world is flat.

Australia and its cities are no longer isolated from the rest of the world. We are in a level world with every city and town everywhere.

What we say and do in Australia is known all over the world very quickly. The other side of that coin is what goes on in the rest of the world affects us quickly and deeply.

This column will be about cities because the most important ingredient in the New World is the growth of cities. And as Friedman has pointed out, information is making our cities around the world more similar than different.

Th is column will be about cities because the most important ingredient in the New World is the growth of cities. And as Friedman has pointed out, information is making our cities around the world more similar than different.

This is why I want to write a column about them. Now that I have spent more than 50 years working in cities around the world, I begin this first column telling you a little bit about me.

How I started

Originally from the US I started out in the Peace Corps as a village worker in the Reggio Emilia region of Italy. This was after I completed my degree and my compulsory military service in the early 1960s.

I didn’t know at the time I started working to build a new school in the town square that I was learning and doing work that would form the core of my professional life.

After working in Italy, I came home to Los Angeles to work on putting in new housing estate telephone systems.

From those experiences, I learned a great deal about the intersection of urban infrastructure and community quality.

While working on the newest wave of digital communications, I completed another degree in business administration which consolidated my strategic advice while engaging making urban systems work better for the people in them. I begin this first column telling you a little bit about me.

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A partnership between the Live Music Office and City of Parramatta Council will see local artists perform across several City venues, including pubs, clubs, cafés, restaurants and unexpected locations such as hairdressing salons, as part of a one-day ‘Live and Local’ event on Saturday 25 February.

“Council is fostering the growth of live music in Parramatta and supporting Western Sydney’s emerging artists through paid performance opportunities and the development of long term relationships with local businesses,” City of Parramatta Administrator Amanda Chadwick said.

“This event will provide an opportunity for local musicians to raise their profile, connect with wider audiences and performance venues, and secure future opportunities to perform across the City.”

The event is one of a number of key projects receiving funding support from Arts NSW to help establish a thriving local music culture in Parramatta as part of the Western Sydney Live and Local Strategic Initiative. Other projects bringing live music to Parramatta include The Crescent Live program run by Parramatta Park Trust to support performances by Western Sydney artists, including paid performance opportunities at key events, such as Australia Day.

Live Music Office Policy Director John Wardle said the project is a great step towards enabling the growth of live music in the CBD.

“The ‘Live and Local’ initiative is centred on supporting contemporary music development in different local government areas and I am confident this event will help pave the way for venue-based live music within Parramatta,” Mr Wardle said.

For more information on the ‘Live and Local’ event visit cityofparramatta.nsw.gov.au
ENTREPRENEURIAL blood runs through George Germanos’ veins. The Liverpool accountant, who had his own business and first property by the age of 18, recently took over the helm of the Liverpool Chamber of Commerce following the resignation of businessman Harry Hunt.

And while Mr Hunt’s 13 year tenure of the chamber means his incumbent may have big shoes to fill, Mr Germanos said he was keen to put his own stamp on the role.

“Harry has been great, very supportive, there has been a lot of support from a lot of people and there is excitement too,” Mr Germanos said.

“Liverpool has good population growth and I would like to see the Chamber support that growth.

“More and more businesses are coming into Liverpool and the Chamber is the perfect platform for them to meet and learn new things.”

After all, prosperous businesses mean a booming town, he said.

And Liverpool appears to be flourishing: an impending airport at nearby Badgerys Creek has seen local roads upgraded as part of $200 million roads package, a rail study is underway, and Greater Sydney Commission’s Sheridan Dudley recently described Liverpool as the heart of south west Sydney.

The city is also home for Mr Germanos and his wife Karma and their daughters Isabella, 6, and Khloe, 3.

It was with Karma that Mr Germanos, 30, set up his second professional venture – a photography business – shortly after they married while he was also studying to become a chartered accountant.

“I started an online business when I was 18 but even then I knew my future was in accounting,” he said.

And along the way Mr Germanos has paid homage to the principles instilled by his parents – give and you shall receive.

“I’ve always been involved in charities and not-for-profits. There’s always time for others. I believe that if you’ve had the opportunity to benefit then you should extend that same opportunity to others,” he said.

Which is why Mr Germanos came to be involved with an Australian Lebanese Christian charity that helps newcomers from Lebanon and now serves as the organisation’s treasurer and why he also joined the Liverpool West Rotary, a post he has since had to retire from to focus on the Liverpool Chamber and the newly formed Bankstown Chamber.

“I always find if you manage your time properly and you’re able to delegate, there is always time to help others,” he said.

“But that work-life balance has always been something I feel strongly about. I make sure my family is taken care of and that I’m home by 6pm to be there for the girls.”

Balancing his family’s needs with his growing workload is not a strange notion to Mr Germanos. His parents left war-torn Lebanon in the 1980s and made sacrifices to raise their five children in Australia.

“My parents were always hardworking people. They didn’t have the opportunity to get an education but they wanted to make sure their children did,” he said.

“I think that’s how I came to be involved in helping others.”

Mr Germanos hasn’t ruled out another tilt at local politics after he narrowly missed out on a spot on Liverpool Council at the 2012 local government elections.

Westmead set to dominate

The Westmead Health Precinct is the largest concentration of health services in Australia and recognised around the world for its education and medical research – but its economic performance is little known.

This performance as a substantial economic powerhouse in Western Sydney – one with a seemingly unlimited future – is yet to be widely acknowledged.

Westmead Hospital, three minutes’ train travel west of the Parramatta CBD, was established in November 1978 following the state government’s “beds for the west” push (over objections from with medical profession).

The precinct, today, comprising four hospitals, two universities, two significant research institutions and numerous allied health organisations, provides over 18,000 jobs and with additional investment it is expected that number would rise to 30,000 jobs by 2036.

Deloitte estimates the total economic output of Westmead equalled approximately $17,979 million in 2016, which included $11,335 million, or 58 per cent, from the 10 key health, education and research institutions and an estimated $5,644 million from other businesses located at Westmead.

Of total economic output produced at Westmead, over $12,112 million, or 61 per cent, of this was new economic value added to the Australian economy as a result of goods and services produced at Westmead, the report said.
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• It is modern recruitment; JAWS gives the employer more control.

• JAWS newsletter database exceeds 5,000 recipients.
**Benefits flow from Big Bash sponsorship**

**CRICKET**

By Red Dwyer

The excitement surrounding Big Bash League cricket matches is also a big hit with players and the public alike for Sydney tap water.

As the Hydration Partner of Cricket NSW, the Sydney Thunder and Sydney Sixers, Sydney Water has showcased the local drop at home-ground games. This was the first time in Australia that a public water company has partnered with a major sporting team.

The Sixers and Thunder men’s and women’s Big Bash players consumed 4,721 litres of water as a part of their training and match day programs across the 2015-16 season.

The partnership with Sydney Water meant that by substituting sugary sports drinks with Sydney tap water, the players consumed 70,000 less teaspoons of sugar by drinking water – each 600ml bottle of sports drink contains around 9 teaspoons of sugar.

This figure was based on the players reported water consumption for the season, according to the website of the Parramatta-based Sydney Water. BBL fans also took advantage of the free Sydney Water refill stations at home matches across the season.

They too consumed a similar amount of water as the players, meaning that the fans consumed around 70,000 less teaspoons of sugar while watching the games.

As well as the reduction in sugar consumed, 15,000 plastic bottles didn’t enter the waste stream – a win all round.

Sydney Water will be the Hydration Partner of the NSW Blues, Lendlease Breakers, Sydney Sixers and Sydney Thunder through to the 2016/17 cricket season.

Tap, marketed as a product of Sydney Water, is available at numerous cafés across Sydney.

**One-time airport objector now a fan**

**AIRPORT**

By Red Dwyer

A ONE-TIME vehement objector to the Badgerys Creek airport stands to be a beneficiary following its approval by the federal government last December.

Tony Perich, whose family owns one of Australia’s largest dairy operations, fought the airport proposal through the courts. The reason was the negative impact it would have on farming land under the flight-path.

With objectives resolved he came on board with the probably of expanding the company’s interests.

“We’ve come to accept the airport now and I actually think it will be very good for the southwest as long as it is done properly to create the jobs we need and the infrastructure,” he said.

Now, following the go-ahead from the federal government, the family could reap a windfall when large tracts of rural land are rezoned for urban development.

Mr Perich was born locally in 1940 to Croatian parents who established a dairy farm at Leppington in 1953 and purchased 242 hectares ten years later at Bringelly.

Today he heads up the Leppington Pastoral Company which has expanded its agricultural interests and moved into urban development over the years.

Mr Perich was named Urban Taskforce Australia’s Property Person of the Year in 2014. “Tony Perich has prepared the groundwork for development around Badgery’s Creek airport through his extensive developments,” Chris Johnson, Urban Taskforce CEO, said at the time.

“Tony began as a dairy farmer and moved on to the development of Narellan Town Centre followed by Oran Park and Gregory Hills.”

Mr Perich was made a Member of the Order of Australia, in 1999, for services to the community.

**BRIEFS**

CUMBERLAND Council has advised Ausgrid that it does not support the installation of 33,000 volt overhead powerlines as part of the Camellia to Lidcombe powerline project and requests that consistent with other projects in the region, underground cables be used for the project. The current power supply is provided by underground cables from Homebush.

PENRITH City Council says the Department of Planning and Environment forecasts predicts at least 6,000 new homes will be built in the Penrith local government area by 2020/21. Council is working to create more than 25,000 new dwellings in Penrith City by 2031 including 5,000 in the Penrith city centre.

**Council says no to Ausgrid**

**New homes in Penrith**
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**Biggest threats come from within**

**HACKER ALERT**

By Phyllis Stylianou

FORGET Goldfinger and Dr No – Dark Web and the cleaner are the real threats when it comes to industrial espionage.

Troy Park and Mario Bekes may not drive Aston Martins but they are the real deal when it comes to information security and industrial espionage – and they apply their talents to protecting Australian businesses from threats that are often as close to home as the next desk.

Both men are former army intelligence officers (Mr Park in the ADF and Mr Bekes in the Croatian Armed Forces).

They now use their talents to advise businesses on the prevention and defence of security threats – in cyber and human form.

Mr Park, whose business, Integresec, provides cyber security advice and emergency responses, said the increasingly complex nature of online crime meant businesses could not rely on their IT staff to defend against them.

“Cybercriminals employ constantly evolving techniques to breach security and access information,” he said.

“In the past, cyber threats were mainly ‘script kiddies’ who broke into networks and defaced websites for a joke.

“It wasn’t long, however, before criminals worked out that there was money to be made through theft of data or financial crime.”

This can be done through breaching business networks and stealing information or something as simple as ransomware, where unintentionally downloaded malicious software locks a victim out of their computer or encrypts data with the only way to gain access to pay a ransom.

“Cybercrime is now a market driven economy and, unfortunately, business is very good,” Mr Park said.

Mr Bekes agrees. His business, Insight Intelligence, helps businesses with the other side of the security coin – internal espionage.

“Information in Australia is very accessible,” he said.

“In fact, it can be as simple as starting a ‘chance’ conversation in a café with an employee of a target business and getting them chatting, or buying a child’s spy toy listening device to eavesdrop.”

“It’s always people that are willing to share information without understanding how a company can be put in a detrimental position,” Mr Bekes said.

Another risk comes from deliberately malicious intent by those working within a business or as a sub-contractor.

“All the problems come from the door,” Mr Bekes said.

“Screening of new employees is very important. I don’t think that companies enquire enough about the backgrounds of potential employees.”

The next great time of risk is when an employee leaves the company – particularly if they are sacked or made redundant.

“Ask yourself, how many organisations have the security guard next to the person they are sacked or made redundant? Who have the security guard next to the employee leaves the company – particularly if they are sacked or made redundant.”

Mr Bekes said.

“The only way to make security fool-proof is to monitor using counter intelligence methods.

“When it comes to business security, it’s always a game of cat and mouse.”

**Did you know?**

- The Dark Web is the Internet’s ‘dark side of the Force’. It’s where criminals go to buy and sell stolen information as well as malware, hacking tools, software and other tools of their trade.

- Australia is one of the most targeted countries in the world for cyber-attacks.

- The low key jobs, such as cleaners or security guards, are the least supervised. But these positions are often used as a way to obtain intelligence about businesses.

- Businesses have been compromised through minimal, or in some cases, no use of passwords or access controls; others through not shredding sensitive documents before placing them in the rubbish – a prime means of gaining information by criminals.

**Penrith audits city centre lighting**

**EXPERIENCE**

A n audit of pedestrian lighting in Penrith City Centre and nearby residential areas is underway.

The audit is part of a broad strategy to enhance the community’s experience of the city at night.

Measurement of lighting levels along footpaths and in public spaces is being taken to determine the adequacy of current lighting.

Penrith Mayor John Thain said the aim of the work is to identify how lighting can be improved to promote pedestrian safety, amenity and way finding.

“Council’s Pedestrian Lighting Strategy aims to provide an adaptable, modern and smart network of lighting for the City Centre,” Cr Thain said.

“With the use of smart controls, features such as dimming, programming and remote monitoring are now feasible options to consider during a lighting upgrade project.”

The City Centre and nearby residential streets will be audited, along with parks, car parks and plazas.

A technician will walk along City Centre footpaths at night and record stopping to take readings from a hand-held light meter.

For information contact Council’s Place Manager Jeni Pollard on 4732 7770.

**Record financial result for ATC**

**ROSEHILL**

By Red Dwyer

A RECORD financial performance has enabled the Australian Turf Club to include upgrades to its Rosehill and Warwick Farm racecourses as part of a 10-year strategic infrastructure project.

The aim of the program is to further the long-term growth and sustainability of Sydney racing.

ATC CEO, Darren Pearce, said the improved position of the club – a record $13.439 million operating surplus for the 2015/16 financial year – would permit investment in world-class racing and training infrastructure at its four racecourses in the metropolitan area.

“It’s now time to deliver world-class racing and training assets,” Mr Pearce said.

The recent refurbishment of the J.R Fleming Grandstand at Rosehill Gardens is now complete.

Investment in Western Sydney includes an upgrade of training tracks at Rosehill Gardens, including conversion of the larger circumference sand track to a synthetic surface, and the existing synthetic to a sand surface. Full course proper rebuilds at Rosehill Gardens and Warwick Farm, along with a possible new synthetic track to replace the current A grass.

The ATC would take advantage of the Parramatta light rail proposal connecting Rosehill to the network and the wider development of the Camellia Peninsula to investigate the erection of lights as part of the ATC’s masterplan for Rosehill Gardens.

The club has approximately 25 hectares of land fronting James Ruse Drive for the development of a mixed-use precinct to include a hotel and serviced apartments, commercial and retail developments including a new transport interchange.

“We remain fully focused on continuing to make Sydney racing not only the strongest in Australia, but the benchmark for anywhere in the world,” Mr Pearce said.

“This will continue to attract more of the best horses and trainers from Australasia and around the world for the benefit of all Sydney racing fans.”

Mr Pearce said the benefits of the NSW Government’s changes to wagering taxation would provide further opportunities for the ATC to future proof Sydney racing, and make infrastructure, prizemoney and events world-class for the foreseeable future.
Waldorf in joint venture with Cosmos

APARTMENTS

Daiwa Living Management Co. Ltd (DLM), one of the largest Rental Housing management companies together with Cosmos Initiia Co. Ltd (CI), a Residential Developer in Japan, have jointly purchased 75% of Waldorf Australia and New Zealand Group.

Waldorf is a privately-owned business that started operations in Sydney in 1982. Since then, the business has grown to more than 1,500 apartments and operates in Sydney, Parramatta, Central Coast, Canberra, Leura, and other locations in Australia. DLM and CI are subsidiary companies of Daiwa House Industry Co. Ltd, the largest publicly listed Construction and Development Company in Japan.

"The sale to DLM Group will bring forward our plans to further improve services and allow the business to expand significantly in the coming years," said the Waldorf Group founding Director and CEO, Avi Rubinstein.

"We expect to grow our business to more than 5,000 apartments in time and this will greatly enhance our brand awareness and increase our competitiveness. "Serviced Apartments are an attractive alternative to Hotels as they offer spacious, high quality self-contained accommodation at reasonable prices," Mr Rubinstein said. The existing owners of Waldorf will continue their involvement in the business as Directors and their main focus will be to acquiring new properties for the newly enhanced group.

Blacktown sets Australian Haka record

Blacktown is claiming the Australian Guinness Book of Records record for the Haka, after just under 2,000 people performed the chant this morning.

The official count was 1,998 which we are going to claim as the Australian record," said Blacktown Mayor, Stephen Bali.

"This is certainly the record for the Haka performed on Waitangi Day in Blacktown.

"We fell short of the world record of 4,028 was set in France by French rugby fans in September 2014, topping the previous record of 3,264 set in New Zealand during 2008.

"Waitangi Day, named after Waitangi, where the Treaty of Waitangi was first signed, commemorates a significant day in the history of New Zealand.

"The Ka Mate Haka was composed by Te Rauaparaha, a chief and war leader of the Maori Ngati Toa tribe, in about 1820."

Qube takes full control

LOGISTICS firm Qube Holdings Ltd has taken full control of the giant Moorebank logistics hub after agreeing to buy out its joint-venture partner the rail group Aurizon Holdings Ltd. Qube paid $98.9 million to acquire Aurizon’s 33.3 per cent stake in Moorebank Industrial Property Trust, which owns an 83-hectare site at Moorebank. Aurizon said the decision to sell its stake in Moorebank came after it secured a 10-year lease at the nearby Enfield Intermodal Logistics Centre, which is owned by Port Botany owner NSW Ports. Aurizon, which started operations at Enfield on May 9, plans to use the Moorebank hub in the longer run as a customer of Qube.

The sale included Aurizon’s interests in the development of rail terminals and associated warehousing under the 99-year lease arrangements with the Commonwealth government across the entire 243-hectare Moorebank precinct.

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WESTERN SYDNEY BUSINESS ACCESS FEBRUARY 2017
Power of Governance in the FB

**Welcome**

Welcome to February’s feature articles where we discuss why continual transformation is essential in staying relevant and the way change is communicated is key in the fast paced and ever changing world in which businesses play. The power of governance and establishing clear guidelines is key to business success and how collaborating with external businesses may assist in your business success. If you would like to discuss these features please feel free to contact me on 9455 9996 or davidpring@kpmg.com.au

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**ENGAGEMENT**

Trust, traditions and expectations can only get a family business so far. Each generation wants different things, so establishing the rules of engagement for everyone is essential for success.

Like any enterprise, a family business needs to have governance in place to ensure that its family and business strategies are achieved.

This governance must protect the business from the normal and predictable challenges that family involvement brings. However, formalising ownership structures, power and processes can sometimes stir up resistance, particularly from the founding generation as it transitions from a ‘dictatorship’ to ‘democracy’.

Dominic Pelligana, Partner, KPMG Enterprise, says the benefits of governance far outweigh the challenges of developing it. He says as more generations become involved, and the demands of people in the business increase, the need for governance structures is vital.

“When we talk about governance, we’re talking about education and pre-arranged rules about how things are managed and how we will implement strategies,” he says. “These rules must apply to everyone involved in the enterprise, from directors to shareholders, managers and staff.”

There typically needs to be two separate but related sets of rules: firstly regarding how the family will behave and relate to the business – a Family Constitution – and the second regarding how the family will behave and relate in the business – a Shareholders’ Agreement and sometimes a Board Charter.

**Discussions must start now**

Unlike a regular enterprise which has governance at the core and does not need to consider the family dynamic, a family business is usually built on a level of trust and informality by the Founder. However, Pelligana says that if a business is to grow, and employ more people, including family, it will need a level of structure to help the business ‘scale up’.

“Founders shouldn’t expect that following generations can or will run the business the way they have. Governance structures can help ensure there are clear rules around the different ways family can participate and be recognised as members of the family and business.”

Pelligana says conversations around governance can be challenging, and it can be hard to transfer from a tradition of ‘trust, informality and implicit rules’ to a new tradition of ‘structure and explicit rules’.

“But it’s important to have these discussions. For example, if someone wants to join or leave the business, how do they do so?” he says.

He adds there is no point waiting until a crucial juncture to try and solve succession, ownership, management structures, roles and responsibility issues.

“It should be part of the normal business operation to have this conversation, now,” he says.

To minimise distraction to the business and tension within the family when formalising governance structures, it is important to recognise that these issues are completely normal and predictable. It can be helpful to work with an independent party, who can lead conversations, share proven frameworks and use their experience to navigate the process.

“Invariably that will lead to a better outcome,” Pelligana says.

**Four pillars of governance**

Governance should be broken into four categories – management, income, control and equity – with each family arriving at a unique position on each area, Pelligana explains.

**Management**

A common trigger of problems is when the founder brings ill-prepared children into management roles. This not only creates tension, but it can stunt the business’ performance, Pelligana says. Pre-agreed rules must be implemented regarding how family members can join the business, and the required experience, involvement, development and output – just like any other employee.

“You could say it is encouraged that they work on school holidays when they’re younger, and you could make it a requirement that to go on to management roles, they need a minimum level of experience. This ensures that they bring capability and experienced points of view,” he says.

The pre-agreed rules must consider report lines, and establish performance expectations and review processes, as well as how issues are communicated and resolved.

“Ideally, family members should report to someone outside the family, but if it is a family member, their performance review should happen with an independent adviser as well. These rules help prevent disagreements later on.”

**Income**

There must be clarity around how family members, in and out of the business, will be recognised and rewarded, and how they can develop and progress. These rules need to reflect the different roles family members can play in relation to the business as employees, directors and/or owners.

Pelligana says employees need to be remunerated at market value, non-executive directors will require directors’ fees, and owners should receive dividends in accordance with a pre-agreed dividend policy. Often, family businesses not only blur these rules, but they also blur the remuneration for each.

**Control**

Pelligana adds that there also must be pre-agreed rules in relation to the decisions that managers, directors and owners make. These need to be clearly defined, communicated and respected.

‘Family members are “equals as members of a family” but not “equals as managers, directors or owners of a business”,’ setting structures, processes and strategy, Pelligana says.

Some of these rules will reside in the Family Constitution, Business Policy and Shareholders’ Agreements.

**Equity**

Like any business relationship where there is more than one owner, there needs to be agreement and communication of how people will behave as owners, Pelligana says.

“This includes defining who can appoint directors, the payment of dividends, how decisions will be made, how and when ownership interests can be sold or transferred, and how the business will be funded.”

These rules need to be documented in the Shareholders’ Agreement or a Deed of Family Arrangement.

**Respect the separation of powers**

The creation of a governance structure is all about ‘clearly defining and respecting the separation of powers,’ says Pelligana. Focusing on the above four pillars ensures that each area has clear governance, helping family business members to avoid arguments and ensure the success of their strategy.

“A lot of this comes down to ‘best fit’ rather than ‘best practice’. Family businesses need to do what’s right for them in their own context. Making sure governance structures are in place will mean they avoid arguments and problems down the road,” he says.

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Entrepreneurship in FBs through collaboration

BEHAVIOUR

ENTREPRENEURSHIP behaviour in family businesses can benefit from fresh input of ideas, expertise and contacts to open the door to new markets and greater growth potential.

KPMG’s Eleanor Winton posits that partnering with other organisations can broaden your family business’ potential for long term success and it is worth exploring how collaboration can deliver results.

Business collaboration is increasingly common practice in business across all sectors – but perhaps a more challenging concept for those family businesses who have previously thrived by using the skills and knowledge of employees with whom they have built a long-term relationship.

Trust is a key component within family businesses and to collaborate effectively you need to establish a relationship with a partner outside the core business and perhaps even with competitors.

This raises several questions that focus on the culture of your businesses. How much trust can you place in someone outside your business? How can you build a strong relationship knowing that it may only be for a few months or a couple of years? How do we maintain the culture and vision of our family business working alongside others?

Why collaborate with external organisations?

Businesses who are third, fourth or fifth generation or more have often thrived by keeping their business information and future plans within the family and a close circle of key employees. This approach has worked across multiple generations before, so why is a different approach necessary?

The fact is we are operating in a different economic environment, and have to consider how best to grow our businesses in volatile, uncertain, complex and ambiguous (VUCA) markets.

By testing where they are today versus where they would like to be, it is often apparent that to keep pace with the changes in today’s business environment this approach is no longer sufficient.

To innovate may require diversification, technological advances or expansion and it is almost impossible for any organisation to have the right skills and resources within their business.

We can see evidence of market revolution and business model disruption in almost every industry, and innovation to meet these challenges requires new skills, insights and technological change. Examples are all around us – from complex data analytics analysis, manufacturing techniques (eg: 3D printing) to more straightforward business model disruption.

What might you collaborate on?

Family businesses should consider what are the sacred cows of their business. Where would (and wouldn’t) they be happy to share information, co-create a product or enter new markets?

Many successful businesses are increasingly focusing on innovation to ensure future success. The following examples might help to get you thinking!

- Raising finance in new ways, through crowdfunding.
- Using your employees, customers and/or suppliers to foster open innovation.

This involves putting your problems, questions and thoughts out there for others to consider, resolve and propose solutions. This is by no means comfortable. True collaboration is becoming increasingly common, and there are many great examples on the internet which can assist you with collaboration. You will have to consider what areas you can – and are willing – to collaborate in, but are you even considering this? If not, you should take time out to do so.

ARTICLE FIRST PUBLISHED BY Catia Davim, Partner, People & Change, KPMG AUSTRALIAN PRACTICE
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Agreements can avoid pitfalls

STRUCTURE

By Justin Dowd

There’s a unique dynamic that exists in family businesses. Often mum or dad, or both, start off in business and as their company grows other family members are recruited and before you know it, a whole new, if not complex, family business structure has evolved.

So the best tip that can be offered to someone looking to set up a family business is be prepared and plan.

It is important to get the structure right – will it be a company, partnership, or joint venture? Lawyers and accountants can help establish the structure of a business and any requirements like registrations, licences and insurances.

From a legal point of view, these are the same for any business but a family business is by its definition conducted by members of a family and it can be difficult to separate the family from the business.

A well thought out and clearly defined business structure that includes the common goals and vision of the company and the exact role each family member will play can help avoid any pitfalls and ensure its success.

Because the primary relationship amongst the workers is personal as opposed to business partners, families are less likely to document what is necessary and are more likely to misunderstand what is expected of them.

That is why it is important when structuring a family business that from the outset each person’s role and responsibilities are clearly defined and outlined.

This will help ensure the good running of the business.

When bringing family members into the business, it is important to talk about expectations – those of the owners and those of the workers.

A child may expect to become a part-owner at some point and, if so, it needs to be discussed early on at what point this may happen.

Often has been the case that a child believes they will take over the running of the business but that is not necessarily in the mind of the owner so it is important to have that discussion.

Voting rights are an important aspect of the business structure, for example, what level of say will each member have?

The temptation, when running a family business, is to bring in a spouse or partner so it is important to think about the unthinkable: what will happen should a death, disabling injury or divorce occur.

Have some understanding of what impact either of these will have on the business and protect against it.

For example, key persons insurance (an insurance policy on the key employee that pays a benefit to the company if that person dies) might be appropriate.

It may also be advisable to enter into an agreement that explains should separation or divorce occur, whether the business will be divided equally or sold and divided.

There is no doubt these are difficult discussions to be had and while unromantic, they are necessary.

The agreements will be unique to your family and to your business but they will go a long way to navigating any pitfalls that may arise.

Justin Dowd is a partner at Watts McCray family law specialists. Visit: www.wattsmccray.com.au

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Lifestyle projects driving change

Norwest

There is a common ideology in business that success breeds success and that’s certainly the case in Norwest Business Park where commercial values are on the rise.

The trend toward growing value began last year, with Esplanade on Norwest Lake, the area’s first ‘vertical village.’ The integrated community comprises boutique workspaces coupled with waterfront dining and shopping, a mix of 247 apartments across two 19-storey towers, a host of private residents-only inclusions, and a new public boardwalk.

Esplanade’s commercial offering is a rare jewel in Norwest Business Park so when the workspaces launched to the market in June 2016, the immediate interest and demand prompted a spike in prices across Norwest.

“We are still seeing a flow-on effect from the commercial results at Esplanade,” PRDnationwide Norwest Director David Inkster said.

“Recent sales that have occurred locally have seen prices between $90000 and $100000 a square metre. It’s clear that a new local benchmark was established because of the sales success of Esplanade.”

Mr Inkster said the majority of commercial buyers at Esplanade were from the local market who recognised that Esplanade’s workspaces were a unique offering in a premium building with services and amenities not available elsewhere in Norwest.

Features such as communal meetings rooms on each floor, breakout areas, outdoor spaces, a fine-dining precinct, a concierge service and access to Esplanade’s gym facilities have attracted a mix of local professionals such as accountants, real estate agents and doctors, as well as investors capitalising on the demand to lease space in the business park.

“There’s a social element to doing business in Norwest when the most productive meetings are often over a coffee or meal,” Mr Inkster said. “At Esplanade the executive lifestyle is taken to a new level; you can go to a local café for coffee, entertain a client in the ground floor fine-dining precinct or nearby Castle Hill Country Club, or you can stay in the office and entertain while overlooking the lake.”

PRDnationwide Norwest, on behalf of development manager Capital Bluestone, will now launch an Expressions of Interest campaign, including bulk earthworks, construction of new public roads, open space and services infrastructure.

Norwest Business Park where commercial values are on the rise.

“Esplanade is the first-of-its-kind entitlement, leisure and residential precinct in Norwest and we’re finding owner-occupiers and investors are attracted to the way the project responds to lifestyle trends in The Hills and across Western Sydney,” Mr Grant said.

“People want a relaxing lifestyle where they can enjoy hotel-like facilities such as a pool and gym, entertain friends and family in the outdoors and indulge in fine-dining on their doorstep. They can do all of that at Esplanade without the hassle of maintenance or upkeep – it’s the ultimate lock and leave lifestyle that many owners and renters are looking for.”

For details on the commercial Expressions of Interest campaign, please contact David Inkster from PRDnationwide Norwest on david.inkster@prdnorwest.com.au, 9680 3300 or 0409 831 241. david.inkster@prdnorwest.com.au

Visit the Esplanade sales suite with a full-size two-bedroom display apartment at 11 Solent Circuit, Baulkham Hills, from noon to 3pm on Wednesdays to Sundays. Details: esplanadenorwest.com.au, or 1800 088 800.

Impression of the completed Esplanade on Norwest Lake.

The development strategy would be considered by the university’s Board of Trustees in March, with the university to enter into detailed negotiations with preferred proponents as soon as possible.

The four-hectare Westmead campus is a gateway to the busy Westmead Precinct – a global centre for health, education and medical research excellence and innovation.

The campus, on the corner of Hawkesbury and Darcy roads is strategically located close to the Westmead Hospital, Westmead railway station and the rapid bus Transitway service.

Westmead, with four major hospitals and three research institutes, represents the largest concentration of hospital and health services in Australia, and is a key community pillar serving Western Sydney and providing other specialist services for New South Wales.

The university’s vision for the site is for a highly-accessible, transit-oriented, mixed-use development, that includes education, commercial, residential and community spaces.

“The redevelopment of the Westmead campus is an exciting opportunity to create much-needed commercial and retail amenities for the town centre that can support the Westmead Precinct’s role as a world-leading hub for health, education and medical research,” said University Vice-Chancellor, Professor Barney Glover.

“Westmead Precinct will grow significantly over the next 20 years – bringing with it more entrepreneurial start-ups, innovation and technology-based industries, and generating thousands more highly skilled jobs for the area.”

The co-development would allow the university to create new funding streams and reinvest the income back into its core business of teaching and research.

The university has completed major works to establish the site for development, including bulk earthworks, construction of new public roads, open space and services infrastructure.

By Red Dwyer

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WSU expected to announce partner soon
40 per cent of all new jobs in Australia. The number one spot, New South Wales created more than 135,000 jobs since coming to government. At the national level, the Coalition has delivered more than 968,000 jobs since 2013.

In November, Gladys announced in Parliament that “for the first time in the State’s history we have no net debt”. Considering we came from a net debt of $14 billion in the 2011-12 financial year, this is an impressive achievement.

As Treasurer, Gladys has a fantastic report card - all key economic performance indicators show New South Wales ahead of the rest of the Australian States.

Not only are we in the enviable position of being the number one state – but we have come from last place when the Liberal National Coalition came into government.

Gladys can be proud of enormous contribution to this impressive result.

This includes the State Government’s record when it comes to job creation, with 23,000 new full time jobs created in the 12 months to October 2016.

Tally that up and under the Liberal National Coalition, more than 135,000 jobs have been created since coming to government. At number one spot, New South Wales created 40 per cent of all new jobs in Australia.

Not only have we created more jobs, than any other state, but our unemployment rate is also the lowest in the nation at 4.9 per cent while the national average is considerably higher at 5.7 percent.

Most importantly there are opportunities for our youth with New South Wales having the lowest rate of youth unemployment.

A prosperous state creates more opportunities for everyone, whether it’s more jobs and increased productivity, additional frontline services with more nurses, teachers and police or investment in vital infrastructure.

The state now has 5,500 more nurses and midwives, 2,200 more doctors. Overall clinical staff has increased by 9,750 taking the overall total to 81,335. The NSW Government has also delivered record investment in hospitals.

Th e state now has 5,500 more nurses and midwives, 2,200 more doctors. Overall clinical staff has increased by 9,750 taking the overall total to 81,335. The NSW Government has also delivered record investment in hospitals, including an investment of close to $1 billion in the Westmead Medical Precinct. This will not only make that precinct one of the largest biomedical precincts in the world but will have significant positive flow on effects - it will employ around 25,000 health professions and 1,000 researchers and accommodate hundreds of students when complete.

There are also 3,775 additional teachers, since the Liberal National Coalition came to government and along with employing more teachers the state government is making record investment in major education projects, including building the State’s first vertical public primary and secondary schools right in the heart of Parramatta CBD.

These will be flagship schools for the 21st Century, with the latest technology and modern teaching and student-centred pedagogies.

The State Government will in fact spend over $73 billion on vital infrastructure over the next four years to 2019-20.

As Treasurer, Gladys announced record investment in roads and transport – budgets accelerated funding in major projects that will unblock our roads, build new motorways, deliver new and improved public transport and more services.

With one in two Sydneysider’s expected to live in Greater Western Sydney over the next 20 years, this investment in infrastructure is necessary to tackle congestion and its economic impact.

As Transport Minister, Gladys also announced the Parramatta Light Rail. This will be a truly transformational project for our area, delivering fast, frequent, customer friendly services and connecting major hubs, from the Westmead Medical Precinct to Parramatta CBD, through Western Sydney University at Rydalmere, Carlingford and through to Olympic Park and beyond. It will connect people to jobs, homes, schools and recreational facilities.

Record investment in infrastructure projects is possible due to a strong budget position. The State has experienced record economic growth, at 3.5 per cent it is the strongest since the 2000 Sydney Olympic Games. The NSW Government has also taken the budget from sizable deficits to surpluses – we are now on track to deliver a record surplus of $4 billion in 2016-17.

Since coming to Government, the Liberal National Coalition has delivered strong economic growth and record investment in infrastructure.

Thousands of jobs have been created and NSW is now the number one performing State across the key economic indicators. Gladys has been an impressive and influential Minister and Treasurer and is sure to continue to be an outstanding leader and Premier.

I look forward to working with her to deliver the many projects slated for Western Sydney.
Balancing the short and long game

By Aaron LePoidevin

More than just a buzz word, innovation can take businesses to the next level. To get to the next level, businesses need to think about the short and long game. Given the opportunities in Greater Western Sydney at the moment, businesses can get some quick wins in the short term (through collaboration and incremental innovation) while developing plans for the long term.

Innovation has a long and a short game. There are disruptive and incremental innovations. Often the disruptive innovations are the exciting ones, forever changing or reinventing industries. However they are usually the most difficult ones that take a lot of time and money.

The challenge between short term financial results and long term investment and growth is real. The PwC 2016 CEO survey showed that while 86% of Australian CEOs believe technological advances will be key to achieving their business ambitions, only 26% think they will spend at least 5% of revenue on R&D. Not surprising given that of those who do, 90% believe it is too expensive.

Research has shown that collaboration is crucial for organisations to innovate and grow. Collaboration helps promotion innovation, which will lead to productivity improvement, economic growth and job creation. It can take the form of joint ventures, partnerships and less formal arrangements.

Collaboration between businesses, universities and government bodies in Western Sydney will provide significant opportunities for innovation and growth in 2017. Greater Western Sydney is a home to more than 10 per cent of Australia’s population, has the fastest growing population and is the fifth largest region in Australia in terms of its national economy contribution.

Important, innovation is about more than scientific and technological breakthroughs, it includes those things that create significant positive changes (such as improving operational or customer outcomes).

Organisations in Greater Western Sydney should consider incremental innovation to be the base line expectation rather than the exception. Great examples of incremental innovation happening in Greater Western Sydney include a small family business, JHT Tester Industrial Automation, who manufacturer a variety of control systems for industry where they are making continuous improvements to their turnkey solutions to ensure clients have the highest precision for their printing requirements.

Another company, AcronAir, is using incremental innovation to make improvements to its world-class range of air conditioning solutions. Recent developments are setting up the opportunity for both short term wins and longer term transformation.

Parramatta is also host to Australia’s largest concentration of health, education and research facilities at Westmead with four hospitals, two universities, two large research institutes and many allied health centres. The redevelopment and expansion of Western Sydney University is a key part of this.

Importantly, Western Sydney is rapidly transforming into a global innovation, technology and employment hub. This has seen PwC project that Parramatta’s economic growth will be double from 2.4 to 4.6 per cent annually over the next four years.

A study by The Australian Industry Group, published in September 2016, found that the barriers of collaborative innovation in Australia included institutional and culture barriers across both private and public sectors focusing on the short termism, lack of transparency in terms of information sharing, inadequate incentives for collaborations between researchers and universities, lack of labour mobility and intellectual property arrangements.

Western Sydney is well placed to overcome these barriers. Projects such as One Parramatta Square bring together the private and public sector in one place, to enhance collaboration through information and knowledge sharing in a shared environment.

Whether disruptive or incremental, innovation will be crucial for organisations in 2017. It must focus not only on science and technology, but also on collaboration that can improve business process and help respond to customer insights.

As Marc Jacobs says: “Innovation is an evolutionary process, so it’s not necessary to be radical all the time.”

If you are a startup or company based in Greater Western Sydney and are looking for ways to collaborate, PwC will shortly be launching a program called Accelerate to help you innovate and grow.

PwC is opening its new office at One Parramatta Square in partnership with Western Sydney University in 2017. Aaron LePoidevin is a Partner at PwC Australia. He helps organisations fund their innovation and growth.
“A gift for this planet.”
— Georgian veteran journalist Helena Apkhadze

“Mind-blowing! Go back and see six times!”
— RichardConnema, renowned Broadway critic

“Really out of this world! You can not describe it in words, it must be experienced!”
— Christine Walevska, “Goddess of Cello”, watched Shen Yun 4 times

“5,000 Years of Chinese music and dance in one night!”
— The New York Times

“Absolutely the No. 1 show in the world. No other company or of any style can match this!”
— Kenn Wells, former lead dancer of the English National Ballet

“Incredible! Groundbreaking!”
— msnbc

“Demonstrating the highest realm in arts, Shen Yun inspires the performing arts world.”
— Chi Cao, lead actor in Mao’s Last Dancer

“Awe-Inspiring Sensation!”
— abc

ShenYun.com/Sydney

28 MARCH-2 APRIL 2017 Sydney Lyric Theater

28 Mar TUES 7:30pm
29 Mar WED 1:00pm
30 Mar THURS 7:30pm
31 Mar FRI 7:30pm
1 Apr SAT 2:00pm, 7:30pm
2 Apr SUN 2:00pm

Ticketmaster: ticketmaster.com.au 1300 795 267
Presenter: Syticketcentre.com/sydney 8988 5611

ShenYun.com/Sydney
In the future, you will be able to personalise your car and it will be made for you in a matter of days without an extensive supply chain providing the parts. It may be designed and built in a single workshop. This is where Divergent Micro factories sees the global car industry heading.

The company made international headlines when it unveiled a 522-kilowatt supercar using a 3D printer. The Blade, a sleek low-slung single seater with beautiful curves and giant air intakes, has a bi-fuel (using gas and compressed natural gas) turbocharged four-cylinder engine which can reach 100 kilometres per hour in 2.2 seconds which puts it amongst the fastest cars on the planet.

The Blade is the vision of CEO Kevin Czinger who identified that the processes of making car components are much more harmful than what comes out of the exhaust pipe. He decided to “replace planet destroying technology with planet saving technology”. To create a car with the smallest possible carbon footprint.

He assessed the costs of making each component and the entire assembly process. His 3D printing micro-factory managed to dramatically minimise the costs of manufacturing without compromising on the workmanship or performance of the supercar.

The car features 3D printed metals and plastics which Czinger says are superior to existing car materials. For example, the aluminium chassis was 3D printed and weighs a miniscule 46 kilograms, just 10% of an average car chassis, and because of its nodal design it could be assembled in just minutes.

The entire car weighs in at just 635 kilograms (which is 300 kg less than the very first Mazda MX-5!).

Czinger says he has managed to produce a high-performance supercar using a $50M factory rather than the need for a $1B facility like current car makers use. He now wants to share their knowledge with other small automotive start-ups.

Visit: www.divergent3d.com
CSIRO puts city living under microscope

A NEW CSIRO research initiative launched today will lead the way for the transformation of livable urban spaces and sustainable cities of the future.

In partnership with property developers Celestino, CSIRO has established its first operational Urban Living Lab (ULL) at the Sydney Science Park in western Sydney. The ULL is a place where researchers, industry, government and communities can get together and create, design and test innovative urban development concepts, moving beyond the lab into the real world.

Australia is amongst the most urbanised nations globally, with a growing urban population and significant dependence on cities for economic stability and productivity. Urban centres need to be well-placed to cope with the uncertainties and risks of the 21st century while attracting the people to come live and grow.

Within the Urban Living Lab’s test environment, researchers closely examine the connections between issues such as urban greening, energy efficiency, demands for water, community well-being and health and the impacts of technological advancements, all within a real urban environment.

This research will be critical for developing and renewing our cities and urban spaces to be sustainable in the face of pressures such as population changes and climate change. The innovations will make significant improvements in Australia’s urban environments, creating employment and business opportunities while improving urban liveability. Examples of the research topics already under consideration include:

- The impact of increased urban greening on local temperatures and ecology, changes in energy and water demand and consumption, and the influence on community wellbeing and health;
- Smart water systems that can efficiently provide different classes of water for different uses on demand;
- The influence of digital disruptions and information technology advances on urban structure, industry development and community connectivity.

According to Assistant Minister for Science Craig Laundy, the new initiative will deliver significant urban, environmental and innovative outcomes for the region and beyond.

“The Urban Living Lab initiative offers a new way for researchers, industry, community and government to co-innovate and provide a place to address a range of challenges facing the urban sector,” Minister Laundy said.

“The Urban Living Lab will comprise part of the Sydney Science Park site, a fully-integrated community, which, when complete is expected to employ over 12,000 staff, in mostly high-skilled, high-paying jobs; educate 10,000 students in key scientific and technological disciplines; and provide more than 3,000 living accommodations.

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Best year for sales
2016 was the best year for new truck sales since 2007 with 32,964 trucks and heavy vans purchased.

CEOs are optimistic
AUSTRALIAN CEOs are cautiously optimistic about business prospects in 2017 according to the latest Ai Group CEO Business Outlook survey. One third expect to see an improvement in business conditions compared to 39% at the beginning of 2016.

Sleep treatment approved
NORWEST-based ResMed has had its new AirMini sleep apnea treatment product cleared by the United States Food and Drug Administration.

Gas shortage continues
AS Australia’s gas shortage intensifies and prices continue to rise some manufacturers are warning of job losses and a fall in business. Over the last three years, gas demand has tripled largely due to an increase in export without an increase in the supply of gas to meet this additional demand.

India a manufacturing nation
INDIA has moved from ninth to the sixth biggest manufacturing nation in the world off the back of a huge Make In India program.

Healthy growth in sub-sectors
THE AIG Performance of Manufacturing Index (PMI) jumped to 55.4 in December. Four of the five largest manufacturing sub-sectors registered healthy growth.

Growth of electric trucks
STRICT emissions targets will have a strong influence on the global sale of medium and heavy electric trucks over the next decade - expected to increase from 31,000 vehicles now to over 330,000.

Focus on STEM fields
WESTPAC and the Group of Eight (Go8) have partnered to offer the first program in Australia with a focus on STEM (Science, Technology, Engineering, or Math) for Doctor of Philosophy (PhD) students. It recognises the importance of STEM fields to the future of Australia and offers students paid, part-time employment with the Westpac Group while they undertake their PhD research at a Go8 university.

New Industry Minister
WE have a new industry minister in Canberra. Senator Arthur Sinodinos replaced Greg Hunt and is the third person to hold that job since the Coalition came to power.

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Call for Govt assistance
LARGE energy consumers such as BHP Billiton and Brickworks have asked the Federal Government to fix its energy policy after they were hit with energy price increases of up to 100 per cent while aluminium producer Alcoa was given a sweetheart deal.

Investment in technology
THE Federal Government will invest $12 million into the future of positioning technology in Australia, saying it has the potential to generate up to $73 billion in sales by 2030.

An unwanted hat trick
AUSTRALIA’s construction industry has scored an unwanted hat trick with three consecutive months of decline.

Early stage funding
THE Government has launched a $200 million CSIRO Innovation Fund to commercialise early stage innovations from CSIRO, universities and other publicly-funded research bodies.

Rail decision criticised
THE Australian Manufacturing Workers Union has criticised Downer Rail’s decision to sub-contract manufacturing of 24 double deck Waratah class trains to a Chinese joint venture partner.

Protection for jobs
THE QLD government has announced a $20 million program to protect manufacturing jobs with grants ranging from $50,000 to $2.5 million.

SA manufacturing strong
THE SA manufacturing sector has seen 9700 new jobs added to it over the past year. There are now a total of 79,500 manufacturing jobs in the state compared to 66,800 in 2013.
BUSINESSES in western Sydney will be able to boost their productivity and efficiency with the arrival of the National Broadband Network in the area.

Wetherill Park and Smithfield and some parts of Fairfield and Cabramatta are among the latest suburbs to receive faster broadband services which is good news for the up to 8000 businesses in the area looking to modernise.

But businesses are being urged not to delay the transfer of their services to the new network. That’s because the NBN will replace most of the traditional copper and cable based phone and internet services.

“All sites are being given 18 months from when the NBN becomes available to them to sign up,” said Telstra Business Centre West Sydney marketing director Jennifer Vella.

“Unfortunately, a lot of times businesses put these letters aside or worry it’s too hard to understand.”

“We have managers available who can walk businesses through the steps they need to take and help make it less overwhelming.”

Telstra Business Centre West Sydney staff can help advise what options are available to best suit your business with their many competitive NBN plans.

While there is no great urgency, businesses need to be aware that at some point some of the services available to them will no longer work so now is a good time to sit down with one of our account managers to look at what plan is the right one for the way they do business,” Ms Vella said.

As well as delivering faster broadband speeds, the NBN will help companies change the way they do business, she said.

“There have been instances of businesses, especially in design and graphic for example, where they need to upload or send large files every day that have had to leave their premises and use an IT firm to compress and send the files on their behalf,” Ms Vella said.

“The NBN changes all of that. It makes doing business more efficient and improves productivity.”

The first step for businesses ready to join the digital era is to work out which of your services you need to transfer to the new network (alarms, EFTPOS, fax machines). A Telstra Business Centre West Sydney staff member can then consult on the best plan available to you under the new network. They will also help prepare for the connection, Ms Vella said.

Telstra Business Centre West Sydney, which opened in 2000, has won several awards for customer service including the Telstra Business Centre of the Year 2016 for Customer Advocacy.

For more information: Telstra Business Centre West Sydney is at 164 Merrylands Road, Merrylands, phone 8868 0700, email nbn@tbcwestsydney.com.au, or visit www.nbnstore.com.au.

Benefits of the NBN
The rollout of the new NBN technology means the existing network used to deliver internet and phone services is being replaced with superior connections. As well as faster speeds, the NBN offers businesses faster downloads, high definition video conferencing, remote working, media streaming and cloud computing.
Where has all the commitment gone?

**LEADERSHIP**

By Hardeep Girn

They say that leaders are born not made. True leaders are a very rare commodity in today’s world – we need more of them! But management is a basis of leadership and is a skill that can be learnt. I’d summarise management, as being able to follow up and deliver your intent.

In my work I meet a lot of people in business. Each person has characteristics that make him or her individually unique. Self-organisation, in being organised to manage your workload to be able to act, is very often the biggest challenge for us.

There are priorities that often conflict in our daily schedules. Should you attend your daughter’s class assembly or meet with senior management to prepare the board paper?

We all know that even within a business there are competing priorities. Should you focus on new sales targets or servicing the existing current client base?

But here’s the amazing thing I discovered below:

I’ve also found that if you have an expectation in reserve, so that you have time to work on the bigger items, and your health.

Likely you both originally sought the same outcome, so keep your (additional) involvement in reserve.

Lastly consider support mechanisms to help you if you need help. Some will cost you money or goodwill (that you no doubt have kept in reserve!).

“I didn’t know you needed something from me” – Maybe expectations were misunderstood or you overcommitted. Possibly too much time passed from the meeting to when you re-read the action.

“I missed it” – Maybe another review is needed before closing the activity. Put it into a project and work on the problem over time and with structure.

“IT was too difficult” – Maybe a gripe.

“The buck stops with you” – Likely you both originally sought the same outcome, even when the CEO has instructed commitment isn’t hungry enough for successful outcomes, even when the CEO has instructed their involvement.

In closing, I want this commentary to give you some guidance rather than just be seen as a gripe.

So be a successful manager, by being committed to your intent. Your peers and community judge you by the outcomes you deliver and no one can operate alone. In a busy environment review your workload regularly and eliminate some of the minor activity quickly so that you have time to work on the bigger items, and your health.

Lastly consider support mechanisms to help you if you need help. Some will cost you money or goodwill (that you no doubt have kept in reserve!).

I’d love to hear your views on this area of discussion and if you have some tips on delivering outcomes that others can learn from, you can post a message on my Facebook wall.

Hardeep Girn is CEO at Know My Business (KMB). KMB helps businesses fast track their business development and sales efforts by introducing them to their targeted clientele. Utilising their extensive business network and high tech business matching systems, Know My Business has the answer to Australia’s fastest growing business need. Start the conversation by calling 13000 INTRO (1300 046 876), emailing sales@knowmygroup.com or visiting www.knowmybusiness.com.au
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- JAWS offers value for money compared to more conventional forms of job advertising.
- Gets real results that you can observe.
- Many businesses use only JAWS when advertising available jobs.
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- JAWS newsletter database exceeds 5,000 recipients.

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TOPFEST 2017 finalists

- The Wolf
- The Birth
- Can’t I S### in Peace?
- TALC
- Love, Steve
- Everything Criss
- Wibble Wobble
- Going Vego
- Meat & Potatoes
- Mutania Burnout
- The Beekeepers
- Accomplice
- Diary of a YouTuber
- Passenger
- Another Olga
- The Mother Situation
To celebrate Tropfest in Parramatta, foundation partner CGU is giving you a chance to win $1000. To enter take a selfie with the Parramatta sign and Instagram it with the tag #cgutropfest.

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**SUMMARY OF 2017 TROPFEST FINALISTS**

<table>
<thead>
<tr>
<th>SHORTLISTED FILMS</th>
<th>Director/Producer</th>
<th>Summary</th>
<th>From</th>
<th>Genre</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accomplice</td>
<td>Michael Noonan</td>
<td>Troubled by his owner’s nocturnal activities, a little dog decides to take action.</td>
<td>QLD/MEXICO</td>
<td>Romance</td>
</tr>
<tr>
<td>Another Dog</td>
<td>Cecilia Romane</td>
<td>Elga Hanani shares what she has learnt from enduring the horrors of the holocaust.</td>
<td>NSW</td>
<td>Comedy</td>
</tr>
<tr>
<td>Can’t I Sh#t In Peace?</td>
<td>Julia Morris</td>
<td>What one working mother of four will do to get a moment of peace from her children, husband and hectic life.</td>
<td>NSW</td>
<td>Comedy</td>
</tr>
<tr>
<td>Diary of a YouTuber</td>
<td>Holly Huangpaces</td>
<td>The year in the life of a popular youtuber, from her rise to her tragic fall.</td>
<td>VIC</td>
<td>Drama</td>
</tr>
<tr>
<td>Going Yoga</td>
<td>Hannah Bath, Christopher Burke &amp; Mikey Owen</td>
<td>A woman returns from an isolated bushwalk to find a dead body in the boot of her car.</td>
<td>NSW</td>
<td>Drama</td>
</tr>
<tr>
<td>Love, Steve</td>
<td>Alex Roberts</td>
<td>A young man tries to reconnect to his father after breaking it to him the controversial nature of his sexuality.</td>
<td>NSW</td>
<td>Drama</td>
</tr>
<tr>
<td>Meat and Potatoes</td>
<td>Areille Thomas &amp; Elena Angelopolous</td>
<td>A vegan couple are stuck in the apocalypse without food.</td>
<td>VIC</td>
<td>Comedy</td>
</tr>
<tr>
<td>Mutonia Burnout</td>
<td>E-16PG</td>
<td>An intimate journey to Arabanna Country, to visit the pioneering Mutonia Sculpture Park and experience a modern day comingone</td>
<td>NSW</td>
<td>Documentary</td>
</tr>
<tr>
<td>Passenger</td>
<td>Catherine Mack</td>
<td>Meet Carl Bowow, a man with a mic and an unshaming desire to spread love and good vibes to the most unusual of audiences.</td>
<td>UK</td>
<td>Drama</td>
</tr>
<tr>
<td>Silk</td>
<td>Jefferson Grainger</td>
<td>A man dedicates his life’s work to decipher the origins of written communication.</td>
<td>NSW</td>
<td>Documentary</td>
</tr>
<tr>
<td>The Beekeepers</td>
<td>James Dewhirst-Prineas</td>
<td>Greek island siblings Poppa &amp; Georges consider emigrating to the New Country. What about their bees?</td>
<td>GERMANY</td>
<td>Comedy</td>
</tr>
<tr>
<td>The Birth</td>
<td>Sarah Hutley</td>
<td>Everyone warned her about home births, but nothing quite prepared her for what she’d have to bear.</td>
<td>NSW</td>
<td>Comedy</td>
</tr>
<tr>
<td>The Mother Situation</td>
<td>Matt Guy</td>
<td>Three adult siblings assist their terminally ill mother in committing suicide: a comedy.</td>
<td>NSW</td>
<td>Comedy</td>
</tr>
<tr>
<td>The Wall</td>
<td>Nick Baker &amp; Tristan Klein</td>
<td>A grandmother and her grandson flee their city - only to reach a tall, endless wall.</td>
<td>NSW/BURMA</td>
<td>Drama</td>
</tr>
<tr>
<td>Wibble Wobble</td>
<td>Daphne Do</td>
<td>A large jelly complicates the sale of a man’s deceased grandmother’s fridge.</td>
<td>VIC</td>
<td>Comedy</td>
</tr>
</tbody>
</table>

**Live music at TROPFEST 2017**

**HEY GERONIMO**

Relax to the indie-pop tunes by Hey Geronimo. Arriving on the Australian music scene in 2012, the band has enjoyed substantial local and international attention, with over a million views on YouTube, an inclusion in triple j’s Next Crop list, an entry in the US CMJ Radio Top 100 Charts, and appearances at major local and international festivals.

**L-FRESH The LION**

Soak up the summer music vibes from Western Sydney artist L-FRESH. The LION. Inspired by the soulful movement in US hip hop of the late 1990s / early 2000s, and the love and respect for his own cultural and ancestral roots of the Sikhs from Punjab, India, L-FRESH is an artist like no other.

**MEAT AND POTATOES**

A vegan couple are stuck in the apocalypse without food. Arielle Thomas & Ellenor Argyropoulos

**LIME CORDIALE**

Dance along to summery indie pop tunes from Lime Cordiale, the five-piece from Sydney’s northern beaches. Lime Cordiale have previously sold-out local venues including Bigsound, Homebake, Peats Ridge, Deni Blues, Bluesfest, and SXSW Music Festival in Austin.

**EATS AND DRINKS**

We’ve also got all your Festival cravings covered with great eats! Just head to the food and beverage trucks around the park!

**RUNNING SHEET FOR TROPFEST 2017**

- 12.00' Trop Jr Finalist Films
- 2.00pm Tropfest Screening of Past Winners
- 3.45pm L-Fresh The Lion
- 4.30pm Lime Cordiale
- 6.30pm Hey Geronimo
- 7.30pm Black Carpet Arrivals
- 7.45pm Finalist Films Part One
- 8.45pm Intermission
- 9.00pm Finalist Films Part Two
- 10.00pm Live Judging
- 10.15 Awards Ceremony

Please note Tropfest is a live event and all times are approximate. Visit tropfest.org.au for more information.
join us for a FREE night under the stars as we premier our 16 incredible finalist films at the iconic and beautiful Parramatta Park. What’s happening: We have an exciting afternoon and evening lined up with live music, a screening of all 24 past winners of Tropfest, black carpet arrivals and of course, the world premiere of our 16 finalist films! When: Saturday 11th February 2017 kicking off from 2pm Where: Parramatta Park

How to get there: Catch the Pineapple Express from Central! Just go to Platform 5 and catch the train to Parramatta. The Pineapple Express will be leaving at 12.05pm, 1.05pm and 2.10pm

OR

Take the T1 North Shore, Northern and Western Line from Central Station to Parramatta (about 30 min) and walk to Parramatta Park.

What to bring: We’ve got all your festival cravings covered with heaps of delicious food and drink available on the night. So all you’ll need is a picnic blanket and a bunch of friends.

Tropfest Pick Your Patch

Introducing ‘Pick Your Patch,’ a way to reserve a premium patch of grass (and a chair) with great views of the screens, access to great bars and loads of other perks. Arrive when you like, knowing that your perfect spot will be ready and waiting for you!

Whether you purchase seats with a special someone, or get together with your whole gang, you can enjoy the convenience of a comfy seat and enjoy the film premieres, live music, exclusive bar access and more. For a Trop-BEST experience, you can pre-order a delicious hamper to enjoy. Plus, to celebrate our 25th Birthday, there will be special, limited edition t-shirt only available to Patch guests.

VISIT: WWW.TROPFEST.ORG.AU
Vanquish S Volante expected to be most expensive Aston Martin convertible yet

By ROBBIE WALLIS

BRITISH supercar-maker Aston Martin has revealed the drop-top version of its headline-selling Vanquish S more months after the coupe version was unveiled at last year’s LA Auto Show.

Under the bonnet lies a 5.9-litre naturally-aspirated V12 that pumps out 473kW and 1100Nm, representing an increase of 23kW and 10Nm over the old model, largely due to higher volumes of intake manifolds that let the big V12 gulp more air.

However, the 4444kg figure is only for UK and European models, with the rest of the world forced to be content with only 433kW.

In coupe guise, the Vanquish S completes the zero to 100km/h sprint in 3.5 seconds – down from 4.1s in the old model – and will carry on to a top speed of 324km/h.

Mated to the V12 engine is an updated version of the eight-speed Touchtronic III automatic transmission and limited-slip differential, complete with launch control feature.

Suspension has been tweaked with a returned adaptive damping system with three different modes – normal, sport and track.

Stopping power comes from carbon-ceramic brake discs measuring 398mm in diameter with six-piston callipers and 255/35 Pirelli Zero tyres up front, and 360mm discs, four-piston callipers and 305/30 tyres at the rear.

Aston Martin has listed the 4730mm long, 1910mm wide, 1295mm high Vanquish S Volante at $1739k in weight – the same as the coupe version.

The chassis is a high-tech mixture of aluminium and carbon-fibre, and weight is almost evenly distributed, with a 51:49 front-split bias.

The Volante is expected to get the exterior tweaks in the couple including quad-tip exhaust pipes and a carbon-fibre front splitter, rear diffuser and side strakes, while carbon-fibre will be offered as an option for the bonnet vents, mirror caps, grille and door handles.

Standard on the Volante S are 20-inch, ten-spoke gloss-black alloy wheels and titanium-capped brake discs, and in place of brakes, are treated to a leather and Alcantara interior with Vanquish S emblazoned on the headrests and sill plaques, heated front seats and mirrors, reversing camera, front and rear parking sensors, tyre pressure monitor, a 6.5-inch infotainment screen with DAB digital radio, USB and Bluetooth compatibility, and a 1000-watt Bang & Olufsen 13-speaker sound system.

Options include four new alloy wheel styles, painted brake callipers, bonnet and side strakes with black or magnesium finish, carbon-fibre paddle shifters, and a personalised aluminium sill plaque.

Pricing and local timing is yet to be announced, but the Volante is expected to arrive sometime after the hard-top that lands in April, and is expected to wear a price tag well in excess of the current standard Vanquish Volante, which retails for $521,995 before on-roads.

Driven: Mazda MX-5 RF soft top to roadster

Hard-top will steal sales from Roadster as overall MX-5 sales hold steady

By DANIEL DeGASPERI

MAZDA Australia has forecast its new MX-5 Retractable Fastback (RF) bodystyle will become more popular than the existing MX-5 Roadster soft top, despite a starting price $5210 higher than the entry-level model.

Although the local outfit of the Japanese brand has already released prices of the ND-generation hard-top MX-5, it is yet to launch the new bodystyle to announce a price rise and bring the model up to standard equipment for its soft-top model.

The $33,990 MX-5 Roadster 1.5-litre now rises to $39,340, which Mazda Australia managing director Bob Benders admitted that the MX-5 RF would continue to be most attractive to the lower pricing of the MX-5 Roadster.

It’s the same situation that the arrival of a highly styled hard-top bodystyle was designed to reverse the sharp decline in popularity that sports cars usually face following an initial sales spike.

"What it (MX-5 RF) will do is hold up that market for maybe a bit longer because sports cars tend to be, well, the early adopters want them and then the number of people that come into the market drops off quite quickly," he explained.

Asked whether the MX-5 was expected to increase sales for the brand in 2017, Mr Benders said that its volume was expected to be "roughly about the same." Mazda Australia forecasts sales of 140 units per month, translating to 1680 annual volume – 103 sales higher than last year.

"Part of the reason for doing the RF styling the way it is to differentiate it and make it a clearer decision," he added.

"I want a soft-top, I want that silhouette; or I want a hard-top style, I want the RF. It’s to broaden the appeal of the car, some people want that (coupe) look at first and it broadens it.

"With the NC the hard-top was basically just replacing the soft-top with a hard-top, everything else looked the same, so it was a matter of functionality more than anything. Now you’re making a design choice."

Mazda has compensated for the RF’s stiffer structure and heavier roof mechanism by tweaking the suspension and hollowing out underfloor bracing to keep the weight impost to just 47kg over the Roadster – 1060kg versus 1033kg.

It also said the smaller dimensions of the ND generation meant the company would have needed to reduce boot space substantial-ly or lengthen the wheelbase if all three pieces of the roof were to be stowed, citing 70mm less in the roof storage area compared with the previous NC generation.

The company reiterated that neither were desirable options, so the decision was made to create a ‘lying buttress’ design connected by a rail that lay above the bootlid, allows the rear window and roof pieces to stow, and returns overhead. Luggage space drops by just three litres.

The MX-5 Roadster and MX-5 RF share standard specification with the exception of 1.6-litre alloy wheels for the former’s 1.5-litre compared with 17-inch alloy wheels for all other model grades.

The MX-5 Roadster four-cylinder petrol engine continues with 118kW/200Nm, but the RF claims a manual 7.0-7.4 litres per 100 kilometres; the combined cycle consumption test compared with the Roadster’s 6.9-7.1L/100km.

All models, trim, manual air-conditioning, satel-lite navigation, cruise control, remote central locking, rear cross-traffic alert, blind-spot monitor, a limited-slip differential and tyre pressure monitoring system are standard on all models.

The MX-5 GT RF adds automatic on/off headlights and wipers, auto-dimming rearview mirror, heated door mirrors, leather-trimmed and heated front seats, chrome control air-conditioning, nine-speaker/203-watt Bose audio system, adaptive front headlights and keyless auto-entry system.

Selecting the $18000 optional RF-exclusive black roof option also brings Chroma brown Nappa leather, adding to the black and tan colours available on the GT.

The only option is a new Machine Grey Metallic hue adding to the previously available Soul Red Metallic at a cost of $300 extra on all MX-5 models.

2017 Mazda MX-5 pricing*

Roadster 1.5-litre (a) $31,340 +$3150
Roadster 2.0-litre (a) $35,340 +$3150
Roadster 2.0-litre GT (a) $39,340 +$3150
Roadster 1.5-litre GT (a) $33,340 +$3150
Roadster 1.5-litre (a) $35,340 +$3150
Roadster 2.0-litre (a) $39,340 +$3150
Roadster 2.0-litre GT (a) $43,340 +$3150
Roadster 1.5-litre GT (a) $37,340 +$3150
Roadster 1.5-litre (a) $41,340 +$3150
Roadster 2.0-litre (a) $45,340 +$3150
Roadster 2.0-litre GT (a) $49,340 +$3150
Roadster 1.5-litre GT (a) $43,850 +$3150
Roadster 1.5-litre (a) $48,850 +$3150
Roadster 2.0-litre (a) $53,850 +$3150
Roadster 2.0-litre GT (a) $58,850 +$3150
Roadster 1.5-litre GT (a) $63,850 +$3150
Roadster 1.5-litre (a) $68,850 +$3150
Roadster 2.0-litre (a) $73,850 +$3150
Roadster 2.0-litre GT (a) $78,850 +$3150

* Excludes on-road costs.
**Ford reveals facelifted Mustang**

**Revised styling, new tech and updated engines headline Ford Mustang refresh**

*By ROBBIE WALLIS*

Ford has revealed a mid-life updated version of its hot-selling Mustang coupe and convertible, which features styling updates, new technology and engine tweaks ahead of its Australian arrival in 2018.

The revised model, revealed overnight in California, gets an updated exterior with new look all LED headlights, lower bonnet and grille design, blacked out rear diffuser, revised LED tail lights, optional performance spoiler and quad-tip exhaust for V8 GT models.

With the mild aesthetic revisions, Ford is offering a dozen different alloy wheel designs, as well as a new exterior paint colour – Orange Fury.

Powertrains have also been updated, increasing torque for the 2.3-litre four-cylinder EcoBoost engine, while the 5.0-litre V8 has been “thoroughly reworked”, according to Ford, although the new output figures have not been revealed at this stage.

The V8 has received more power and revs higher, thanks to new dual-fuel, high-pressure direct injection and low pressure port fuel injection, which also improves low-end torque and fuel efficiency, says the car maker.

Power and torque for pre-facelift GTs stand at 303kW/525Nm, while the current EcoBoost four pot turbo churns out 233kW/432Nm.

Automatic variants drop the current six-speed box for a new 10-speed unit that Ford says delivers higher average power for faster acceleration, has quicker shift times, reduced friction losses and includes unique programs for different drive modes.

Manual transmissions have also been updated for both engines, with the V8 version scoring a twin-disc clutch and dual-mass flywheel to improve clutch modulation and torque capability.

Suspension has been included in the makeover with all models given new shock absorbers, a new cross-axis joint in the rear suspension and updated stabilisers (anti-roll bar).

Ford’s MagneRide magnetic damper system is on offer as an option, as is an active valve exhaust system for the GT which allows owners to control the exhaust note and volume of their vehicle.

When it arrives Down Under, the Mustang will be the first Ford to be fitted with the all-LED digital instrument cluster recently detailed in the Ford GT, with the 12-inch screen letting owners customise their instruments and choose between normal, sport and track mode displays.

Other tweaks include padded knee bolsters, a hand-stitched wrap with contrast stitching for the centre console, aluminium finish for the door handles, rings and bezels, new seat upholstery patterns and colours, and optional heated steering wheel.

New models come equipped with Ford’s SYNC3 infotainment system.

Mustang MyMode with memory function allows drivers to save their favourite drive settings including suspension and steering preferences, while the 2018 model has a suite of new driver assistance systems, including pre-collision assist with pedestrian detection, distance alert, lane-departure warning, lane-keeping assist and driver alerts.

The range Australian range will remain the same with EcoBoost and V8 engines being offered in coupe and convertible bodystyles, however it is likely that a hybrid EcoBoost-derived variant will appear sometime in the model’s life cycle.

In the US, the Mustang range kicks off with a V6 version, which has been included in the mid-life update, but the six-pot variant will not be coming to Australia with the update next year.

Sales of the current-generation Mustang have been heavily skewed towards the GT, with around three quarters of Australians opting for the V8 version, resulting in a waiting list that currently stands at around six months for the 5.0-litre and around 3 to 4 months for an EcoBoost.

Ford Australia product communications manager Damion Smy said that he didn’t expect any customers on the current waiting list to postpone their order to wait for the next-gen Ford car.

“The inherent design and style of the Mustang is still there,” he said. “I think the people who have been waiting for the chance to have their Mustang experience will still absolutely want to have that experience, especially with these waiting lists – they’ll be keen to get their Mustang and put it in their driveway as soon as they can.”

The Mustang managed a healthy 6208 sales in its first full year on sale in 2016, making it far and away the best-selling sports car under $80,000, followed by the Hyundai Veloster with 2323 and BMW 2 Series with 2159.

Last year it was also the fourth best seller in the Ford stable, behind the Ranger (36,934), Territory (6928) and Focus (6783).

**Six-seat Renault Trafic Crew arrives**

**People-moving Renault Trafic Crew to top van range from $42,990 BOCs**

*By ROBBIE WALLIS*

RENault has released a trio of new variants for its Trafic commercial vehicle range all sporting a new six-seat arrangement to sit atop the line-up and be offered as a dual-purpose vehicle for those that want the option of transporting people or cargo.

Priced at $42,990, before on roads, for the Crew, $45,480 for the Crew Premium and $46,780 for the range-topping Crew Lifestyle, the new Trafics will be based on the long-wheelbase L2H1 Energy dCi 140 turbo-diesel variant that was previously the range-topper in the already-successful Trafic.

The Trafic Crew would help boost the appeal of the French workhorse.

HiAce (7478), Hyundai iLoad (5467) and Volkswagen T5.1 (1722) are the HiAce (7478), Hyundai iLoad (5467) and Volkswagen T5.1 (1722) competition.

The Trafic fi nished fourth in the 2.5 to 3.5-tonne light commercial van segment in 2016 with 1730 sales, behind the Toyota HiAce (7478), Hyundai iLoad ($467) and Volkswagen Transporter (1600).

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The Trafic Crew would help boost the appeal of the already-successful Trafic.

“The Trafic has been a great seller for Renault in Australia,” he said. “Its easy drivability, comfort and high levels of standard equipment deliver on the needs of business customers. With plenty of clever internal features, it’s also a genuine mobile office.

“The Trafic Crew brings another level of functionality to what is already a highly capable and increasingly popular alternative to more mainstream mid-size van offerings.

“The Trafic Crew is perfect for customers looking for a dual purpose vehicle that’s equally capable of carrying people or payload.”

The Trafic was launched in May 2015, which could help boost sales of the French workhorse.

Renault Light Commercial Vehicles senior model line manager Lyndon Healey said the Trafic Crew would help boost the appeal of the already-successful Trafic.

“The Trafic has been a great seller for Renault in Australia," he said. "Its easy driveability, comfort and high levels of standard equipment deliver on the needs of business customers. With plenty of clever internal features, it’s also a genuine mobile office.

“The Trafic Crew brings another level of functionality to what is already a highly capable and increasingly popular alternative to more mainstream mid-size van offerings.

“The Trafic Crew is perfect for customers looking for a dual purpose vehicle that’s equally capable of carrying people or payload.”
Which region will be successful?

A-LEAGUE

By Theo Fotopoulos

OTTB All Football Australia (FFA) confirmed a new Hyundai A-League broadcast deal with Fox Sports in December.

The new broadcast rights excluded a Free To Air component which will be negotiated in early 2017 and the new arrangement has flexibility for a 12 team competition.

A-League expansion continues to be talked about around Australia, as well as New Zealand and the FFA will issue new A-League expansion criteria in the first half of 2017. Many regions across the country as showcased by the breadth and success of the FFA Cup are in the process of formalising official bids in time for the new FFA A-League expansion team criteria, expected by early 2017 according to newly appointed Hyundai A-League boss, Greg O’Rourke (previously, Chairman of Football NSW).

Who are the likely two bids that may receive support from the FFA for inclusion in 2018-19 Season?

There have been many for and against arguments about the total number of teams for expansion, 12, 14, 16 or 18 which will be subject to the depth of the FFA led broadcast deal or other investment.

Front-runners at this very early stage, favour a ‘super club’ operating in Sydney’s St. George, Sutherland and the Illawarra, similar to the FFA inspired Western Sydney Wanderers FC which was eventually sold to the Paul Lederer (former Prime Minister of NSW) owner, nephew of the great football pioneer, Andrew Lederer who was part of former NSL Club, Sydney City (Hakoah).

Alternatively, should the FFA consider new start up bids or favour more iconic, historical and former National Soccer League clubs (current League Clubs that were former NSL Clubs include, Perth Glory, Newcastle Olympic, Wollongong City United, like a revitalised, South Melbourne FC which has many criteria already in place and a massive Victorian (Soccer Victoria) following.

Current and future sustainability is key for A-League growth, both from TV and other forms of secondary income which would provide a base for profitable club/franchise organisations with world best management (eg. FFA Cup winners, Melbourne City FC are owned by the global City Football Group). The stakes are high, with many opinions favouring Club in major markets (1M+ population) which may reduce chances of a Canberra/ACT bid for example being considered, however it will depend on which criteria are issued at the time.

Which A-League bid and region would you choose?

AUSTRALIA

NSW
• Sutherland Shire (Stand-alone).
• Southern Sydney-SNW (St George, Sutherland, Illawarra).

SA/NT
• South Coast/Illawarra (Stand-alone, Football South Coast backing).
• Wollongong Wolves (NPL 1).
• Northern Sydney – (Northern Sydney CBD/Chatswood/Maidenhead).
• Campbelltown – (Camden/Mitcham/Taggerty).
• Liverpool.
• Queanbeyan – Nepean/Blue Mountains.
• Albury-Wodonga/NSW-VIC.

ACT

Canberra/ACT/Queanbayan.

QUEENSLAND

Ipswich
• Ipswich Strikers (NPL1/Former NSL).

FAIRFIELD

Ipswich
• Ipswich Strikers (NPL1/ Former NSL).

Gold Coast City/SE Queensland.
• Northern Queensland/Townsville/ Rockhampton.

TASMANIA
• Tasmania United (Hobart, Launceston, Devonport).

SOUTH AUSTRALIA
• Adelaide City (NPL1, Former NSL).
• West Adelaide (NPL 1, Former NPL 2).
• Port Adelaide.

WESTERN AUSTRALIA
• Perth (Football West).

VICTORIA
• South Melbourne FC (NPL 1/Former NSL).
• South East Melbourne/Casey Dandenong (Combined NPL 1 Teams, potentially backed by Dandenong City, Dandenong Thunder, Springvale White Eagles, South Springvale, Berwick City and Casey Comets).
• North Melbourne.
• Geelong (Southern Victoria), Bendigo.

NORTHERN TERRITORY
• Darwin/NT (Top End).

NEW SOUTH WALES
• New South Wales (NSW)
• Sydney City (Hakoah).

NEW ZEALAND
• Auckland City (FFC Club World Cup regular, NZ National League).

ASIA/PACIFIC
• Singapore.
• Jakarta/Bali (Indonesia).
• Hawaii (USA).
• Port Moresby (PNG).
• New Calendonia.

Aside from criteria and metrics to be established by the FFA, there are other issues facing new A-League Clubs.

Viability of New A-League Clubs

Critical to the success of new franchises will be financial sustainability (remember Gold Coast United and North Queensland Fury) in a small marketplace by global football standards, with the lower end of the A-League operating investment required per annum at around $1M upwards to run a professional team in 2016 compared to $2M-$3M per annum under the former semi-professional National Soccer League model.

The bulk of A-League Clubs, although improving their financial bottom line continue to carry deficits which require support from their ownership consortia or some support from the FFA via the TV subsidy which contributes to player payments.

Alternate income streams is key to developing a broadcast revenue, with some great models operating in Germany and other parts of the world.

A-League Clubs can operate profitably without massive dependency on broadcast revenues, this can be achieved through in- novation, greater fan engagement, enhanced entertainment value, wide community engagement and extending Club traditional football operations, some Minor Baseball League teams outperform Major League Baseball teams in terms of sustainability and creative thinking.

The Major League Soccer (MLS) in the US, commenced on similar grounds in 1993, with a different model of sustainable and eventually stadium ownership for many franchises which have now evolved into sold out spectator arenas, tech savvy media (MLSNet/mls.com), free to air TV (ABC Disney) cable (ESPN, Spanish language media) and Club franchise value growing from $6M for the San Jose Earthquakes in the early 2000s to over $200M with a league composed of 20 teams, 17 from US and 3 from Canada.

Key to further success for the A-League is solid ownership, sophisticated season membership, embracing entertainment value for younger fans, families, women and the non-football community inspired by the unique fan passion that the A-League brings, increased marketing investment across the board, increasing engagement, increased ticket/group ticket seller/agents/community club packages as well stronger connectivity with business and corporate partners.

Greater use of global benchmarking against the best Clubs in the world will assist in identifying areas that A-League Clubs can continue to improve in terms of new revenue opportunities, enhanced fan experience and greater investment, eg. St Pauli in Germany, a small Club but an innovator in corporate partner support in the Bundesliga.

A-League Expansion in Oceania and SE Asia

Australia left Oceania to join The AFC, Asian Football Confederation, in a fast-growing global region for football with many potential new markets available that could create a Super Rugby like competition like success for the FFA/AFC views, by pushplay more teams from NZ, SE Asia and the Pacific and establishing further Australian APAC operations.

After the fan/community/Club driven ‘Save The Nix campaign, Wellington Phoenix is now safe for now according to FFA, however greater focus on investment, corporate partners and marketing contribution to the rest of the A-League will help accelerate interest in a second team in thriving Auck land (this would be the second time around after the eventual collapse of the Football Kings, also known as Auckland Kings/Auck land Knights in the former National Soccer League NSL).

The Nix, need to evolve and develop greater engagement with the local fan base, at $12M-$15M in the past, 5,000 crowds are needed to build break-even sustainability in New Zealand which in turn will provide a better dividend and fan base to the whole A-League.

Promotion & Relegation: When?

In addition, A-League promotion and relegation within a ten-year period is also a worthy goal to prepare a second tier for broadcast friendly opportunities similar to the English Premier League which supports large success fees (over $150M+ pounds) for teams that qualify for the competition, possible if all three tiers are recharged with greater investment, models of whole of game revenue sharing, stadium improvements, structure facilities as part of a National Plan.

The “A2” – A New National League

An A2 National League is possible now, based on historical evidence and current community interest, however the national second tier would be based on a different operational and cost model to the A-League, second tier of the Australian Football League or the National Premier Leagues (NPL), perhaps $2M cap per annum as a starting point. The A2 would need a broadcast partner (Fox Sports model, SBS, ABC, Optus, Twitter, Digital broadcasters, eg. ESPN Streaming), centralised marketing, membership and fan engagement programs, airline/ travel partner, strong fan/community backing and at least 12-14 sustainable teams in Year One of the competition.

The establishment of a new second tier below the A-League would form the platform to build towards future promotion and relegation opportunities within 10 years, A2 teams would not be subject to the FFA’s part ownership model of A-League positions and bids, which could mean a jump from $2M budget annually to $10-10M to promote to success fees provided. A long-term goal requiring an effective business case to help Clubs below the A-League breakeven the vision of promotion and relegation to fruition.

In the meantime, Bring on the new A-League teams!

Theo Fotopoulos is a Marketing Strategist + Group CEO, FOS Group Australia – Sports & Entertainment Advisory and founder of Australian Football (Soccer) LinkedIn Group, with over 14k+ B2B football professionals, the largest in Australia and the ABC.
QUEST
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Quest Bella Vista is Quest’s newest purpose-built apartment hotel just 30 minutes north-west of the Sydney CBD, featuring 147 fully self-contained studio, one, two and three bedroom apartments.

Visit questbellavista.com.au or call (02) 8818 9300
A closer look shows that personalised service is at the forefront of the Quest Bella Vista operation.

At first glance, it may seem Quest Bella Vista offers guests all the usual amenities – accommodation, dining – but look closer and guests will discover that personalised service is at the forefront of its operation.

“Quest Bella Vista is more focussed on giving its guests that home-away-from-home feeling,” property manager Dhruv Chokshi said.

Whether staying in one of the stylish 56 studio apartments, or in one of the 91 modern one, two, or three bedroom apartments, guests will enjoy a comfortable stay with a range of facilities at their fingertips.

For those wanting to keep it low-key, they can order room service from the hotel’s on-site restaurant, Coco Noir, or cook for themselves in the fully equipped kitchens. For those that don’t have time to do the shopping, Quest Bella Vista will take care of the groceries with its pantry shopping service. Simply select the items from the shopping list and staff will have them delivered to your apartment.

“We make sure our guests have everything they need for a comfortable stay,” Mr Chokshi said.

Quest Bella Vista is conveniently located in the heart of Bella Vista close to the Norwest Business Park – a factor that attracted owners Kamal and Sagar Verma to the development.

The father and son team had overseen the success of another Quest property in regional NSW before setting their sights on Bella Vista.

“We started with a greenfield site and developed it into this amazing property and the journey to get here has been fun despite the inevitable challenges,” Sagar said.

“Our primary target was to penetrate the Norwest Business Park and ride along with the development in this area.

“It’s an exciting area to be part of – there are train lines going through, shopping precincts and the business park right opposite us. From Parramatta north to Bella Vista, there is so much happening in this whole precinct; it’s booming with development and we’re happy to be in the heart of it.

And they’re breaking ground – unlike other hotels in the area, Quest Bella Vista offers two and three bedroom serviced apartments which feature king beds, modern baths and spacious dining and living areas.

The fully equipped kitchens include everything needed to cook in comfort – oven, hotplates, microwave, fridge, glassware and crockery – or guests can venture to a local restaurant and charge the bill back to their accommodation account.

“The two and three bedroom apartments are particularly exciting for us to offer because no one else in the area has that,” Sagar said.

“By comparison, our rooms are fresh and modern and incredibly spacious.

“We wanted to give people something the needed but couldn’t have before in this area.”

Sagar praised the quality of the property, adding it was the reason why he had chosen to set up home in one of the stunning apartments.

Quest Bella Vista’s conference facilities are second to none, Sagar said. The room accommodates up to 80 people and is equipped with a smart TV, sound system and a kitchen for catering.

Mr Chokshi said occupancy had been strong since Quest Bella Vista opened in June last year.

“Quest has a reputable name and we have placed ourselves well in this growing market,” he said.

“We have attracted a good mix of corporate stayers and people who have stayed for the weekend as a stopover on their way to another destination or stay with us longer while they visit family or friends.”
Carnegie Financial Planning

2017 Events Calendar

Delivering an extensive range of seminar topics, Carnegie Financial Planning aims to EMPOWER you with all the knowledge and financial wisdom that you need to achieve your wealth goals! Contact us TODAY to reserve your seat for the upcoming events.

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For more information or to register for an event contact Alan on PH: 02 9687 1966 or E-mail: Alan@carnegiefin.com.au

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Suite 202, Level 2, 34 Charles Street Parramatta NSW 2150
My 17 steps for a better business

By Sheila Cabacungan
Carnegie Financial Planning

The start of a new year presents business owners with two opportunities. It’s a time for reflection on the year that was and a time to gear up for the year ahead of us. Here’s my 17 action items to create your own business success in 2017.

Get your money in order
Regardless of how you personally feel about bookkeeping, invoices, expense receipts, it’s time to get all of this into some sort of system that produces numbers you can analyse and work with.

Reflect on 2016
Even if you didn’t have a written Business Plan, we can all reflect and analyse our business activity over the last 12 months. Be critical and create a list of what worked and what didn’t.

Review Expenses and Keep the Cash Flowing
Identify areas of wasted money and areas where you can cut back or get a better deal.

Reach out to your Customers, Clients, Referral Partners, Key people.
Personally, contact and meet up with every referral source who brings business to your door.

Keep tabs on your Team: Who’s got the itch
If you want to keep your Key People happy, the conversations early in the year about what’s in store for them as part of your business plans.

Have the Team Meeting that sets up 2017?
This is most likely the first time you’ll have the entire team together since the Christmas Party. Make this Meeting count.

Scout internally for a Successor to groom
You had a holiday too, so no doubt you had a few big “meaning of life questions” and thoughts about the role you want to play in your own business.

Review your Business Processes
Have a session with your team devoted to making things easier within your production or sales process. Seek customer input with a survey or phone your key customers about what you can be doing better.

Check your Sales Pipelines
Make sure you’re fulfilling orders for the New Year

Refresh the Marketing Collateral
Dig out all of the brochures, flyers, email templates, business cards etc. and lay them all out on a table. Cull the ones that didn’t return on the investment and take this opportunity to update your brand and messaging.

Plan out Personal Time for the Calendar Year
I know you just got back from a holiday and that is why planning the next days, weeks and months away will be great way to live into that future.

Get a Physical and sort out your Health and Wellbeing
You are the Business. It does not and will not work as it should, if you are not in the best physical and mental health you can be in.

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The new financial year is less than six months away and there will be changes to Income Tax, Superannuation as well as any changes specific to your own industry or profession. Make sure you have the time to plan for any proposed changes.

Review your Superannuation and Retirement Planning strategies with your Financial Planner
From 1 July 2017, several Superannuation changes will impact most Business Owners and Employers. Seek advice from a Licensed Financial Planner about how these changes will affect your retirement planning and what you need to do in the next 6 months to take advantage of “the old rules”.

Work with your Accountant or Tax Adviser to project your Tax Liabilities and adjust your PAYG Instalments so there’s no surprises
With six months, financial data available, you and your Tax Adviser can adjust PAYG Instalments and make sure there’s cash to cover your Tax liabilities.

Knowledge is Power, hone your business skills.
Now is a great time to look at your own skills and accreditations. It’s also the opportunity to look at taking on a course with TAFE or University that will enhance your skills as a Business Owner.
They say you can get lost in a good book. But it’s worse to get lost in a bad one.

**Direct from the NZ: The Bookbinder**

A spell-binding story of mystery, magic and mayhem will unfold at Riverside Theatres when the award-winning New Zealand company, Trick of the Light Theatre, performs *The Bookbinder* on March 14th and 15th, 2017.

A dark and mysterious one-man show, *The Bookbinder* weaves shadow play, paper art, puppetry and music into an original fairytale in the vein of *Coraline* and *Jonathan Strange and Mr Norrell*.

The theatre is transformed into the gothic world of an antiquated bookshop where a young apprentice is swept into the sinister world of the books he binds.

Writer and performer Ralph McCubbin Howell said, “It’s an epic adventure in minia-ture. Whilst it might at first appear a standard story-telling, it swiftly spirals into something quite unexpected.”

After a sell-out run at the 2015 and 2016 Edinburgh Festival Fringe and a sweep of awards from across the globe, this pocket-sized production will delight Parramatta’s curious children and adventurous adults.

Writer and Performer: Ralph McCubbin Howell; Director and Designer: Hannah Smith.

**When:** 10.15am on 14th and 15th March, 12.30pm on 14th March, and 6pm on 15th March.

**Tickets:** Single tickets $25, Family of four $80. From the Box Office (02) 8839 3399 or www.riversideparramatta.com.au. Transaction fees: phone $4.60, web $3.60 and counter $2.60. Discounts available for Riverside Theatres’ Members.

**Venue:** Riverside Theatres – Corner of Church and Market Streets, Parramatta

**Suitable for:** Adults and older children (Ages 8+)

**Trailer:** [youtube](https://www.youtube.com/watch?v=CMtrj50Kbg)

**Web:** [www.trickofthelight.co.nz](http://www.trickofthelight.co.nz)
DEATH AND TAXES

By Bradley Ross
PartnerCIB Accountants

We’re quite happy to talk about the amount of tax that we pay (or don’t pay) but many people are very reluctant to talk about the other certainty in life.

Many people find the subject of estate planning confronting or have the misconception that because they aren’t wealthy or don’t have too many assets estate planning isn’t necessary for them.

However, estate planning doesn’t simply apply to the wealthy and regardless of the size of your estate, it is vital that you put things in place to take the pressure off your heirs during a time of personal grief.

Effective estate plans don’t just cover off what happens in the event of your death but should also cover situations where you become incapable of looking after yourself on your own. In this article, we aim to give you a brief overview of what is necessary to formulate an effective estate plan.

Know your current position

You may wonder obvious but do to develop an effective estate plan you must first know what

Know your current position

• Physical assets – any physical item that you own that can be deemed an asset. This will include the family home, investment properties, furniture, cars, boats, caravans, art, jewellery, collections, computers, cameras, etc. It is recommended that you create a list of these assets and record their values next to each item, but that the list not to exceed assets that have a value of more than $100.

• Non-physical assets – these will include bank accounts, share investments, managed fund investments, loans that you may have made to relatives, their entities or unrelated third parties, superannuation benefits, insurance policies. We recommend that for these assets you create a list and record their values next to each item, however unlike the physical assets we do not recommend you itemise the values of items to include on the list. We would also recommend that for bank accounts you should record your Holder Identification Number (HIN) if known. If you have made loans to third parties you should have formal loan agreements in place so that the debts can be legally called upon without dispute at a later date.

• List your liabilities – this will include property loans, business loans, personal loans, car loans, credit cards, other investment loans. We recommend that the list include the financial institutions that made the loans together with their account numbers and current balances. In addition

you should stipulate how you would like these liabilities to be extinguished in the event of your death.

Have a clear and current Will

Your Will stipulates how you want your liabilities extinguished and how you want the remainder of your assets distributed. Without a current Will your wishes may not be carried out and potentially cause your heirs considerable distress. An effective Will can also avoid nasty legal disputes between family members which only serve to erode the value of your estate.

Your will can be as simple or as complex as you would like and is generally determined by the nature of your estate, the nature of the assets held in your estate and your family relationships. At all times your Will should reflect your wishes and be drawn up by an appropriately qualified estate planning solicitor to ensure that it is legally enforceable so that your wishes will carried out.

If your already have a Will but your personal, business or financial situation has changed or as part your estate plan, you should review your Will be invalid or outdated, so it’s important to revise it to accommodate these changes.

Ensure your Will names a suitable executor

Your executor is the person(s) who will ensure your Will is carried out according to your wishes. You will not be around to oversee the distribution of your estate and as such it is pivotal that the person you select as executor be trustworthy. In considering who to appoint as your executor(s) you should consider matters such as:

• Whether the person(s) have the resources and time to devote to what can be a complex and time consuming task?
• Whether they would take an impartial role in any family disputes?
• Whether they are willing to accept the legal responsibilities of being executor.

If you cannot find a suitable executor, you may want to consider a professional executor. The use of a professional executor will come at a cost and impact on the value of your estate. The use of a professional executor will come at a cost and impact on the value of your estate.

Prepare a letter of reasoning

You will set out how your assets and liabilities are to be dealt with after you die. What it doesn’t do is set out the reasons behind your decision. Attaching a letter setting out the reasons behind your estate plan is just as important as the Will itself. Setting out the reasons why you have left certain items to one family member over another or have excluded someone completely may reduce the possibility of litigation from person(s) contesting your Will. In the event that someone does challenge your Will the courts will be able to take your reasoning into account. Without such a letter the courts will have to make assumptions as to why your Will was drafted in a certain manner – remember you will not be around to be able to provide any additional input.

Ensure that your super benefits are appropriately dealt with

Your superannuation benefits are not covered by your Will, unless you specifically request that your death benefits be left to your estate. Whether you belong to a public super fund, self-managed superannuation fund, provident fund or have a personal

self-managed superannuation fund, providing your superannuation fund trustee with a Binding Death Benefit Nomination (BDBN) is essential.

A BDBN is a legal document requiring the trustee to pay your death benefits to your nominated beneficiary(s). Please note that under current superannuation legislation there are restrictions as to whom you can leave your superannuation death benefits to. Care should also be taken when completing the BDBN to ensure that it is completed and executed in accordance with the superannuation fund’s requirements otherwise the BDBN may be invalid or subject to challenge resulting in your death benefits being dealt with in a manner contrary to your wishes.

Some BDBNs only have a life span of 3 years before they need to be reviewed, whilst other may have an indefinite life span and others automatically cease to be effective upon certain events (such as divorce or separation).

If you want to leave an inheritance to someone with a legal disability then the use of a testamentary trust may be beneficial. A testamentary trust is a special trust that comes into existence on your death and is settled from assets that you leave to it under your Will. As part of your Will you establish the terms of this trust such as who the trustees are, how long the trust is to run for, how the income and capital is to be distributed, etc.

Leaving a gift to the community

Your Will may stipulate making a special bequest to a community organisation, however establishing a charitable trust can be tax effective alternative which provides a gift that will keep on giving well beyond your time on earth. Rather than a one-off donation to a charity, money in a charitable trust is invested and any income earned is distributed to the charitable cause, resulting in gifts being made year after year.

This can be established during your lifetime or as part your estate plan, however they do require ongoing administration and you will need to consider who will manage the affairs of the charitable trust after your death.

Endure an Enduring Power of Attorney

An Enduring Power of Attorney (EPOA) is a legal document that nominates someone to act on your behalf and that this power will continue should you lose capacity in the future to make legally binding decisions. This contract would typically cover major decisions in which ceases the moment you lose the ability to enter into legally binding contracts. Situations where you may have to an EPOA include:

• You become unexpectedly become ill or disabled
• You are developing an illness (or have a predisposition to one) such as dementia or Alzheimer’s disease where you may not be able to make legally binding decisions in the future.

An EPOA must be given whilst you are still able to enter legally binding contracts. Without an EPOA, your family would need to apply to a state authority to appoint an administrator to manage your affairs. This may place an undue emotional burden on your family who may already be suffering from the traumatic events that lead to your situation. In addition, your assets may be frozen for a lengthy period and decisions could be made that are not in line with your wishes.

Visit www.68769.net.au

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WHAT THEY SAID...

“Essentially, it is the Kennard’s self-storage of the IT world.” – Stephen Ball, mayor, Blacktown City Council, on Air Trunk’s $47 million data storage centre, at Huntingwood, the largest in the southern hemisphere.

“This is a huge vote of confidence by the State Government in Parramatta and Western Sydney. Parramatta Square is going to provide this growing region with a world class CBD that will be the engine room for jobs growth in the region.” – Amanda Chadwick, administrator, City of Parramatta, on the state government’s proposed relocation of 4000 public servants to Parramatta by 2019.

“Beacon for innovation with connected infrastructure and a thriving community.” – Mulpha Norwest spokesperson, on the company’s mixed-use development proposal of nine residential towers, ranging from four to 40 storeys high, in the Norwest Business Park.

“Cloud computing in the Asia-Pacific is probably about three to four years behind the US, but there is a massive catch-up so cloud operators are investing significant money.” – AirTrunk, founder, Robin Khuda, on plans to open a data centre, at Huntingwood.

“We want to move away from being just a racing venue ... Harness racing will remain at our core but we want to be more than that.” – said Steve Wisbey, Club Menangle’s community engagement manager on plans for the venue.

“Quest Bella Vista is more focussed on giving its guests that home-away-from-home feeling.” – Quest Bella Vista manager Dhruv Chokshi.

“To get to the next level, businesses need to think about the short and long game. Given the opportunities in Greater Western Sydney now, businesses can get some quick wins in the short term (through collaboration and incremental innovation) while developing plans for the long term.” – PWC’s Aaron LePoidevin.

“Not only are we in the enviable position of being the number one state – but we have come from last place when the Liberal National Coalition came into government. Gladys can be proud of enormous contribution to this impressive result.” – Parramatta MP Geoff Lee.

“I apply a lot of the learning as a project manager when reaching into large-scale businesses that have many employees and engagement points. It’s not enough to have a one supporter.” – Hardeep Giri, CEO at Know My Business.

“It’s a great win for Hawkesbury (and) great news for local hotels and businesses.” – MP Dominic Perrottet on the prospect of holding the World Polo Championships at Richmond.

“In the past, cyber threats were mainly ‘script kiddies’ who broke into networks and defaced websites for a joke. It wasn’t long before criminals worked out that there was money to be made through theft of data or financial crime.” – security expert, Troy Park.

“I’ve always been involved in charities and not-for-profits. There’s always time for others. I believe that if you’ve had the opportunity to benefit then you should extend that same opportunity to others.” – Incoming President of Liverpool Chamber of Commerce, George Germanos.

“Western Sydney Airport is a once in a generation opportunity to foster an environment where there is greater diversity of jobs, greater social opportunities in the centres of Penrith, Blacktown, Liverpool and Campbelltown-Macarthur.” – Deloitte’s Theo Psychogios.

“We want to help you define your position, develop your presence and get placed in the right opportunity”

Hardeep Giri, CEO Know My Business

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Know My Business
BUSINESS INTRODUCTIONS
Versatile beach front escape

IF you’re looking for an escape outside of the busy city, that doesn’t require hours of travel time, then Crowne Plaza Terrigal is for you.

Just 90 minutes north of Sydney, set on a wide sweeping bay, overlooking Terrigal’s pristine surf beach, it’s no wonder Crowne Plaza Terrigal is attracting the conference crowds.

Conference and event organisers can choose from 13 versatile indoor and outdoor spaces to combine work, team bonding and relaxation all in one.

The hotel’s 199 rooms all feature king or queen sized beds, spacious bathrooms and private balconies overlooking the ocean. There is also a fully equipped gym, outdoor heated pool, a 24-hour business centre and broadband wifi to keep you active, relaxed and connected throughout your stay.

The dining options are another huge drawcard for guests, with the hotel itself offering a casual beachside option at the Florida Beach Bar or a more refined dining atmosphere in the Seasalt Restaurant overlooking Terrigal Beach and The Haven.

Cocktails are best served in the Lord Ashley Lounge and Bar, also boasting panoramic views of the ocean, as well as an impressive fire place to warm by in Winter.

Room service is also a tempting option, with the Florida Beach Bar now delivering their famous pizzas straight to your room.

Exploring the Central Coast from the hotel is easy, with venues like Fires Creek Winery, Ken Duncan Gallery and Glenworth Valley all just moments away.

If you’re running out of time this summer, don’t be hesitant to book your event in winter. Crowne Plaza Terrigal offers many tailored activities and food and beverage options aimed to keep you warm and dry whilst still enjoying the proximity and incredible views of Terrigal Beach.

Visit: www.crowneplazaterrigal.com.au
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FAMILY GETAWAY

When choosing your next holiday destination why not chose Fiji and relax at the Warwick Fiji. You will love every minute of it. Warwick Fiji accommodation is a class of its own. You can choose to stay at the Ocean view or the mountain view rooms. A perfect place for families with kids.

Introducing the Warwick Fiji

Warwick Fiji is located on Fiji’s largest island, Viti Levu. Hotel visitors can experience everything from metropolitan sophistication in the capital city of Suva to mountainous villages, alive with traditional Fijian culture, and of course, the great beaches that make holidaying in Fiji an unforgettable experience.

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How do you know if your child is ready to start school?

By Frank Niklas
Developmental and educational psychologist, University of Melbourne

Caroline Cohrssen
Lecturer, University of Melbourne

Collette Tayler
Chair of Early Childhood Education and Care, University of Melbourne

THE next cohort of five-year-olds are just starting school. While parents will be proud and excited about this important step in their child's life, some will also have concerns.

Will my child be happy at school? Will they make friends? Will they do well? And is my child even ready for school?

What is school readiness?

This question may sound simple, but school readiness is a complex construct with varying definitions across cultures. Some emphasise children's skills, others the family, school and community relationships around the transition to school.

But regardless of background, the transition to school life is more likely to be a smooth process when a child:

- is supported by a favourable home learning environment, which includes reading with a child, playing games that support numeracy skills, counting, and visiting libraries
- has experienced high-quality early education
- is able to manage their emotions and be attentive, understand and follow directions, and play and learn together with other children
- enters a school that is prepared to provide for the particular needs and interests of the individual child, such as learning or behavioural difficulties.

A child might not experience all of these, but even some of these things can help.

Early interventions by teachers or parents that build confidence and skills can also be effective. This can include promoting a child's language skill by reading to the child often, and using opportunities to encourage the child to think about and regulate their own behaviour. This can be done through taking turns, taking part in conversations, asking questions, and giving children time to be heard.

Learning how to interact with others and seek help when it is needed supports smooth transitions.

How parents can help

A child's cognitive competencies, especially vocabulary, letter and number knowledge, phonological awareness and counting skills, are key for being ready to start school. And parents can help support children in this area and strengthen their understandings.

Children who know and use more words, letters, shapes and numbers, and who enjoy and are good at counting or rhyming, often do better later in school.

Families – who are the primary influence on children's learning – can help by drawing a child's attention to words, letters, shapes and numbers in the everyday environment, and giving time for the child to express what they notice.

Importance of attending early years education

Attending good early childhood programs can help get children ready to start school.

In early education, children have the chance to expand their vocabulary and conceptual understandings through listening to others. They can also learn social practices that are useful at school.

This is especially true for children from disadvantaged backgrounds.

Early childhood programs provide far more than babysitting, yet too few young children attend early years education for long enough to advance their learning.

This may be for many reasons. It could be because too few places are available; the fees are out of reach for families; or the quality of teaching is not strong enough to deliver greater learning gains than if the children had not attended at all.

Providers and government can do more to ensure early educators are well equipped to promote children's learning during these important years of development.

Supporting a child's transition to school

Successful transitions rely on families and teachers working together, promoting the learning and development of young children.

Policy makers, practitioners, researchers and communities together build the ecosystems that influence and support children's long-term development.

Progress in meeting early learning and development challenges requires:

- families to realise the value of excellent early childhood programs
- teachers and families who work together to ensure smooth transitions to school
- teachers who make sure each child's program reflects their interests and enhances their learning
- professional learning for early childhood and school teachers to help them boost and support children's attention, motivation, emotional and cognitive abilities – and to design programs to strengthen these
government programs that target and reduce the causes of disadvantage for children who do not encounter positive starts to school learning
- sufficient government investment to ensure all children can participate in excellent early childhood programs.
- The authors explore this theme further in a new book called Educating Australia: Challenges for the Decade Ahead.

This article was first published at www.thecconversations.com.au

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COMMENCE YOUR STUDIES THIS APRIL SCHOOL HOLIDAYS!
Should gifted students go to a separate school?

By Catherine Wormald
Lecturer, School of Education, University of Wollongong
ProfileArticlesActivity

Despite two Senate inquiries in 1988 and 2001, it has taken 15 years and a state parliamentary review for the Victorian government to decide to build a specialist schools system for students who are gifted, specifically targeting those from rural and regional Victoria.

At both the national and international level has long advocated that students who are gifted have specific learning needs that require:

- Tailored learning strategies.
- Education supported by a challenging curriculum.
- Teachers trained in gifted education.
- More exposure to students of similar ability.
- Opportunities for acceleration.

These students are future leaders, problem solvers and innovators.

Failing to provide an appropriate education for students who are gifted increases the risk of mental health issues, boredom, frustration, developing behavioural problems both at school and at home, leading to disengagement and dropping out of school.

This is because these students tend to find the curriculum too easy and often talk ‘above’ their peers. They become frustrated at the lack of understanding of their ability and what they are capable of achieving.

What does it mean to be gifted?

Australia has agreed a national understanding of giftedness and talent through the use of the Differentiated Model of Giftedness and Talent.

This model suggests that children have untrained natural abilities (gifts) in areas including, intellectual, social, creative and physical.

A student who is intellectually gifted may demonstrate some or many, of the following traits:

- Early reading and language development.
- Vivid imagination.
- Excellent memory.
- Sense of humour.
- Exceptional thinking skills and problem-solving abilities.
- Logical thinking.
- Strong verbal and multiple interests.
- A passion for learning.
- Curiosity.
- Moral and ethical concerns.
- Rapid learning rate.
- Divergent-thinking/creativity.
- Prepared for independent work.

The earlier a child is identified, the better the opportunity to be grouped together in specialist schools or classes – and the opportunity to be grouped together allows them to develop their gifts and talents, all students are entitled to an education that provides a solution for geographically isolated students who are gifted.

The focus should be on the students, and therefore the responsibility of the school is to ensure that all students achieve to their full potential.

The Melbourne Declaration on Educational Goals for Young Australians states that all students are entitled to an education that allows them to develop their gifts and talents, motivating them to reach their full potential.

Concerns have been raised about the effect on schools of losing students who are gifted.

Research has shown that when these students need faster-paced learning, independent self-directed learning opportunities, complex and challenging tasks that promote higher-order thinking and enhance problem solving skills, and meaningful tasks with real world scenarios. When these students are academically isolated in a non-selective school, they can ‘dumb down’ and underachieve to improve social acceptance by their peers and minimise the risk of bullying and social isolation.

Grouping these students with like-minded peers of similar abilities and interests can provide important emotional and social support.

Few gifted schools across Australia

New South Wales benefits from a well-established and successful centralised selective schools system.

It has selective schools in Sydney and other metropolitan areas, as well as boarding schools in rural and regional areas. It also has ‘Opportunity Classes’ for students in Years 5 and 6. Entrance is gained in a similar way to entry to a selective high school – it is centrally managed and students have to sit an exam.

Other states and territories have limited specialised schools: South Australia has an accelerated program called ‘Ignite’, Western Australia has one selective high school, and Victoria has four.

State and territory education departments note on their websites that provisions are in place in all schools to meet the needs of students who are gifted.

But planning and establishing specialist schools for gifted students will not become a wider trend unless supported at the federal and state levels.

Teacher training

Specialist schools or classes will not succeed unless the teachers have education training specifically geared towards supporting students who are gifted.

These students have unique needs and challenges, and their teachers should not be expected to recognise and handle these without specialised training.

Currently teachers in specialised schools may not have qualifications in gifted education. It is up to individual schools what the requirements of its staff are for such a position.

The two senate inquiries recommended that teachers receive training in gifted education. But there are few universities that provide this, and even fewer offer it at undergraduate level.

It is unfair to both teacher and student to simply bring them together and expect achievement to happen.

Impact on rural schools

Concerns have been raised about the effect on schools of losing students who are gifted.

The Melbourne Declaration on Educational Goals for Young Australians states that all students are entitled to an education that allows them to develop their gifts and talents, motivating them to reach their full potential.

The focus should be on the students, and therefore the responsibility of the school is to ensure that all students achieve to their potential.

Removing a few students should not affect the programs taught in a school, and may inspire those remaining to compete for academic recognition without being overshadowed by the few.

But what works for some may not work for others. There will be some students who may feel more comfortable and perform better in a non-selective environment.

More information and support can be found at the following websites:

- Australasian Journal of Gifted Education.
- Hoagies’ Gifted Education.
- National Association for Gifted Children.
- TESC.
- Gifted Development Centre.
- Renzulli Center for Creativity.
- Gifted Education, and Talent Development.
- European Council for High Ability.
- World Council for Gifted and Talented Children.
- Council for Exceptional Children.

This article was first published at www.theconversation.com.au.

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How story telling grows businesses

UNDERSTANDING

By Deb Jeffreys

EDUCATION specialist Roger Schank sums it up well: “Humans are not ideally set up to understand logic; they are ideally set up to understand stories.”

In business, I think of it like this.

• We like stories. So, we listen. Attentively.
• We connect with stories. So, we feel an emotional warmth. We’re more likely to buy.
• We’re hardwired to remember stories. Stories quickly build a memorable brand.

Think about the last time you presented to a business audience. Did they connect with the spreadsheets and figures on your PowerPoint or did they identify better with the story you told behind the figures?

Tell good stories as part of your business marketing and they will deliver 4 awesome things. Connection, Trust, Memory and Action.

1. Connection

When you tell a business story that resonates with a potential buyer they feel some emotional warmth about your business.

For example, James Dyson the inventor of cyclonic vacuum technology repeatedly tells the story of his frustration with a clogged vacuum bag back in 1978 and his determination to create a better solution. He talks about 5127 prototypes before his invention was ready for market. Dyson fans connect with this story and feel warm about the company. They happily pay over the odds for their household appliances.

The clear majority of buying decisions are emotional. We buy because we feel good about a product or service. Stories are an easy route to a fast emotional connection with customers.

2. Trust

A potential buyer needs to trust that your product or service might solve their problem before they commit. They need to trust that your team will deliver on promise. They need to trust that their hard-earned dollar is safe invested with you.

The Swedish furniture giant Ikea repeatedly tells stories about the meticulous design of its products, the extensive testing every piece of furniture undergoes and the Company’s absolute commitment to minimising waste and greenhouse gas emission. Ikea’s founder is one of the top 10 richest people in the world and sits on a personal fortune of over 40 billion.

Flat-pack take-home message. ‘How we do it’ stories and customer reviews are wonderful ways to quickly build trust.

3. Memory

Clearly the more people that remember a brand the more it will grow.

Richard Branson is a superb storyteller. He rocketed the Virgin brand to the top of our minds by doing crazy stunts and recounting the stories of his adventures. He’s told tales about buying a Caribbean Island for a steal, teaching young entrepreneurs how to do business and supporting gay rights. He’s prolific. And he’s very very successful.

As Richard Branson says in his blog “I have always loved stories, whether reading books, hearing tall tales from friends or listening to words of wisdom from my parents. Ever since I started in business I have been fascinated by the intersection between storytelling and entrepreneurship.”

4. Action

Ultimately unless our market takes action we go out of business.

Lego took storytelling to the extreme by creating “The Lego Movie” a very good 90 minute film that both kids and adults loved. The move contained inspirational messages encouraging “builders” of all ages to action limited only by their imagination.

Kids acted by pestering their parents to buy my Lego. The result was a 15% increase in profits in 2014.

The end goal. Action. Sales. That’s the power of story.

Deb Jeffreys is a digital storyteller and founding director of Brilliant Digital. See www.bbim.com.au
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