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COUNCIL MERGER FALLOUT

Business as usual, say administrators

GOVERNMENT

By Di Bartok

The local government areas of Parramatta, Holroyd and Auburn may have changed, but the two administrators now in charge says it is business as usual.

Under the State Government’s merger of councils, Parramatta City Council has been extended to take in parts of Auburn and Holroyd and Holroyd has combined with parts of Auburn and Granville, and is now called Cumberland Council.

Councillors have been dismissed and administrators appointed until the local government elections in September 2017.

Administrator of Parramatta is Amanda Chadwick, who said it was business as usual with key services such as rubbish collection and ongoing access to community facilities.

“The City of Parramatta has now signed Memorandum of Understanding agreements with neighbouring councils to ensure the continuation of all services in the new parts of the LGA until the transition is complete,” Ms Chadwick said.

Council has received 10 Development Applications related to the new areas of the LGA and issued 35 Section 149 (zoning information) certificates.

Within the first week of the transition the rates team issued three 603 Certificates related to the sale of properties formerly in the Hills area, in consultation with the Hills Shire Council.”

The City of Parramatta held its first ordinary meeting on Monday May 23.

While Ms Chadwick is showing her face around town, taking on the ribbon-cutting roles that the Lord Mayor would do, Mr Viv May is rather more circumspect, preferring to put his head down and get on with his job of overseeing the running of a whole new area that comprises parts of Auburn, the old Holroyd and Granville that used to be in Parramatta.

Mr May, who was GM at Mosman Council for more than 40 years before the Government pulled him out of retirement, is not, at this stage, giving media interviews.

But, he was happy to tell Access that residents would not notice any difference in the way their council was run.

Both councils are still having public meetings, without councillors, but with the public still able to have their say.

Ms Chadwick has not worked in local government before but has held several high ranking state government positions. Greg Dyer, former CEO, remains at council as interim GM.

Meanwhile the government has decided not to merge part of Hawkesbury Council with Hills, but has given the Hills suburbs of parts of the LGA - such as Carlingford and North Rocks - to Parramatta.

As it has not merged with any other council, the Hills operates as normal, with council elections this September.

$1B redevelopment for Parklea Markets

DEVELOPMENT

By Red Dwyer

The 22-hectare Parklea Markets is in line for a $1 billion redevelopment following its sale to Parramatta-based developer Dyldam.

The site that has been purchased includes the popular Parklea markets on Sunnyholt Road as well as the Colten service station, Outback Steakhouse, Hungry Jacks and a car wash on nearby Old Windsor Road.

The facility is expected to operate in its current form for the next three to five years with Dyldam indicating it will invite current tenants to participate in the new development.

The sale of Parklea Markets comes as a strategic purchase for Dyldam, with it being located 500 metres from the future Bella Vista train station.

“We are looking forward to working closely with Blacktown Council and the relevant authorities to bring this significant landmark site to its full potential,” said Sam Fayad Dyldam’s managing director.

“We plan to create a vibrant mixed use precinct of commercial, retail and residential that will promote positive social and economic outcomes for north west Sydney.”

Parklea Markets, which first opened its doors in 1989 under the ownership of Con Constantine, has been a popular shopping centre for the past 27 years.

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Liverpool Council has introduced an innovative tool, FastTrack, which paves the way for applications to be assessed faster and means homes will be built quicker. “After the success of Council’s developer only FastTrack launch last July, we are now going live with this innovative program which will eventually see paper applications phased out. During the pilot phase of FastTrack the transformation to digital DA process will be a thing of the past for Liverpool residents,” he said. "Lengthy processing times for development applications will now be a thing of the past for Liverpool residents,” he said.

‘The program was launched to industry in July. Since then a further 68 development applications have been assessed with waiting times cut from an average of 104 days to just five. ‘Cr Mannoun credited the consistently quick turn-around times to the program’s intuitive platform. ‘‘FastTrack guides customers through the lodgement process, which allows Council to start the assessment sooner,” he said. ‘Any one can lodge an application, however, due to the short turnaround times, Council requests high-quality applications be submitted which contain all the necessary information. ‘We also strongly advise residents to seek qualified planning and/or building professionals with a strong understanding of the development process. ‘This means Council’s planning staff will spend less time chasing up applications and more time on complex large-scale proposals.”

He said mum-and-dad developers will now be able to benefit from the tool which will reduce red tape and increase certainty for new development applications have been assessed with waiting times cut from an average of 104 days to just five. ‘Cr Mannoun said FastTrack will help support Council’s long-term growth strategy for the area. “We are one of the fastest growing cities in the state and the home of Sydney’s second international airport, Liverpool is set to accommodate more than 320,000 people by 2036.”

Connecting Asians really want understanding

In connecting with Asia, western Sydney businesses have found that understanding the culture was more important than mastering the local language. ‘President of Parramatta-based Asia Business Connection Michael Hilliard stressed this in answering claims that Australians needed to speak the language of the country they were doing business with. “It certainly helps if they speak the local language but it is far more important they understand the cultural differences,” Mr Hilliard told WSBA. “English is the language of business but it would help if more business people dealing with Asia had a basic understanding of the language. “When you speak at least a bit of the language, it relaxes the person you’re dealing with and makes them more confident to speak English.”

AQuest Search, a new Asia Pacific executive search business, has found there is a dearth of Asian-speaking executives in Australia, making its job of executive search for Asia-based companies difficult. “But, despite that criticism, university business courses were focussing more on Asian language skills and cultural appreciation.”

Western Sydney University’s deputy dean of business, Dr Sara Denize said the university encouraged business students to take language as one of their electives. But, like Mr Hilliard, Dr Denize said appreciation of Asian cultures was more important. “We encourage our students to get experience in industries, such as hospitality and entrepreneur companies, in Vietnam, India and China,” Dr Denize said.

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SMEs content with local conditions

By Di Bartok

BUSINESS confidence in Western Sydney remains high, even in the shadow of a Federal election, the latest report by William Buck accountancy consultants has shown.

Conducted by William Buck, in conjunction with St George bank, Western Sydney Business Connection and Western Sydney University, the June report of Making Western Sydney Greater shows that overall business confidence is still high in the region, in light of the looming Federal election.

William Buck director Greg Travers said the business survey was conducted when it was known there would be an election, but before the date was announced.

Mr Travers said that SMEs tended to be more productive and stable because they did not extend themselves too far and management was closer to the operations.

Confidence in the economy overall was reflected in small businesses expecting much of their growth to be organic.

Of those surveyed, 80-90pc of small businesses expected to grow their market locally and of that, 20-40pc expected to expand with existing products.

“Larger businesses were more likely to engage in international trade,” Mr Travers said.

When it came to infrastructure, businesses in the south west and further west than Parramatta showed more concern than those in and around Parramatta and in the north west.

“Those businesses in and around Parramatta placed more emphasis on the quality of businesses in the region whereas south western businesses placed a greater emphasis on lack of infrastructure,” said William Buck Chartered Accountants and Advisers have offices in the city and in Parramatta.

Their Making Western Sydney Greater reports are conducted quarterly.

Results of the reports are used to inform government on the key issues of businesses, create seminars and training targeted to businesses’ needs and develop resources to support Western Sydney businesses.

Businesses wanting to get involved can email: research@williambuck.com

Hotel expansion plan lodged, 10 years on

By Red Dwyer

More guests than expected is the reason for a $12 million expansion of a prominent hotel.

The Campbelltown Catholic Club has lodged plans with Campbelltown City Council for the expansion of the Rydges Campbelltown hotel.

The club, owner of the site, plans to take four-and-a-half-star hotel from 116 rooms to 154 rooms, as well as expanding its conference/function facilities.

Construction, expected to commence before Christmas, would employ about 400 people and involve a redevelopment of the existing public areas, restaurant and terrace.

The foundations for extension are in place having been laid when the hotel opened in 2007.

Rydges Campbelltown hotel.

The foundations for extension are in place having been laid when the hotel opened in 2007.

Or you can read more about Check-In at telstra.com/business/checkin
Former Premier heads new business group

By Di Bartok

FORMER Labor Premier and Toongabbie MP Nathan Rees has found a new way to champion the west - as CEO of the newly-formed Penrith Business Alliance.

Mr Rees said the Alliance would promote the region, represent the interests of business and the community and work with governments and businesses to maximise job growth.

He said the Alliance would take an active role in keeping jobs in the region.

“At the Alliance, we want to help create the jobs of the future. We will actively identify market opportunities for investors and existing businesses, and we will facilitate partnerships between companies to take advantage of emerging opportunities, such as Badgery’s Creek Airport,” Mr Rees told Access.

“The Alliance is receiving tremendous support from the Western Sydney Institute of TAFE, who have provided accommodation in Penrith.”

The board is chaired by Paul Brennan AM, and includes directors from the Western Sydney University, and local business champions.

“Over coming weeks and months we will work with local businesses and governments to create a five-year plan that details the service and infrastructure priorities for our region, and how to deliver against them,” Mr Rees said.

“A united vision, that everyone can get behind, is an essential part of our future. Help us make it a reality. I’d love to hear your ideas, and look forward to working with you.”

Mr Rees said opinion and business leaders in the west had a responsibility to convert Western Sydney’s potential into real growth, real jobs and greater investment.

“I love Western Sydney. I was born in Guildford, educated in Northmead, and have lived in Bullaburra (near Lawson in the Blue Mountains) and Wentworthville,” Mr Rees said.

“As an MP, I proudly represented the electorate of Toongabbie.

“It’s clear to me that there are great opportunities right across Western Sydney, from Hawkesbury in the north, to Camden in the south.

“Western Sydney is home to one in ten Australians, and has an economy of $90 billion. We have great schools, hospitals and sports and cultural facilities.

“And, of course, our greatest asset is our people. Hard working, proud locals who help drive the Nation’s economy.”

Thales hopes to secure submarine deal

By Red Dwyer

A Rydalmere high-tech facility hopes to participate in the $50 billion contract for 12 submarines for the Royal Australian Navy (RAN) to be built in South Australia.

Thales Australia – part of the French-based Thales Group, a major player in the defence sector in both France and Australia – has its order book at the ready.

The group has had a long relationship – and a 35 per cent shareholding – with the French firm DCNS which won the contract after an international competitive evaluation process conducted by the Department of Defence.

DCNS’ Shortfin Barracuda beat Japan’s Soryu-class and German firm TKMS’ Type-216 submarines for the highly-prized contract.

Thales’ sonar systems were crucial components in building the French navy’s nuclear powered Barracuda attack submarine on which the diesel-electric propelled Shortfin Barracuda would be designed for the RAN.

DCNS asserts that the Shortfin Barracuda would be equipped with the world’s most powerful sonar ever produced for a conventional submarine.

Thales Australia, a major defence contractor in Australia headquartered at Sydney Olympic Park, has 250 staff making a wide range of products including maritime and underwater systems at its Rydalmere facility.

Thales, which traces its origins in Australia back to the 1890s, is a provider of systems, products and services in both commercial and defence areas, has 3200 employees in 35 facilities across the nation.
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BOOK NOW
WSU city campus on its way

PARRAMATTA

By Di Bartok

REACHING the top is always cause for celebration - especially for buildings set to become iconic.

And so it was with much fanfare that a tree was planted on the completed top floor of the 14-storey Western Sydney University building in Parramatta Square at the end of May.

Premier Mike Baird joined WSU Vice Chancellor Professor Barney Glover, Parramatta Council Administrator Amanda Chadwick and Chief Executive Greg Dyer, and Charter Hall Group executives Andrew Borger and Adrian Taylor at the formal “topping out” ceremony.

Called One Parramatta Square (1PSQ), the $220.5 million building is owned by Charter Hall Group and is being built by John Holland.

Due for completion early next year, the building will be the flagship Parramatta City Campus for WSU and will be the first completed building in the $2 billion Parramatta Square development.

The campus will offer first class educational facilities to up to 10,000 students, Prof Glover said.

“This 10,000 students who will study here will find themselves immersed in one of the country’s most technologically-advanced learning environments – one that is highly interactive,” Prof Glover said.

The new A-grade building, on the corner of Smith and Macquarie Sts, will comprise about 26,500 square metres of commercial office space across 14 floors, with WSU the sole tenant.

Ms Chadwick said the campus would be “a showcase for Smart City technology and the benchmark for future development in Parramatta”.

The building’s design is the result of an international competition won by architectural firm Architectus.

Approval for liberal arts college at Toongabbie

By Red Dwyer

AUSTRALIA’S first liberal arts tertiary college has received development approval for a $30 million masterplan for a four-hectare project at Old Toongabbie.

The masterplan for the privately funded Campion College includes six new student accommodation halls to help cater for about half of the 200 full-time domestic and international students bys 2020.

The masterplan also includes a new chapel, dining hall, gymnasium and library for the institution, which was established 10 years ago on the former site of a Marist seminary.

Campion College Australia president, Dr Paul Morrissey, said the approval was critical for the future of the college and would help fill the growing demand for student spaces.

“This approval is a guarantee of the college’s future,” he said.

“Since our opening in 2006 student enrolments have steadily grown and this development will help meet demand.

The first stage of the development will be named Jordan Hall after long-time leader in Australian Catholic education Father Greg Jordan SJ.

Campion was established by the Campion Foundation through donors and does not rely on government funding.

The new development will and will be funded with a capital appeal that is currently under way.

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Battle for west centres on Penrith

By Di Bartok

THE battle for the west is in full swing as we head towards the July 2 Federal election, with the focus more on Penrith than Parramatta.

The marginal Liberal seat of Lindsay centred on Penrith, which they hold by three per cent, has seen Prime Minister Malcolm Turnbull twice so far during the election campaign to support MP Fiona Scott.

And Opposition Leader Bill Shorten has announced his campaign launch will be held in Penrith on June 19.

Lindsay is considered essential to a Coalition win while Parramatta, held by Labor’s Julie Owens by a mere 1.4 percent, would be the “jewel in the crown”.

During Mr Turnbull’s visits to Lindsay, he and Ms Scott mingled with the locals while his only visit to the Parramatta electorate, up until the first week in June, has been to the Rydalmere factory of Thales, the French company making sonic equipment for our Collins class submarines.

Former PM John Howard has also visited Lindsay, well-received by voters who first voted Liberal during his term as Prime Minister.

Opposition Leader Bill Shorten has visited Lindsay, but also Parramatta where he and Labor MP Julie Owens mingled with the Tamil community at their temple in Rosehill in April.

It is the closest either leader has been with voters in Parramatta so far.

Mr Turnbull visited the Thales factory, with Defence Minister Marise Payne and Parramatta Liberal candidate Michael Beckwith straight from his visit to McCarthy Catholic College in Emu Plains, in the Lindsay electorate.

While Ms Owens, the MP since 2004, is “not taking anything for granted”, Liberal sources are saying that it is not their time for Parramatta, a bellwether seat that swings either way.

The most memorable visit to the west for both leaders was at the SkyNews leaders’ debate in Windsor RSL, generally regarded as having gone Mr Shorten’s way.

Fight for Parramatta shapes up

WESTERN Sydney is a complex region, with issues that can divide the community. For example, while Badgerys Creek Airport was generally welcomed, residents in the Blue Mountains are angry over the impact on their lives by the planned flight paths.

Parramatta Light Rail also is welcomed by those who benefit but residents in the southwest feel they are missing out on infrastructure.

The proposed airport also lacks rail infrastructure with residents fearing the road congestion that is likely to follow.

Julie Owens said relatively high unemployment and concerns about tertiary study, with TAFE and university funding cutbacks are the concerns of people on the street.

She said she was finding people worried about if their children could afford housing and what the jobs of the future would be.

“Last election, people were more worried about whether their kids to go to uni,” Ms Owens said.

Parramatta Liberal candidate Michael Beckwith who had been development operations manager at Lend Lease before being pre-selected decisively in April, realises he is a virtual unknown in the area and has been working hard meeting the community and business owners.

But he is banking on the electorate wanting to stick with a government that offers financial stability.

“With all the development in Parramatta there will be more jobs, and I’ll be pushing for the NBN,” Mr Beckwith said.

Mr Beckwith said he would “fight for Parramatta” to get more infrastructure, such as a high speed train to Badgerys Creek airport.

Seats on a knife-edge

Lindsay: Liberal 3 percent, Fiona Scott against Labor’s Emma Husar. Has been held by party that holds government every election since 1984. Won by Scott 2013.

Macarthur: Liberal 3.3 percent. Russell Mather won it 2010, against Labor’s Dr Michael Freelander.

Greenway: Labor 3 percent: Held by Michelle Rowland since 2007. Liberal candidate is Yvonne Keane.
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**NORTH WEST**

**Alliance endorsed**

PENRITH City Council has endorsed a regional strategic alliance with the Blue Mountains City Council which aims to capitalise on opportunities that exist between the councils particularly in the areas of tourism, joint procurement, and region-wide responses to government plans. Both Blue Mountains and Penrith councils will contribute $142,500 annually towards the alliance.

**High-rise in the Hills**

THE Hills Council has received a DA from Capital Corporation for the Esplanade, an integrated community comprising buildings of 19 and 20 storeys which would include 267 apartments as well as "boutique workspaces", waterfront dining and retail space.

**Norwest facility leased**

THE Island OOSH has leased a 2410-square-metre facility at Inglewood Place, in Norwest Business Park for $227 a square metre net from Capital Corporation.

**Growth over decade**

THE Parklea-Kellyville area had the largest population growth in metropolitan Sydney of almost 24,000 in the decade 2005-2015, according to the latest ABS regional population estimates.

**Townhouses site**

A PRIVATE Parramatta developer has bought a 9880-square-metre site, at 96 Windsor Road, Baulkham Hills, for $9.6 million, from Chinese developer Apex Properties, for development into 26 free-standing townhouses.

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**SOUTH WEST**

**Sold for $4 million**

OTIS Development Pty Ltd has sold a 1297-square-metre development site, at 4-4 Brown Parade, Warwick Farm, to West Diamond Pty Ltd for $4 million.

**$45 million project**

THE three-storey, $45 million redevelopment of Dutton Lane, in Cabramatta, is expected to employ 127 permanent jobs from new businesses. The development includes retail shops, cafes, office space and community facilities.

**$28 million project**

THE $128 million redevelopment of Mounties, at Mt Pritchard, will include 14 projects over five years, subject to approval, to include a 300-seat Cantonese restaurant, a 1000-seat auditorium and a 400-seat grandstand.

**First in Australia**

SEKISUI House has announced that it has received approval for an $11 million premium 9-hole Par 3 golf course and driving range, at its $750 million award-winning The Hermitage estate in Gledswood Hills. It is the first of its kind in Australia to be created by golf legend Greg Norman.

---

**CENTRAL WEST**

**HY Bond leases**

HY Bond Warehouse has leased a 1032-square-metre site at 1 Holker Street, in Silverwater Business Park, Silverwater, at $15 a square metre net, for five years.

**NAB gives $150,000**

THE NAB has donated $150,000 in a collaborative partnership with Western Sydney University's Launch Pad program, which is designed to support Parramatta City Council has made space available in Phillip Street, in the CBD, for the program.

**900 units proposed**

CHINESE developer Greenland Australia has unveiled plans to build 900 apartments on a 153-hectare site, in Lachlan's Lane, Macquarie Park, in six mixed-use towers with heights between seven and 17 storeys.

**Importer purchases**

FURNITURE importer, Xiao Holdings, has bought a vacant 1538-square-metre office and warehouse, in Percival Road, Parramatta, for $2.3 million to house its operations.

**Expanding firm leases**

THE expanding Southern Cross Pty Ltd catering business has agreed to pay a private landlord an annual rental of $550,000 for a 5805-square-metre property, at 81-85 Roberts Road, Chullora. The lease is for three years.

**Sold for $2.2 million**

CONCEPT Craft Pty Ltd has sold 2396-square-metre site at 1-5 Fisher Street, Silverwater, to an undisclosed buyer for $2.2 million.

**Two strata units sold**

HOLROYD Property Holdings paid $1.53 million for two strata office and warehouse units, at 2-6 Peel Street, Holroyd. A third unit was sold for $1.46 million to a private buyer.

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High flyer with an eye for risk

CEO of iFLY Indoor Skydiving Australia, Danny Hogan has jumped out of planes hundreds of times

Danny Hogan, CEO iFLY Indoor Skydiving Australia

These days, the former soldier directs his risk management skills to building a successful business. In 2013, Danny and business partner Wayne Jones co-founded Indoor Skydive Australia, and raised $12 million and listed on the ASX. In April 2014, they opened the doors of the iFLY Downunder indoor skydiving centre at Penrith.

Danny expects the facility to play a leading role in growing Australia’s skydiving industry. In August, it will host the Australian Indoor Skydiving Championships.

Danny Hogan sat down with WSBA editor Michael Wallis for our June TIME WITH segment.

WSBA: Thanks Danny for joining us today. Can you quickly describe your military background and your transition into the business world?

Danny: My military background started at the earliest of ages – 13 in fact, when I joined a Cadet Unit in Erina on the Central Coast of NSW. I joined the Australian Army at the earliest opportunity, age 17, and served a further 21 years in the ADF. This was essentially broken up into two areas serving with the 1st Battalion (1RAR) and the Special Air Service Regiment (SASR) where I finished my service career. I was fortunate to partake in a two-year military exchange program with the United States Special Operations Command, which was a fabulous experience and opportunity.

The transition into the business world was a fast paced transition and a steep learning curve, a curve of which all those that start a business are subject to and a curve that we all undoubtedly, continue to climb. Understanding the opportunities of what was ahead of this type of business was something I did not want to have slip past. Having an understanding of the demand and the end user, it was a clear case of we need to do this now or potentially miss out. At this point with my business partner (Wayne Jones) we got to work fast.

WSBA: Please give us an overview of your business today. Why does it exist?

Danny: The Indoor Skydiving concept can be looked at as an adventure tourism style business model, with an adrenaline theme. However this business is not just about adrenaline fuelled thrill seekers as it caters for all ages, 3 to 103 and it accommodates for all sectors of the public. Whether you’re a corporate group looking for a team building activity and challenge or a parent wanting a birthday function area for 15 kids with a gift of a lifetime – human flight, we can offer the ultimate experience. We have flown people with varying degrees of disabilities, from the vision impaired to those wheel chair bound. The reason this business exists is due to the high demand across multiple users. With first time flyers right through to the professional sectors being primarily the skydiving industry and the military. We can essentially cater to the entire population, which has its own challenges when you look at marketing the product. Though with a focus on our core customers and how we bring the customers back we will continue to exist for some time.

WSBA: What lessons did the military teach you in terms of business success?

Danny: Firstly, we have a dedicated team who have gone through the same level of detailed planning and analysis. It’s about understanding the processes and decision points of what to execute any contingency plan that is important along with understanding any second effects that may come from it.

WSBA: Describe your attitude when it comes to leadership.

Danny: I have quite a relaxed attitude when it comes to leadership, understanding your team’s strengths and weaknesses will allow you to shape your team but the ability to communicate to all levels of the team, is one of the greatest tools a leader can have.

WSBA: Why is your business successful?

Danny: Firstly, we have a dedicated team that was built over time starting with the founders who left no stone unturned during the planning phases. The team is well lead and managed at all levels. A combination of our team and meeting certain business metrics is why we are successful.

WSBA: One of your facilities is based at Penrith, why did you choose this location?

Danny: The population centre of Sydney is ever creeping towards the Western Suburbs and the Western route to the base of the Blue Mountains. It is one of the fastest growing corridors in NSW. We have a dense population in the seven LGAs surrounding Penrith and the population meets our business model metrics. Additionally we have had a fabulous relationship with the Panthers Group right from the very beginning and our two organisation viewed each other as complimentary to each other. This has been realised by our organisations and we look forward to our relationship moving forward overtime.

We also have a great relationship with Penrith City Council and are currently working with them to develop a Tourism Advisory Group to help drive more tourists to Western Sydney.

WSBA: What sort of people are you attracted to in business?

Danny: Those personalities that have been through a similar experience and understand what it takes and the dedication that is required to start and run a successful business. I can also relate to those that have an entrepreneurial outlook and attitude to business.

WSBA: Describe your growth plans.

Danny: With two Indoor Skydiving Facilities now in operation in Sydney and the Gold Coast and a third set to open in Perth in the fourth Quarter this calendar year, we are now transferring from a start-up to what can only be described as having a rapid growth appetite moving forward.

WSBA: Your favourite book?

Danny: Alert B Facey - A Fortunate Life.

WSBA: What would you say is the single most important thing you have learned in business?

Danny: Never judge a person from someone else’s opinion, always judge them from your own interaction and face values.

WSBA: Danny Hogan, thanks so much for being our TIME WITH guest.

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Penrith is the NEW WEST

Penrith is perfectly positioned to service both North West and South West growth centres and the Western Sydney Priority Growth Area. Given the future Western Sydney airport is located on our doorstep, Penrith is more than ever a place of limitless opportunities.

Pipeline Projects

**SYDNEY SCIENCE PARK**
A fully integrated science park including education, research and development, commercial/office space, centre-based residential, student housing, retail and town centre uses. The proposal will provide 12,200 jobs and 3,500 dwellings.

**HEALTH AND EDUCATION PRECINCT**
The Penrith Health and Education Precinct (PHEP) is a specialist zone for health, education, research and related industries. It will deliver 13,000 jobs, 4,500 dwellings and facilities for an additional 15,000 students.

**WESTERN SYDNEY AIRPORT & PRIORITY GROWTH AREA**
A State Government Priority Growth Area has been established around the Western Sydney Airport site to maximise economic and strategic benefits. It includes the Western Sydney Employment Area (WSEA) which will create 57,000 jobs in the next 30 years and 212,000 jobs in the longer term.

**WESTERN SYDNEY SCIENCE CENTRE**
To be established at Western Sydney University's Penrith Campus, this centre will attract young people to careers in science, technology, engineering and mathematics – required to support high-tech industries that will emerge along the Innovation Corridor and around the new airport.

**PANTHERS PENRITH PRECINCT**
The Panthers Club will expand its entertainment, leisure, lifestyle and sporting precinct. This development will be complemented by a mix of new homes, offices, parks and open spaces, connected by walking and cycling tracks.
We are uncompromising about our aspirations, and excited about maximising the City’s potential. But we need State and Federal government investment in infrastructure to grow the City’s economy. In the lead up to a Federal election, Council is speaking to candidates about six major issues that have the potential to transform our City.

Penrith’s success as a regional city will reap benefits well beyond our boundaries - for the region, for the state and for Australia. We know the benefits from Federal investment in cities like Penrith will outweigh the costs, create jobs, increase tax revenues and boost the nation’s GDP.

WESTERN SYDNEY’S MISSING LINK
A passenger rail link connecting the North West and South West Growth Centres and the new Western Sydney Airport with the western line.

REGIONAL CITY TRANSFORMATION
Dedicated funding to transform our City Centre, create jobs and improve amenity such as decked car parking.

CELEBRATING OUR RIVER
Transforming the Nepean River into a regional showpiece with a universal playground, performance space and cafes.

CITY OPPORTUNITIES - THORNTON DEFENCE SITE
Unlocking hectares of land adjoining Penrith Station and the Thornton development to create new employment opportunities.

STOP THE GRIDLOCK - MULGOA/CASLHEREAGH ROAD
A major upgrade for Mulgoa/Castlereagh Road – widening to six lanes between Glenmore Park and Andrews Road.

EQUITY IN ARTS & CULTURAL FUNDING
Investment in Penrith’s arts and cultural sectors for programming, talent development and retention.

You can play your part in supporting Penrith’s push toward a prosperous region

Fund our Future is a national campaign bringing together people in fast growing communities across Australia demanding a dedicated Government infrastructure fund to address the backlog in road, public transport and health funding and to future proof our cities as they continue to grow. Already 40,000 emails have been sent to the Prime Minister, Leader of the Opposition and other politicians. Make our voice heard - join the campaign: fundourfuture.info

penrithcity.nsw.gov.au
**Time for a digital reality check**

A **TRANFORMATION Study 2016** from IDC and Canon shows 82 per cent of Australian businesses are well in the midst of their digital transformation journey or have at least started. The remaining 18 per cent have no digital transformation strategy or are evaluating one.

Whilst eight out of 10 believe they are on the path to digital transformation, when asked how businesses work with print and document processes only 14 per cent have completely digitised business processes and more than 28 per cent of organisations still work with paper-based document documents.

IDC Research Director Adam Dodds said the study shows the perception and the reality of where businesses are at is different. “Whilst the study shows businesses have started down the digital transformation path, the results indicate they’re not as advanced as they think they are and could use a digital reality check.”

“IDC predict by 2020, one third of top market share leaders will be significantly disrupted by competitors using new technologies. Businesses aren’t as advanced as they think in terms of embracing digital transformation and paperless office.”

The results show an extremely strong focus on back office, administrative and operational processes to improve efficiency. In particular, financial processes such as accounts payable and receivable are seen to be the most critical to transform. These processes are viewed as “low hanging fruit” because they are both document and resource intensive and readily digitally transformed. In terms of what outcomes IT Decision Makers are looking for from digital transformation, the stand out result is improved decision-making with 89 per cent of businesses citing this. “The key here is about improving the visibility of business information to better inform decision-making processes. Efficiency dominated the other top factors being increased speed, reduced human error and reduced cost,” Mr Dodds said. Interestingly 78 per cent said the outcome they want to achieve is to improve employee experience, higher than improving customer experience at 55 per cent.

For more information, visit www.canon.com.au/transform

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**WSU science among the world’s best**

**EDUCATION**

**WESTERN** Sydney University’s (WSU) scientific research performance has outranked some of the most prestigious universities within Australia and internationally, according to the latest Leiden rankings. The Leiden rankings are administered by the Centre for Science and Technology Studies (CWTS) at Leiden University in the Netherlands.

The rankings system measures the research performance of 750 major universities from around the world, looking at the impact of their scientific research publications and various aspects of research collaboration. Western Sydney University ranked very highly for its research partnerships with industry – 2nd in Australia. It was also ranked 10th in the country for its international collaborations. Discipline areas where WSU performed strongly include: Mathematics and Computer Sciences – ranked 2nd in Australia and 25th in the world. Life and Earth Sciences – ranked 3rd in Australia and 80th in the world. Social Sciences and Humanities – ranked 12th in Australia and 253rd in the world. WSU had a total of 1570 scientific papers published between 2011 and 2014 with 10.8 per cent of those papers being among the most highly impactful of papers in their respective fields.

This places WSU 13th in Australia and 272nd in the world for its impact on research. High impact equates to a paper being highly cited by other authors, requiring a paper to be among the top 10 per cent globally.

Vice-Chancellor Professor Barney Glover says the University is proud to be recognised internationally for its research excellence. “These outstanding rankings demonstrate the depth and quality of our scientific research program, and are a testament to our researchers,” says Professor Glover.
Don’t be a sitting duck: Respond to changes in markets with practical strategies

10 things managers can do to survive digital disruption

THERE has always been a ‘dog eat dog’ element to the business environment and the rise of digital technology has rapidly increased the pace of change along with the available tools for firms to be displaced – or disrupted – by a better business model. Senior executives of traditional firms need to stay sharp lest they fall prey to the next Uber, or Netflix.

But according to Nick Wailes, a professor and deputy dean (digital & innovation) at UNSW Business School, “it’s not as if there’s an irresistible and immoveable force sweeping through, and no one can do anything about it.”

It really comes down to individual managers and leaders making good decisions about what to do and when to do it,” Wailes says. “And that’s why it’s important not to look at it and go, ‘Oh, it’s too hard to deal with,’ but to develop realistic practical strategies to start to respond to changes in markets.

Accordingly, Wailes and consultant Virginia Kane offer 10 things managers can do to survive digital disruption.

Look outside your organisation and industry

Industry boundaries are breaking down, and your present competitors may not be your competitors in the future. Consider the head of Mercedes, who says he spends more time worrying about Apple and Google than he does about BMW or Toyota.

It’s a recognition that the traditional divide between an automaker and a lifestyle electronics firm is starting to collapse, because of the role of digital.

“It’s really important for managers to look at what I call adjacencies – that industries that have some similar characteristics to theirs but are not necessarily the same, so they can see how things might play out in their own industry,” Wailes says.

Learn to code

As many industries are effectively becoming software industries and every enterprise needs a digital presence, code is emerging as the new language of business.

“Understanding code and its logic is a very important new set of skills,” Wailes says.

“I don’t mean by this that individual leaders in organisations need to be able to code an app – or do those types of things – but they do need to know how that world works and how to talk to the experts and specialists, because it will have a big impact on pretty much every industry you can think about.”

Re-evaluate your IT function

In the old days, IT was like a plumbing function in companies, the provision of a service that gave everyone a computer and ensured they could get online. Now, a whole series of IT-related skills, along with the need for a great online presence and smart data analytics, are key to being competitive. And a number of things that have traditionally been done in-house – such as desktop support and network servers – are being pushed outside the company to specialist outsourcers.

“There’s a really big shift that needs to take place in the mindset of IT and its role in the company and how it contributes to value,” Wailes says.

Just ship it

It’s traditional to ensure your product is perfect before offering it to customers. But the ‘just ship it’ logic suggests you can offer a work-in-progress to a small market segment and use the response to decide whether and how to iterate, or even to pull out.

“There are lots of examples of organisations that have spent a huge amount of money on new products or services that have failed,” Wailes notes. “But this idea that you can very quickly ship something that might be 80% of the way there and then get rapid feedback on it, and use that to evolve the product, is becoming a much more sensible logic in a rapidly changing environment.”

Don’t ignore what you’re already good at

While managers need to focus on building the business of tomorrow, they also need to ensure they’re still doing a good job at the business of today. Even in the music industry, one of the most digitally disrupted of all industries, the pace of change can be deceptive. Revenue from digital downloads of music did not outstrip CD sales until 2014. The challenge for many businesses is to manage the transition between old and new business models.

Says Wailes: “Too much focus on a legacy business will mean you are poorly positioned for the transition, while too little focus can damage your ability to fund this transformation.”

Develop an embedded, ‘plug and play’ culture

Digital means you need different types of skills, such as search engine optimisation, data sciences and software engineering. It’s unlikely firms will be able to develop all these skills in-house. This is where the ‘gig economy’ comes in – being able to hire somebody for an hour, or a few days, to do something very specific. Organisations need to get good at identifying the skills they are missing and figure out how to ‘plug and play’ those people in. That means creating a more open organisation and embracing the view that there’s a range of different talent available that may not necessarily work as your employee.

“Working on making yourself an easy organisation to deal with can really enhance your ability to adapt and change,” Wailes says.

Don’t stop

Even disrupters can be disrupted, as the recent bankruptcy of Quickflix – an early Australian video industry disrupter – illustrates.

“So it’s not a move from Point A to Point B. You’re basically on a treadmill now and you have to continue to move,” Wailes says. “It’s not as if it’s one-off change and then you can sit back and return to your country club. [Change is] the new normal. Don’t stop.”

This article was first published at BusinessThink, the online journal of UNSW Business School.
Evolution of an economic powerhouse

LIVERPOOL

By Red Dwyer

T he so-called Airport City can now boast of a new claim to fame – a ma jor hub in Greater Western Sydney serving, specifically, the aspirations of a rapidly increasing population in South West Sydney for tertiary education.

Socio-economic characteristics underscore the ongoing transition of the region from blue-collar to white-collar, highlighting the need for an educational infrastructure to accommodate the aspirations of this new demographic. The size of the workforce, both in and around the city, is increasing and has been confirmed in previous studies as one of the key factors in the confidence boost.

The University of Western Sydney (UWS) has announced plans for its new Higher Education Centre in a precinct to world-class standards. This project, when completed in 2019, will provide a suite of undergraduate and postgraduate courses in areas of business, information technology and health.

Approximately 1000 students are expected at the centre, which will be the third CBD in the metropolitan area – its foundations on the increasing capacity of its health and medical research precinct to world-class standards.

These projects will build on the presence of University of NSW South Western Sydney Clinical School in Liverpool established 27 years ago. Liverpool Hospital, the largest in NSW and one of the leading trauma centres in Australia and a key catalyst for growth in the health and allied industries sector in NSW, is a principal teaching hospital of the university. The facility is within a world-class health and education precinct, a cluster of innovative organisations in the Liverpool CBD including the Ingham Institute of Applied Medical Research, a Clinical Skills and Simulation Centre, South West Private Hospital and South Western Sydney TAFE.

In the Liverpool CBD, more than 500 jobs currently relate to the provision of health services and education. Western Sydney University has unveiled plans for its new Higher Education Centre in a move designed to significantly expand higher education opportunities for residents, help transform the city’s knowledge economy and drive business development in the region.

The state-of-the-art centre, which will open in 2017, is purpose-built, 3000-square-metre facility based in Macquarie Street in the CBD, which will provide a suite of undergraduate and postgraduate courses in the areas of business, information technology and health.

"This is a huge boost for our city, its people, and a wise investment for the university. Liverpool is one of the fastest growing regions in Sydney, as well as one of the youngest. Liverpool is home to a vibrant, diverse and young community where 45 per cent of the population is less than 30 years old. As the Airport City [Badgerys Creek airport] is within the Liverpool LGA, Liverpool is seeing unprecedented development and growth across all sectors, including education and research," she said.

The airport is expected to drive new opportunities for medical tourism, health businesses and the manufacture and distribution of pharmaceutical products, according to council’s Health and Wellbeing in Sydney’s Great South West publication.

Hills businesses report increases in revenue

LAST October, the first Hills Perfor mance Sentiment Index showed that businesses were gloomy about the future and were bogged down in red tape. What a difference six months makes. Business confidence in the Hills has grown in the past six months, according to the latest performance sentiment survey conducted by leading social researcher Mark McCrindle.

More than half of the 164 businesses surveyed reported an increase in sales revenue. Commissioned by Hills Business Chamber, McCrindle’s second Hills Shire Performance Sentiment Index, released in late May, showed that overall optimism in the business community had shifted from a negative score of -12 in the October PSI to 11, a marked increase in confidence.

Interestingly, confidence was highest among non-employing and medium sized businesses and lowest among micro and small businesses, which are suffering more in current conditions. Long-term businesses – those who had been operating for 10 years or more – reported better economic conditions that those that had been operating for five years. But the reverse was true when it came to frustration over road infrastructure.

Chamber chairman Anthony Moss said the Metro North West and planned development around stations helped the lift in confidence. Hills Mayor Michelle Byrne said the council was spending tens of millions of dollars on upgrading roads and had succeeded in getting state funding for widening of Snowground Rd. Red tape as in regulatory requirements also was of less concern to businesses than six months ago.

Hills businesses said that staff costs had increased, largely because staffing numbers and hours had grown, an indication of overall growth. The report showed that capital investments and expenses had increased, as had revenue from exports.

While six months ago 58 per cent of business owners believed their costs would increase, in the latest PSI, only 45 per cent said that had happened. Researchers and local government lawyers have predicted that the increased infrastructure spending by the state government and council, reduced interest rates and increased investment in the Hills would be key factors in the confidence boost.

The report also showed that the demand for local workers was growing as was the demand for local suppliers, which is a positive sign for the local economy.

WILLS HILL

Key points
- 36 pc have employed more people
- 32 pc have expanded offices
- Earnings have increased
- 40 pc believe economy will improve
- Under 50s more confident
- Slow internet hindering business

Researcher Mark McCrindle.

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WILLS HILL

Key points
- Socio-economic characteristics underscore the ongoing transition of the region from blue-collar to white-collar.
- Investments in commercial and industrial projects and the Badgerys Creek Airport are changing the perception of the city.
- More than 7000 resident students leave Liverpool to study each year because no major university campus exists in the city.
- Liverpool Hospital is the largest in NSW and one of the leading trauma centres in Australia and a catalyst for growth in the health industries.

Club makes the finals

FOR the tenth time in 11 years, Campbelltown Catholic Club has made the finals of the Chef’s Table Awards!, which will be held at The Epping Club on Monday, July 25. The awards are contested each year by clubs across the state.

Winning design

INTERNATIONAL architecture firm PTV Architects, in association with award-winning practice Collins and Turner, and landscape architects McGregor Coxal, have won a competition design for the former Cumberland Newspapers headquarter located at 142 Macquarie Street, Parramatta. The winning design features three mixed-use towers, a 60-storey residential tower along with an additional 35 level and a 25 level building hosting 964 residential apartments.
MEMBERS OF THE COMMUNITY ARE BEING ENCOURAGED TO HAVE THEIR SAY ON WHAT INNOVATIVE DIGITAL INITIATIVES THEY WOULD LIKE TO SEE IN PARRAMATTA BY COMPLETING COUNCIL’S FIRST SMART CITY SURVEY.

The survey is designed as a benchmarking tool to gauge public interest in new services and to guide the ongoing development of City of Parramatta’s Digital City and Smart City strategies.

“Creating a Smart City that improves access and liveability for residents and visitors is at the forefront of our plan to build Australia’s next great city,” City of Parramatta Administrator Amanda Chadwick said.

“A Smart City is one that listens to its community and caters to their needs and what they would like to see achieved in their city.”

Survey results will be used to develop the City’s annual Smart City Smart People report to guide future planning and to scope public perception of the City’s capacity to be transformed into a place of major trade and innovation.

Those who complete the survey will be in the running to win one of six $60 Coles Myer Gift Cards.

The survey will be available online at parracity.nsw.gov.au until 17 July 2016.

ARE YOU INTERESTED IN STARTING A SMALL BUSINESS? THEN THE CITY OF PARRAMATTA’S ‘HOW TO START A SMALL BUSINESS’ PROGRAM COULD BE FOR YOU!

This FREE 10 week program is designed to provide practical advice and training to participants looking to start a small business for the first time, typically as a sole trader, and improve success rates particularly during the first 12 months of setup and operation.

Delivered in partnership with the TAFE Western Sydney Institute, each weekly session will be 50% lecture material and 50% Q&A. Classes will target practical rather than academic skills.

All trainers are accredited TAFE trainers and experienced industry professionals.

Date: Tuesdays, 19 July – 20 September, 6pm-8pm
Venue: TAFE Parramatta Campus, Shop 1B, 69 Phillip Street, Parramatta
Materials: TAFE Western Sydney Institute will provide all course materials including a participation certificate at the conclusion of the program.

For more information and to register visit http://bit.ly/1XUKIem

www.cityofparramatta.com.au

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The NSW Government’s reforms of property laws have taken the industry “out of the 1960-70s” and into the light of today—to the benefit of buyers, vendors and honest realtors, western Sydney agents say.

Grant Simpson, principal of McGrath Rouse Hill, applauded changes recently announced by Minister for Innovation and Better Regulation Victor Dominello as a win-win for everyone.

Mr Simpson said he welcomed all the changes, saying they would better protect buyers and improve people’s perception of the industry.

“Regarding the sunset clause, there were only about two per cent of developers abusing that, but public perception was that it was more like 50-60 per cent,” Mr Simpson told WSBA.

The sunset clause was seeing rogue developers reneging on the contract—where buyers secure the property before completion—and then selling on to other people for a higher price.

“These developers would come up with all sorts of reasons why they could not fulfil the contract by having the building completion time delayed,” he said.

But Mr Simpson is even more chuffed over changes to the underquoting laws and the strata laws.

“The underquoting, where an agent entices buyers by indicating a property might sell for a lower price, belongs back in the 1980s when this sales technique began,” he said.

Azeem Khan, from Century 21 North Western, agrees, but says it is often vendors’ unrealistic expectations of the price their property can achieve that pressured agents into the practice.

“Some agents, to get a listing, promise the vendor a higher figure,” Mr Khan said.

“In a way, the market is educating vendors when their properties do not get the price they think they can get. Now, with the law changes, agents will be able to tell vendors that a price has to be set.”

With the changes to the strata laws, both Mr Simpson and Mr Khan said they would allow flexibility, ultimately better for owners, that was more in keeping with modern lifestyles.

“Most apartments were walk-ups, only about 20 in a block, but now you can have 2000 people in the same building, all with different needs,” Mr Simpson said.

“All of these changes make the industry more transparent and gives a level playing field to everyone.”

Mr Dominello said that since the new laws took effect on January 1, there has been “a significant cultural and behavioural change in the industry.”

“The practice of price baiting, including the use of inducements like ‘offers above’ and ‘offers over’, has all but evaporated,” Mr Dominello said.

“In March NSW Fair Trading undertook an underquoting compliance blitz across the state.

“This resulted in $53,900 worth of penalty infringement notices and a further 23 warning letters issued to real estate businesses. The government continues to work with industry groups to ensure the laws continue to benefit consumers.”

What are the reforms?

These three key reforms, aimed at cleaning up the industry, especially hindering rogue developers are:

• Strengthen under-quoting laws so agents could not use inducements such as “offers above” and “offers over”.

• New strata laws taking into account modern living, such as better negotiation re pet ownership and parking and introduction of a strata defects bond to protect buyers against defects.

• Better regulation of the sunset clause on off-the-plan developments, whereby the developer consults with the buyer when he wants to rescind the contract.
The State Government has proclaimed the formation of a new Local Government Area (LGA) known as Cumberland Council. The LGA is comprised of the majority of former Holroyd City Council and parts of Auburn and Parramatta Councils. The corporate headquarters of Cumberland Council is located at 16 Memorial Avenue, Merrylands, where the former Holroyd City Council was based. Viv May has been appointed as Administrator of the new Council pending local government elections scheduled for September 2017.

If you would like to see a map of the new Cumberland Council to find out whether you fall within this area, please visit www.cumberland.nsw.gov.au.

**How do I contact my new Council?**

It is important for all businesses within the new Cumberland Council boundaries to understand that there will be no change to the way businesses operate within the area and all established relations with your Council will continue as previously.

Please continue to contact the Council which used to administer your area before the establishment of Cumberland Council; all Customer Service Centres remain open for businesses at Holroyd, Parramatta and Auburn. The same goes for businesses located in those parts of the old Auburn Council that have moved to Parramatta, including Silverwater, Newington, Wentworth Point and the Sydney Olympic Park; please continue to contact the Auburn Customer Service Centre.

Please see the contact details for each area of Cumberland Council below.

**Holroyd  9840 9840   |   Auburn  9735 1222**
How to SURVIVE like a family business

STRATEGY

HERE’S a fundamental stability in family businesses, from the smallest start-up to the large enterprises playing a powerful part in the economy, which is not always apparent in other companies. While they don’t always perform as well as competitors during times of plenty, when times are tough, they are ready to pull through and survive.

This is because the owner of a family business has longevity front of mind, rather than a meteoric business performance hike. The CEO of another company might be more inclined to take big risks because at the end of the day, the company is allowed to fail; they are not invested whole-heartedly in the company, but rather in their career.

The company is always separate to an outsider – but for a family business, the lines are blurred. A family business owner owes it to the family to look after the business as if it’s another member of the clan – and this leads to some interesting characteristics.

A family business is frugal in the good and the bad times

In times when the economy is booming, capital-driven companies are enjoying the luxuries that profit provides, but also hedging bets that could land them in trouble come a recession.

Family businesses, on the other hand, tend to view profit and perks more holistically – saving for a rainy day when the profits are high and quickly being able to scale back when times get tough.

This more balanced way of viewing profits allows a family business to be less affected by outside forces.

Family business owners also have a different view of what “perks” are in the business. While a CEO of a non-family owned business needs rewards for a job well done, a family member CEO will see it as their obligation to bring the wealth back into the business, and into the hands of the family themselves. Keeping the business thriving is more important than the latest sports car.

When the business thrives, everyone thrives

Family business owners are personally invested in the performance of the business and in turn the stability of the business. The average family business would forgo chasing the highs by rather opting for a lower, steadier performance. The family members are after the long term success of the business, which can often be forgotten in the heady rush of short term highs in other businesses.

Most family businesses are also so closely intertwined with so many of the family members that the business is afforded a very stable support system over time.

The business success and decisions are not all on one or two people’s heads, but are rather made by a Family Council with both professional and personal factors in mind.

Family businesses naturally know how to retain talent

A high staff turnover makes it difficult to instill a sense of community and shared goals in a company, meaning that rather most who come in are after their own means first and those of the company second. In a family business though, most employees are family members and the rest are simply brought into the fold – ensuring that everyone works for the greater good of their work ‘family’. Businesses that aren’t family-owned need to learn how to create a sense of community around their employees in order to earn their personal investment in the company – making them want to stay and grow.

This article is based on the experience and insight of KPMG professionals who work with family businesses. To discuss further, please contact Dominic Pelligana – KPMG Partner.
Personalities are like snowflakes: each one absolutely unique. And yet one can still talk about types, such as the narcissist, the wallflower, the obsessive compulsive, the dependent, the pacifist, the peacemaker, and a myriad more. Some types blend well, while others chafe painfully against each other.

As such it is a fairly set aspect of who we are. Character, on the other hand, can be molded, as it is something we acquire. Things that influence the formation of our character is family, our social environment, education, life experiences, and culture. It is the interaction or interplay of our character and temperament that determines our personality. Our personality in turns determines the ways in which we respond to situations, whether in positive or negative ways.

To have a ‘balanced’ personality – in other words, to react to stimuli and situations in a manner deemed ‘normal’ or moderate – is not easy, at least not across the board. But extreme personalities can lead to discord in the family workplace, and so need to be addressed and managed.

The family business: leader’s personality
More than any other personality in the business, the personality of the leader or CEO needs to be balanced, as he or she will strongly influence the climate and productivity of the company.

If, for example, a leader given to histrionics or narcissism is allowed to let their personality run rampant, the work environment will become untenable.

There are positive aspects to certain personalities when kept in balance. The histrionic leader who keeps the manifestation of his or her personality in check, will often be sensitive to the needs and problems of others, empathetic, a people person who invests in relationships, friendly, and socially adept, among other things.

By contrast, when operating to the extreme of their personality, this individual can be emotionally volatile, overly dependent on the approval of others, and given to jealousy. Another example is antisocial leaders. At their best they tend to be independent, gutsy, confident and self-sufficient. At their worst they are often irritable, indifferent to the needs and feelings of others, and unreliable.

As with most changes in the workplace, things that start or are implemented at the top have a good chance of filtering down to the rest of the ranks. By working on balancing your own personality through increased awareness, interest and understanding, it is to be hoped that others in the business will be encouraged to do the same and consequently even individuals with starkly different or extreme personalities will be equipped to work well together and thrive.

Evaluating the performance
A family business is still a business. As much as the context and qualitative elements of the profit is important to the business, so is the quantitative results to discern just how well the business is performing.

In order to know if the year’s profit is good or not, it must be measured against the following:

- Last year’s profit yield.
- Expected profit.

Considering the sometimes differing goals of these two entities – the family and the business – within a family business, it’s important for a middle ground to be struck.

While the voice of the family in the different levels of the business are important, at the end of the day decisions regarding the business should be left in the hands of sharehold- ers and shareholders alone.

They are the ones with feet in both camps and will have the needs of both the family and the business at heart.

No decision should be made in a vacuum though, as for the family continue to support the business, they need to understand and buy into the profitability goals of the business at all times.

5 steps to balancing your personality
FAMILY business leaders will usually have no shortage of employees ready to tell them all about their personality flaws – the ‘perk’ of having family members working with you!

While their insights are of course of value, self-analysis as well as some more distanced insight should not be neglected if you are serious about working on your personality to the benefit of the business.

Here are five recommendations for identifying your particular personality and working to balance it:

- Take a personality test.
- Seek out third-party insight from the likes of a coach or psychologist.
- Identify what truly annoys about others and then ask ourselves why those traits annoy us so much.
- Take an active interest in personalities, reading up on them and getting to understand their interplay in the workplace better.
- Work to improve your social intelligence. If it’s true that CEOs of family firms are also Chief Emotional Officers, then you need good emotional IQ.

Article by Christophe Bernard, KPMG Partner Family Business. For further reading please visit www.kpmgfamilybusiness.com

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Collateral damage from DIVORCE

By Christopher Dunn
Solicitor Watts McCray Lawyers

Statistically one in three new marriages will ultimately not survive. Although the survival of de facto relationships cannot be measured in the same way, it is believed that their failure rates are much the same.

There are more people self employed now then there were 20 years ago and even 10 years ago according to the rise in the issue of Australian Business Numbers.

The breakdown of a marriage or de facto relationship usually brings with it the need to work out a fair division of the assets of the separating parties.

It is hard enough to disentangle the rights of the individuals in a marriage or de facto relationship. Where a business is involved, be it a sole trader, partnership, trust or a corporation it can be more complex.

If the enterprise is run within a single family unit it is strictly a matter between the parties to the relationship as to how they value the business and how they divide it between them.

It is not as easy where there are more owners of the SME for example when the enterprise involves members of an extended family perhaps spanning two or more generations or where the enterprise is between a number of unrelated people.

What is common to all the different structures is that when a key person in an enterprise is going through a relationship breakdown, he or she will struggle to keep the focus and energy required of them to devote to the business and expected by the other business owners.

More often than not the value of that part of the business owned by the person going through the separation becomes a hotly contested issue.

When this happens, typically an external valuer is brought in, either voluntarily or by an order of the court, to examine the enterprise in fine detail to determine its total value and then value of the interest of the owner whose relationship has broken down.

As can be imagined, this can be terribly disconcerting to the other business owners having all sorts of confidential issues reported in a document that ends up in the hands of a number of other people and could become part of the evidence in a court case.

Judges in the Family Law jurisdiction have on many occasions in the past, demonstrated their preparedness to fill their roles in reporting any improper conduct which breaks federal laws to relevant authorities, be that the Australian Taxation Authorities, be that the Australian Taxation Office or the Commonwealth Director of Public Prosecutions.

There is no sure fire way of avoiding this intrusion into a business but there are a few precautions business owners can take.

One suggestion is to make sure there is a valid agreement- a partnership agreement, trust deed or shareholders agreement, which spells out the rights and obligations of an owner of the business exiting the business and for how that person's interest in the business should be valued.

So long as that methodology for valuation set out in the agreement is still valid, any valuer charged with determining the true value will be obliged to take it into account.

If the methodology is still relevant to the way the business is run and has been reviewed and refreshed from time to time it is more likely the valuer will be obliged to value the owner's interest according to that agreement.

A possible consequence of divorce and relationship breakdown is that the owner cannot afford to buy out his or her spouse or partner so as to remain in the business and is therefore ordered to liquidate his or her interest in the business.

This might not occur at an opportune time for the remaining business owners to be able to buy back the exiting owners interest.

One way of minimising the impact of this unplanned exit of one of the owners of the business might be to provide for a regime of instalment payments to the exiting owner in the agreement between the owners.

Checklist for protecting your business against divorce

• Get good advice from an accountant on the most effective structure for your business.

• Ensure you have a properly drawn up and enforceable agreement between the business owners which sets out the terms on which they exit the business and the manner in which their interest is valued. Have this properly prepared by a commercial lawyer.

• Plan on how to finance a buy back of an exiting owner’s interest by for example, vendor finance or possibly insurance.

• Make sure your lawyer and your accountant know what each is doing and facilitate them working with each other to make sure the agreement and the underlying structure match your needs.

Visit www.wattsmccray.com.au

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Office or the Commonwealth Director of Public Prosecutions.

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WELCOME to the Access News Australia Round Table (ANARR). The ANARR brings together people of influence to capture and share perspectives about issues that concern businesses of all sizes. Guests of the ANARR meet in a private boardroom setting. The theme for the May 2016 ANARR was Conducting Effective Campaigns. The venue was the boardroom of Stature Financial Group in Sydney and was sponsored by Know My Business. Photos are by Melinda Hird and transcription services were provided by Ausflare.

Conducting EFFECTIVE CAMPAIGNS

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Jim Taggart: Ladies and gentlemen, a very warm welcome to each and every one of you on behalf of ANA and Know My Business – ANA being an abbreviation for Access News Australia. And again, I extend a personal and collective thanks to our sponsor today, Know My Business. Hardeep, thank you for taking the role and the lead, and making the day so successful. Today, we’re going to examine how businesses look at and conduct campaigns in growing their business. We’re going to look at how they do that, why they do that and what are some of the pitfalls in the process. Before we start, we’ll get a little rundown on each of our wonderful participants today. And I will start with you, Lielette.

Lielette Calleja: I’m the director of All That Counts. We’ve been servicing and helping small to medium businesses with their bookkeeping. Our focus is on cloud automation and giving business owners time back by automating their processes straight into finance.

Hardeep Girn: And congratulations to Lielette having won the Business Person for the Year for the Hills – Sydney Hills – in the last three weeks.

If you have a great business but no one knows you exist

WE CAN INTRODUCE YOU

Continued on page 30
Lietelle Calleja: Thank you.

Hardeep Gin: Hardeep Gin, Managing Director for Know my Stature. My company helps other companies get introduced to opportunity. We do a lot of matchmaking and introducing for industries and governments. And we help them understand what their proposition is, what the target segments are, how they’re going to be then organised in a face-to-face conversation. So, we build trust and relationships and_extra_ts for them to be introduced to opportunity.

Ivan Kaye: My name is Ivan Kaye and I am the Chief Executive of Business Strategies International. We help our clients and the people in our business to create their generational legacies. We do this by getting them clear, objective advice and connecting them with people and money. We have grown a number of businesses within BSII over the years – from financial planning, innovation, recruiting and training business.

Tony Hercok: I was the CEO and Partner of Wats McCray Lawyers. I’m now retired and have started a small consultancy. Years ago, I was a high-end consultant at quite the big end of town, many years ago, and internationally. But now I’m only working on specific projects and tailored projects and lots of community work.

Will Roberts: Will Roberts. I’m the Managing Director and owner of AllLife, a lifestyle, private office. We are a luxury buy’s agency for time-poor, high-net worth clients. So we project manage, and we’re advisors from luxury property, cars, watches, wine—all the nice things in life—for time-poor, high-income clients.

Peter Willett: I’m Peter Willett. I’m the General Manager for Stature Financial Group. We provide integrated financial solutions to our clients. So we provide financial advice, mortgage, debt reduction, accounting and also leasing—business leasing—and any other integrated financial services.

Mia Matheson: I’m Mia Matheson. I work at KARI. I’m the Head of Marketing and Partnerships. We’re an Aboriginal Foster Care provider. But what we’re really trying to do is get that space and move into the early intervention space so that foster care isn’t even a possibility for the kids that we look after.

Michael Walls: I’m Michael Walls. I’m the founder of Access News Australia. We publish newspapers that cover mainly business and industry issues in industry. We have Western Sydney Business Access and Northern Sydney Business Access, and we’ve got another couple being looked at. It’s a great pleasure to sponsor this with Hardeep. And thank you to Jim for chairing again.

Jim Taggart: Thank you. Before we start looking at exceptional campaigns, I want to ask one question for some robust dialogue. We have around terms such as a ‘client’. When we use this term ‘client’, what does it look like?

Michael Walls: But clients are different to a stakeholder.

Jim Taggart: Well I don’t know. That’s why I’m asking for dialogue about – I want to start that before the campaigns, because I would imagine that campaigns are to try and attract new clients, to attract them in the sense either as existing or future or whatever. But—so I want to get some operational definition around what a client looks like, if we were to draw it.

Ivan Kaye: Who the client is depends on which aspect of your business. So, you have a business called Business Builders Group (BBG) where we have 30 businesses that meet once a month, with our clients. It’s the group where they collaborate and connect and add value to each other. The objective of that group is not to be a potential client, but to get more meaningful interactions and a deeper relationship. It’s a better relationship. The clients have to particularly be a particular one, another, with the objective of referring business to each other. BBG’s clients are the coaches and each of the 30 businesses.

Hardeep Gin: So, I think where it’s head- ing towards is, with a client, it doesn’t necessarily need to be a financial outcome. The companies that we talk to, may be in a presses activity, but we regard them as our clients even though they haven’t paid us a single dollar.

Hardeep Gin: A client is someone you have a relationship with. As a leader, my clients are my team.

Hardeep Gin: Yeah. I think it’s relationship. They don’t need to necessarily give you money in return.

Ivan Kaye: So, would you call a client someone who has a transaction with you? If you have a one-off transaction, is that a client or is that a partner?

Michael Walls: It’s a client.

Lietelle Calleja: It depends on your industry.

Tony Hercok: I think a client is someone that’s got a need or a want, if you’re good enough to convince them that they want you rather than a competitor. Everyone’s got needs out there. And you’ve got to turn yourself into the most wanted brand, I guess. But, the only way that happens is the old-fashioned way which is, you’ve got to create awareness. You’ve got to do some functions like this, or you’ve got to sponsor some activities. You’ve got to go and buy a pile of ad space, or you build referral networks.

But the fact is that everyone’s got needs to stay in business, to remain in business, to get better at business—and that’s why all these businesses need more and more help. A client’s someone that’s got an issue, a problem or a challenge, and your job is to find out what that is. And, if you can’t service it, then refer them on to somebody else that can.

Will Roberts: But at a law firm where everything is about client protection and client confidentiality etc, at what point do they go from being a potential client to a client?

Tony Hercok: I think— you don’t really know you need a lawyer until you’ve actually spoken to someone working in a law firm, or you’ve spoken to someone that’s been through a similar experience.

Jim Taggart: Refer you.

Tony Hercok: And they refer you to their lawyer or to another lawyer, or to suggest, “Well look Tony, gee, this is a bit dicey. I suggest you probably speak to a lawyer.” Then you go and have that conversation. And then, I think, that’s—the need comes to light. And the person goes: Oh well, I need—I need some advice. So that’s the tipping point. It’s when the need is solidified into: well, I do need your services, and I want to choose you because of all those attributes that you stand for—and 8 times out of 10, they’ve done all their research anyway, on the web. That’s the tipping point—when they go: ‘I’ve got a problem’.

Jim Taggart: Is there a difference between a customer and a client?

Lietelle Calleja: Yes. To me, a customer is someone that walks in the door. It’s typically a point of sale type of transaction. It’s transactional. You don’t see them again, or they might come back into your store three or four times a year. For us, a client is someone that you do have certain deliverables and objectives you have to maintain. There are KPI’s you’ve got to meet with them. A client can sack you by formally taking their business elsewhere and a customer can sack you by not coming back to your store.

Jim Taggart: I think you raise some really interesting points.

Lietelle Calleja: From a monetary value, if you lose customers—it’s all about volume—you need more customers to walk in your door. Whereas, I can have 10 key clients and I can do as much as someone who’s got 100 customers. So clients to me attract a higher value and you generally know what that value is from month to month.

Jim Taggart: Thank you for that. Peter, what’s your view?

Peter Willett: Oh, look, I definitely agree that there’s obviously transactional clients versus, you know, perhaps ongoing or deeper relationship clients. I don’t know if it’s as simple as defining somebody as a customer and a client in that way, as you, know, somebody who’s doing repeat business. What I’ll probably come to is, you know, somebody who’s adding value back into your own business as opposed to somebody who’s, you know, just paying your fee.

Lietelle Calleja: Our clients help us define our business. And it keeps changing. We keep changing and redefining and reinventing, because there is a need. We go: Well yeah, we can service that need. So for us, it’s clients that keep defining our business and our model.

Jim Taggart: And I want to come back to that. Mia, what are your thoughts?

Mia Matheson: In the charity sector, we call our clients “the community.” So the people that we’re offering our services to in terms of foster care, provider or educational services or that sort of thing, we call our “partners”. So, for me it’s someone that we’ve probably worked with for a while on numerous things. There’s shared value there. So, we’ve attended some of their events. They’ve attended some of our events. And we’ve kind of done business together in some way or another. But I would never use the word ‘client’ for me, because I think that’s what reflects more shared value for both parties.

Will Roberts: Exactly. Generally you think customers: Well it’s just transactional.

Ivan Kaye: In any business there are three main things that need to be done in there. There are leads, proposals and sales. Leads—that’s where you develop your campaigns. Proposals—is taking those campaigns and trying to convert them into a closed sale. Once there is a closed sale, those are clients. Now, you can call them customers, you can call them clients, you can call them members, you can call them anything you like. But, the definition of a client is: once the sale has been closed, now how are you going to deliver your product or service in a way that you’re going to wow them.

Jim Taggart: Why do you think I asked just to talk about clients and customers? My view is that I think most of you who are directors in senior roles within organisations or owners, understand the person in your relationship. I want to talk later, when we talk about campaigns, about the role of status—because my view is that there’s a poor conductor in what whole process, culturally. And I want some debate on that: Do you as leaders in your business translate that message strongly to be picked up?

Ivan Kaye: My staff are my clients. My team looks after our customers, who are their clients. My job is to create my team’s generation legacy and make sure that they are wowed, because if they are wowed, they are going to wow the clients. So, as a leader, your clients are the people that you serve.

Hardeep Gin: You can be the person who’s leading the vision. And you’re the person who’s laying the road map. And you’re the person who’s actually saying: We’re going in this direction. Come follow me. That’s best intention—that’s the scope of what your campaign may be. But unless you’ve got the people behind actually following suit and listening to you and actually having the capability, it may be your false expectation that you think that they can follow you and keep up.

Ivan Kaye: Then you fire them. For example, if my team member is not able to add value to our client, they have the right to say, “Mr Client, I am unable to add value to you, I cannot refer you to someone else.”

Jim Taggart: We talk about campaigns, and that’s the focus today—about developing and administering quality campaigns. What is a campaign? It’s just simply marketing, by another name? Will, do you do campaigns?
Tony Hercok: No. I’m not a marketing person by any stretch of the imagination. And I deliberately don’t do campaigns because our business is not at the point where we can fund campaigns. And our business is purely based around relationships.

Jim Taggart: A lot more discrete. Is that what you’re saying?

Will Roberts: It’s a lot more discrete. But it’s also around the relationship and the trust of the person to be able to utilise our services for their expenditure. So a campaign, in any sense, only builds awareness. It doesn’t necessarily build the business, or bring new clients. And that doesn’t fit with where we are at the moment.

Hardeep Girn: It is about presence as well. You’ve got a website. You’ve got social media. You’re wearing a suit. You’re in the sense, only builds awareness. It doesn’t necessarily for their expenditure. So a campaign, in any sense, only builds awareness. It doesn’t necessarily build the business, or bring new clients. And that doesn’t fit with where we are at the moment.

Will Roberts: Oh, in terms of that, then I agree with you.

Ivan Kaye: Sourcing a lead – that’s a type of campaign.

Will Roberts: I’m talking about traditional campaigns. But campaigns are a wide, varied beast in itself.

Jim Taggart: Tony. What’s going through your mind with regards to this whole notion around campaign or campaigns?

Tony Hercok: Well, I come a little bit back to Lielette. I don’t know anything about your business. But you probably have a campaign per client. You put a different strategy together based on a particular client.

Lietelle Calleja: Absolutely. It would be great if you could replicate or mirror image it.

Tony Hercok: So, that’s one type of business. Then you go to a different business, which is more consumer related and is driven by the fact that it needs volume. So therefore, depending on the marketplace and your competitors, you’re going to have to go out there, and you’re going to have to talk all the right sort of messages and do the right sort of programme and advertising campaign. So each company in the top 200 would have a dedicated, tailored strategy of what needs they required coming up. And there’ll be a different set of strategies for each of those 200 companies to get to them.

Will Roberts: So what’s the difference then, between a strategy and a campaign?

Tony Hercok: Nothing.

Hardeep Girn: No. I reckon one’s strategy, one’s execution.

Tony Hercok: Oh, execution’s a different thing altogether, because it’s to do with the implementation of the whole strategy. And that’s where most things fall down. Every business school in the country – you know – most kids after the first semester can write a marketing plan or a strategy or a business plan. But how do you get that implemented into an organisation and get it executed at the front line is a completely different story – and which is what Jim’s talking about here in relation to change management or otherwise.

Ivan Kaye: I think a campaign is everything that relates to generation of leads. BBG have campaigns to source potential clients by having an event. So the campaign will be to say: How do you get bums on seats. How do you get 50 people in a room so we can explain to them what we do?

Will Roberts: But what about a campaign on say, client retention for instance or things like that? What happens if it’s like Lielette’s, who has a campaign specifically around each client – what if it’s about cementing the relationship with the client?

Ivan Kaye: I don’t think that’s a campaign. I think that’s just providing the delivery.

Mia Matheson: On our part, we’re not saying: Hey guys, give us money to support our fundraising team or our service. We’re saying: Look, we can offer you something. Let’s start a relationship. And then, further down the track, you can then talk about your business and what you operate. If they want to become a client or a partner then, they will. And they don’t really know that you’re trying to get them to become a client. And really, you’re not. It’s a shared interest. But it is a campaign, because you have a strategy behind it.

Ivan Kaye: I think, before you can have a campaign, you’ve got to actually have a goal of what you’re going to achieve.

Michael Walls: I said that a campaign’s about defining what you want.

Ivan Kaye: Yeah. What’s the goal?

Jim Taggart: But who defines that?

Ivan Kaye: Any individual who lives and breathes has the ability to make a goal.

Lietelle Calleja: I’ll tell you something. When we put our first campaign out for our last event, we put the word “bookkeeping” in it. It had not one person look at it. It turned to my business coach Tania and I said: I think we’re going to need to change this. I’m going to need to see it up a bit, because “bookkeeping” is just not working. So that’s when we just changed the message to: Are you feeling trapped in your business? This hit the emotion.

Jim Taggart: My view is: I see campaigns where the phone’s got to be picked up within three rings and all of that. In the busyness of work – Like, I’m still astounded that law firms close for lunch from 1 till 2.

Tony Hercok: But there are – no, but Jim, I think that is a reflection again of the choice that they’re making which then solidifies into the position they want in the marketplace. So they push that message down to the staff and say: We care about you. We really do. You do need a break. And they just tell their clients that. 1 and 2 – that’s our staff time.

Will Roberts: But that’s – it comes down to the communication as to why, the what’s in it for them and what the outcome’s going to be.

Will Roberts: So, it’s all about the delivery. And I think a lot of the times within business, it fails within because of the communication and, a lot of the time, the leader is so focused on the many different visions that they’ve got, the communication gets lost – the message gets lost in their communication. So that’s why the execution fails.

Peter Willett: Plus I think they get rushed a lot. And if you don’t have good people who are on board or who believe in what your campaign is – you know – you can see very different results.

So, I could have two people do exactly the same thing, and one gets a great result off the campaign and the other one does really poorly.

Jim Taggart: The second question, if I may, actually talks about that. How do you get advocates of the campaign?

Hardeep Girn: Yeah. But something that – I want to open up the black box that some of you guys have got in businesses which is unknown to me. If you say you don’t run campaigns but you’ve got growth plans and where if you say arbitrarily you want to grow by 30% or 20% next year – now you can’t get all of that just through referrals. You can get a number through referrals. But how do you achieve that? And if it’s not achievable, how do you pull up your staff to actually deliver beyond their capabilities?

Will Roberts: That comes down to, I guess, the definition of the campaign, and what I perceive a campaign definition is, is different to obviously what everyone else sees as a definition of a campaign. So you need to say: What is your campaign?

Jim Taggart: Well, they tell me John McGrath – right – I’ll just tell you what they say. When you go into – and he’s been doing it tough – you know, the share price and all that. Big deal. But he’s a real entrepreneur. You go into his office – I had some friends go into his office. And the lady on the phone – when they had their 9:30 appointment – had their coffees waiting, exactly what they were – and the whole bit. That’s different – in my humble opinion.

Lietelle Calleja: But how – so, going back to clients – clients define you. They really just defined you as being a top notch man because if you pass their due diligence.

Will Roberts: I went to a lunch on Tuesday, and David Gonski was the keynote speaker – right? Now the one thing that he said was – it’s concurrent from corporate, government, individuals, families, right through to our kids. He said: We’ve lost the art to think long term.
Are the campaigns that we run – are they always too short term? Are we after a quick fix to get to the next level, and then to get to another one? Whereas – I know in a lot of businesses it is about building the relationship for the long term. But is a campaign – because it’s very rare that you would do a campaign based around a long-term strategy, because the campaign surely would be a trigger to get a quick win, wouldn’t it?

Hardeep Girn: There’s some mediums that become so short it’s scary. So, you know, the good thing is Jim was involved in Salvation Army Business Appeal launch, a couple of weeks back, in Western Sydney. And we’ve seen it – because we’ve done some work with KARI, we’ve done some work with Hills Relay For Life, part of Cancer Council – the time period when somebody views content online in social media to when they start trending down and it becomes dormant and it’s old news, it’s less than a week. It’s three days.

Ivan Kaye: An example of a campaign… When we have an event, I send an email to 100,000 of my best friends. That’s just the beginning of it. We’ll get a 20% open rate, of which 10% of those will click through. So, 2% click through to see what the opportunity is.

Jim Taggart: Tony, let me ask you a question. How do you get – how do you get people who don’t want to support your campaign to get involved?

Tony Hercok: You’ve got to educate them.

Jim Taggart: Yeah. But they don’t challenge a number of people in the equation, and hope through the process of osmosis, it’s going to get better. It’s like being someone who’s got a problem – you hope it’s going to be better tomorrow. And it just doesn’t happen.

Michael Wells: And you haven’t done anything to make it better.

Jim Taggart: Well, I’m asking Tony: how do you do that?

Tony Hercok: Well, for thinking – if you think at high end, it’s kind of like – it all starts with the culture of the organisation and what’s in it, and what makes up the culture. And there needs to be recognition that there’s always going to be people in the organisation that have fallen out of that culture. So you either have to bring them back in and, with your review programmes and your training and your mentoring and you identify them that they need to be turned around. And if they can’t be turned around, then you’re better off having the honest conversation and say: Look, you don’t fit the culture any more. And therefore, you need to either go to this training programme or move on. But culture’s really important. You need to have a culture driven by where you want to head. And everyone has to be kind of on the same page about where the organisation is going, the customer groups that it’s got and how you’re treating those customer groups. And you have a very in depth understanding about that. And then you get to the education point of saying: Well, these are the products and services that we offer these clients. These are the segments that the clients fit in. And these are the campaigns we’re going to provide. And there are the benefits that everyone’s going to get out of it. Jim Taggart: So Tony, there’s a lot of preparation. Is that what you’re saying?


Jim Taggart: Because I was interested in Peter’s comment about most of them are rushed – probably poorly evaluated – but let’s go to the rushed part. So, I’m really interested to hear that because that’s got to be a take-up for our readers about: it’s not lip service; it’s critical.

Tony Hercok: Well, absolutely. It’s very important that everyone is on the same ship going in the same direction and having the same viewpoint about what the end goals are going forward. I think – Lilette’s an example, again going back to where she suggested we need to change that from bookkeeping to something a lot senior.

Lilette Calleja: Feeling trapped

Tony Hercok: Feeling trapped in my business. Well, that’s a segment. How many of us fit in that time-poor segment? So, you know, a business person can be in business for one year or 100 years. But they fit that segment. And they probably fit half a dozen others. And I think the education process within the organisation of teaching people how to execute those types of strategies is critical. A top-down approach never worked, never will – and it definitely won’t work today. It’s got to be a kind of a – and it’s not a bottom-up approach either. It’s got to be a world global education approach of: these are the customers, this is what their needs are, and this is how we can satisfy them. And this is why your role’s critically important in it.

Will Roberts: How would you then adjust that, though – because obviously it’s got to be tweaked.

Tony Hercok: Yeah. There’s a word. It’s called “contextual” environment you’re in. And that comes down to the short term, long term, medium term goals that you set yourself. But contextual environment means the political, economic, social, cultural, technological, environmental context in which you’re competing in the market. So, therefore, that’s a huge challenge today. And it’s consistently changing all the time. For example, never in the history of the world have we ever seen the economic times that we have today. Never ever, in the history of the planet.

Ivan Kaye: Is it good or bad?

Tony Hercok: Oh, it’s tough. But there’s huge opportunities. For example, we’ve never ever had low inflation, low unemployment, low interest rates and a completely and utterly changing demographic profile of the country. What’s going to happen in the next 5 to 10 years is that people my age are going to retire. And what are we going to do? We’re going to stop spending money. We’re not going to go and buy our new cars and our new furniture and our this and our that. What we’re going to do is travel – travel. The travel industry is going to be huge. But for everything else, the baby boomers are not going to spend on all the things that they currently spend now. So, you take that huge spending pattern out – and what have you got? The Gen Ys in there who are full of debt. They’ve got University HECS fees galore. They can’t buy a house. All they can do is rent. Like, add all that up – and this is a very, very different world. All the technology coming in.

Ivan Kaye: Not only that. But they won’t have any jobs because technologies and robots are taking their jobs.

Tony Hercok: And if you take the technology coming in, and then the opportunities for business then are huge. So, it’s a great time to be in business.

Ivan Kaye: It’s a great time to be in business. And it’s a great time to be alive for the youngsters because there’s opportunity everywhere.

Tony Hercok: Oh yeah, absolutely.

Ivan Kaye: I think there’s more opportunities.

Tony Hercok: But it’s tough. You need to understand it.

Ivan Kaye: It always has been.

Lilette Calleja: Tony, did you have a team that also worked from home? And if so, how do you convey that vision to the team that aren’t actually in the office?

Tony Hercok: We fell into that to a degree because of maternity leave and the growth in, you know, women entering the legal profession.

Lilette Calleja: That trend’s going to keep.

Tony Hercok: And we, as employers, recognise that. And so, yeah, we had some lawyers working from home. But mostly it was – the majority of the time, they did have to come into the office. But we did allow some working from home. But it’s a huge area that will – it’ll grow.

Ivan Kaye: If the company knows what their “why” is and they articulate their vision effectively.

Mia Matheson: That’s right.

Ivan Kaye: You can be in Timbuktu. But if you’re inspired by what you’re doing and why you’re doing it, you’ll go out of your way to thrive and make sure that the company thrives, no matter where you are. I think, if the company can do that – they are on the right track. You were saying about campaigns – how you need to prepare it and preparation is so important, which it is. However, you must also understand that you can’t get everything perfect. And everything will be rushed at the end anyway. That’s the fact of life. People will wait till a day or two days before the actual campaign event, to get everything done. And you must know that nothing’s going to be perfect. You get those people that have got paralysis analysis, and then they actually get nothing done. And they’ll postpone the event.

Mia Matheson: You make it up as you go along.

“…”

Ivan Kaye: You can be in Timbuktu, but you’re inspired by what you’re doing and why you’re doing it, you’ll go out of your way to thrive.” - Ivan Kaye

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I've worked in large businesses – in HSBC – and I've seen the levels of politicisation that occurs with other business units trying to fight against rather than with businesses. So, rather than trying to help each other succeed, everyone's trying to compete with each other.

Ivan Kaye: What I'm referring to is where there's a lot of stuff happening. It's a legislative environment. You've got lots of different industries, lots of different cam- paigns. You've got a campaign from each department. So, you know, when you've got certain lobbying that is going on. And there's a compliance regime that's coming in – going out there to 600 branches and telling all of them to change their work. So it's a client so they're not extending their borrowing from one year to another because of legislation and suddenly there's this massive change management exercise. I know that because I've done it. And to do it, you've got to put it in before the rest of it happens. You've got to be able to scale it. You've got to then be able to structure it. Then you've got to be able to deliver it. And then you've got to be able to monitor it. And then you've got to be able to report it to the ASIC and APRA. So, all of that you do – you've got 80%. Otherwise, you're not compliant.

Peter Willett: You've got to sell it up to the line. And that's the other thing to this is the other piece to what you're just talking.

Hardeep Girn: Absolutely. You've got to stake your business on the line.

Ivan Kaye: In politics, if the incumbent government gets 51%, who's in charge? Where does 80% come from? Someone who's got 51% is now controlling the government. And that's fine.

Will Roberts: Yeah. So what if there's no rules around what's determined a pass or a fail – where does 85% come from?

Ivan Kaye: And my view is that failure is not a bad thing. If you fail, you'll learn. If there's no such thing as failure – if something doesn't work, you'll change it until it works. And that's where innovation comes in. And that's why large corporations are so bad at innovation and change. Because if you're just doing things until its 85% right; you're not going to go outside the square. But if you basically say: ‘in 90 active categories 40% right or 40% right or 30% right, you'll take the action and you'll change.’

Jim Taggart: Just – the 85 or 50% success rate or otherwise – it's really – it really comes down to the subjectivity of the strategy and the strategy of the competitors. For example, Boeing. They're not going to put a plane out there 85% technologically. That's a massive cost. You've got to get it right. That's what the medical profession? A surgeon – they've got to deliver every time. If they're not good at what they do, that's a risk and legal indemnity is, you know, a billion dollar industry in this country, which it shouldn't be. But it is, because people subjectively, unfortunately make mistakes or people unfortunately die on the table. Like, and who's fault is it? How many products have they had fail in their years, and launches that have failed. It's kind of like: 'We're going to launch 12 products this year. One a month, We think fire will be great, and fire will be terrible. But we'll just scrape over and get our budget.' And that's what happened every year. We didn't know which were going to work and which weren't. But we got enough budget. And then we lived through a great era that was full of inflation. We could put our prices up. Every year we'd get out budget. And we'd go: OK. Yeah. My product budget this year's $2.5 million. I'll put my prices up by 7%; 5% for failure, I'll tell the MD we'll use 2%. He'll get 2% – and we'll all be happy.

Not now. You can't do that anymore. Because there's no inflation. And worst: there's going to be no salary increases.

Hardeep Girn: So, wanting to get back to campaigns. What I'm taking from that is: you don't spend any money until you know where you're heading and what the environment's going to be likely to respond.

Tony Hercok: Well, I think we still have to go – you've still got to take – you've got to research, but you've still got to take the risks.

Ivan Kaye: If it's 50% chance, you go for it.

Jim Taggart: Do you think most busi- nesses are capable of implementing technol- ogy and innovation in their campaigns in 2016?

Hardeep Girn: Innovation is a wild horse. Will Roberts: Exactly. And it also depends on the outcome of their campaign - what the goal of the campaign is going to be.

Jim Taggart: Alright. Let me give you two examples. One is, there are now companies set up that are now hiring the cars that you leave at the airport. And the other thing that's really blown me away is that QSuper has an- nounced that it's set up its own superanna- tuation company to underwrite all its own group life insurance. It's a major, major disruptor in terms of where traditional Zurich, TAL and all of those are sitting.

Michael Walls: I think it's becoming very media savvy and very culturally attractive to be associated with it. But I think aside from those people you mentioned, few people actually know how to really do it well, including me.

Ivan Kaye: I believe that technology and innovation is actually bringing the SME on an even playing field to the major corporate, because an SME who's a bit half savvy, and who's pretty much grown up with technology, can basically have a Facebook and Twitter and Facebook and Twitter and Facebook and Twitter – just as being smart. And I can tell you something: there are a lot of smart people out there. The little cafe downstairs can actually be a giant, by having an effective, viral Facebook and Twitter campaign.

Ivan Kaye: And there are a lot of SMEs that have got no money, and the little cafe downstairs can actually be a giant.

Peter Willett: With social media though, it's starting to become a bit of a white noise eff ect.

Michael Walls: Absolutely. Ivan Kaye: So it's coming back to face- to-face. And that's where Business Builders and Know My Business are so important. So, Google and Linked In and e-marketing – that is going to get your leads. It's going to spark an interest. But where the rubber's going to hit the road is when people start to look, like and trust one another. And if you can basically be part of that group that starts to know, like and trust one another, you're going to be winning.

Michael Walls: When do you think there's value in the whole social media thing? My nephew and his mates started this Facebook thing called The Kebab Snack Pack Apprecia- tion Society. It's been on The Footy Show. It's got more than 100,000 likes. They've been approached by corporate people to sponsor them and they've been approached by an entrepreneur to buy the whole thing. It's just something stupid – three mates. But with this social media stuff, you can do anything, start a business and off you go.

Tony Hercok: Some social media cam- paigns don't work at all. So I think that what it comes down to is, I think we all agree that innovation is crucial to kind of stand apart in the market. There's a lot of competition. But you have to have a strategy about what you're trying to achieve and what you're trying to do. You can't just put something out there with not having an end goal.

Will Roberts: In these days of social media campaigns – and the problem with ev- erything like that is that it's always scrutinised so severely. So, it can be an absolute hit and it'll be scrutinised in other forms of media. And then, if it's a fail, it's going to get scrutinised and become an exacerbated fail.

Jim Taggart: Does innovation for cam- paigns lower price – lower costs?

Ivan Kaye: Of course it does. Significantly.

Will Roberts: Well, it depends on what the innovation is. Innovation doesn't always have to be social media. It doesn't even have to be technology.

Mia Matheson: It's a new idea. An edge.

Jim Taggart: Many of us think of innova- tion being technology. Like they're saying 23% of people under 40 live by themselves today. A finance market. If I was in financial planning, I think that would be a really interesting market to maybe have a campaign for.

Lilette Calleja: I actually covered that last week in a workshop – about innova- tion. When I said that Innovation is not just technology I received blank looks. People are like: Really? So I gave them some examples. I said: You know, if you decided to change the way your sales ordering process is done by removing a particular document or process and being more effi cient with a better outcome then that is also classified as being innovative.

Jim Taggart: One of the big things I find difficult with people and business is: Are they good at what they do. I think a lot of people ask the right questions.

Tony Hercok: Well, why don't you ask this question? Everyone's got a business here. How many times – how many suppliers have you changed in the last three years?

Will Roberts: Regularly.

Lilette Calleja: Regularly.

Ivan Kaye: Hardly.

Tony Hercok: Regularly.

Lilette Calleja: No. Regularly.


Tony Hercok: Right. So how did you go about getting new ones.

Lilette Calleja: What I find and what I actually tell people as well: we live in a digital era. So digital has really made it very easy for us to transfer our business from A to B. It can be a revolving client base. I'll just give you an example – especially in our industry being professional services. You're at a barbecue. Jim says: I'm not happy with my bookkeeper or accountant you never lodge my BAS on time. Well, guess what Jim? Mine's great. You need to use them – Here are their details. So what hap- pens on today morning? You receive an email from the client to say I wish to transfer my services and files to someone else. There is no customer loyalty.

Ivan Kaye: So it's not so much technology that's going to make you change your search on Google. It'll be a referral from somebody that you know, like and trust.

Lilette Calleja: Exactly. And that's what's happening.

Will Roberts: But that comes down to Jim's question, though, of: are businesses good at what they do.

Will Roberts: Now, the thing is that all businesses were good at what they did, there actually be less competition. I wouldn't be in business if businesses did what they did properly.

Ivan Kaye: There's an interesting graph that starts from a baby (start-up) to a teenager (successful SME) to an adult (Mid-Sized Company) to a Grandfather (bureaucracy).

With a bureaucracy, where you employ a whole heap of people you tend to lose that innovation. And eventually you'll die. So unless you actually continue to innovate and change and be relevant to your audience, you're not going to survive, no matter how big you are.

Lilette Calleja: Yeah. So we got caught up in the whole Cloud thing and thought: Oh, we don't need to see our clients. We don't need to talk to them. But we made a decision late last year to change that and go: No. It's not about that. It's about touch points.
Melinda Hird addresses the group

Jim Taggart: Yeah.

Hardeep Girn: So you could buy a complete office, and say: Look, we're going to take that territory. And that's all ours.

Jim Taggart: Let's start with that. Pete, can we start with you? Just the good things – and see what people say.

Peter Willett: So I was still trying to think through the negatives, per se. But on the plus side is, you know, being goal based, targeted or focused rather than trying too broadly, and something that is emotive or motivating. That's fleshing that out a little bit is not just for the client, but also for the sales force or whoever is actually engaging in the process. So, if they're not engaged or motivated into the actual campaign, then they're not going to do it well. I think some of the downside: complicated campaigns where you're trying to achieve too much and so, you confuse what you're trying to do.

Jim Taggart: Confusing the messages.

Mia Matheson: For me, it was quite easy with a good campaign, innovation is key for me to send to the market. – Mia Matheson

“...But that's your point of difference nowadays – so having that conversation rather than sending out an email.

Hardeep Girn: But that's your point of difference nowadays – so having that conversation rather than sending out an email.

Jim Taggart: That's very good because, again, in management theory there are two really important ones. It's called Imagination Theory and Contribution Theory.

You learn from others by imitation. If you've got some particular habits and you drink a particular drink – you know – you can lead other people into that. And then, Contribution Theory tends to be not just a quantitative nature of the volume of time but what you do for people in regards to that.

Ivan Kaye: So on that point, what people now do in respect of campaigns online is they give away free content – so gain trust. There's no longer; Oh, we're going to charge you for something. They give and give and give and give – like Anthony Robbins will give hundreds and hundreds of hours' worth of free videos. There'll be not one video that you can't hear of him online for free. He's making his money by creating those relationships where people want to see him face-to-face, or do his 'special courses', and he can charge thousands of dollars an hour.

Jim Taggart: Two things I want you to address, please. You've got about 30 seconds to put on the table three tips for a good campaign and three poor tips. And then our last question – because it really leads into it: what support programmes are available?

Hardeep Girn: One thing that we haven't really spoken about is: you can run a successful business. But how do you get to a significant notch higher? So, to me, it's about those big hairy audacious goals: How do you double your business in a year? So, it's not going to be incremental growth and campaign activity. It might be: Well, how do I leverage with relationships that I've got through referrals and the like, to actually do something that is quite exceptional. So exceptional to me is: well, how do I double it? How would I triple it?

Jim Taggart: And interestingly, there's two aspects there while we're doing it – through organic or through acquisition – or mergers and acquisitions. But, you know, I brought a couple of little business over time – they're very interesting in their different demands. And I don't mean, no, do we have to do more. They didn't want us to do that much. They got a shock.

Hardeep Girn: Well, a campaign could be an acquisition. You're going out and buying a company – right?

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Hardeep Girn: Never offer a commodity. Never offer it.

Liesel Gallega: No. It's about touch points. And that's why I have a full-time person who actually give love to those small ones that I can't get around to.

Ivan Kaye: 100%. That's brilliant.

Jim Taggart: And what I like about what you're talking about: that becomes part of the campaign. And that's what we've been trying to talk about. It's a very different mindset than simply a campaign sending out emails and getting someone to ring to make an appointment. That's what I'm hearing.

Liesel Gallega: We actually get on the phone and ring people.

Hardeep Girn: But that's your point of difference nowadays – so having that conversation rather than sending out an email.

Jim Taggart: That's very good because, again, in management theory there are two really important ones. It's called Imagination Theory and Contribution Theory.

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Ivan Kaye

Ivan Kaye and Hardeep Girn

Ivan Kaye

Round Table in action

Ivan Kaye

Ivan Kaye and Hardeep Girn

Ivan Kaye

Ivan Kaye

Ivan Kaye

Ivan Kaye

Ivan Kaye

Ivan Kaye
There’s been a few specialists over the first few years of social media actually telling and preaching people how to do it.” - Hardeep Ginn

Tony Hercok:

Programs in what sense?

Jim Taggart:

Well, the programs in the sense of helping with campaigns. How do you go about doing that?

Hardeep Ginn:

I think this is where technology has really become quite significant. So, the Facebook functionality, the LinkedIn functionality, to reach the segment that you want to message. So the learnings around that: there’s been a few specialists out there over the first few years of social media actually telling and preaching, telling people how to do it. But now, because the capability is there, people are appreciating how to do it, and what the tips and tricks are. Then, running and managing those campaigns has become a lot more prevalent, even for people who are not in marketing. So that, to me, is where technology has really become quite significant – is the ability to reach your target market is much, much easier, through the use of technology.

Ivan Kaye:

Also the cost of like Referron, you know, like to crack and measure referrals. Hardeep Ginn: Yeah. I mean, you’re giving it away for free – right? The App is free.

Ivan Kaye: Yes. Hardeep Ginn: So, the cost of acquisition has gone much lower.

Jim Taggart: OK. Great. And that’s something I think you should be sharing with Referron too.

Peter Willett: I was kind of curious when you said “programs” whether you meant campaign management or campaign engagement.

Lielette Calleja: They all work together.

Hardeep Ginn: The government does something and it’s got the innovation push. It’s got the export grants. So they’re helping businesses try and go out and run these campaigns into new markets, into new ways of working. So those sort of types of support programmes, be it the Business Chambers are running LinkedIn sessions. And some Chambers actually run LinkedIn sessions to educate their fellow business members. But the government’s doing it as well. The government’s actually saying: Well, now is the opportunity to think about commercialising that innovation that you’ve got – because the world is changing. It’s not going to be driven by manufacturing. It’s going to be driven by R&D which you then can license to somebody else who’s going to manufacture it. So those types of programs are about educating how the world has changed. So, to me, the opportunity to go into new markets and new ways of working is: don’t get left behind. Educate, learn, pick up, leverage – through grants that are available. And certainly, with the accountants that are in the room here, you guys know how to help business with people that are going to hand the money out to you or hand the money out to your clients.

Ivan Kaye: It’s about face-to-face and collaboration. And that’s what so exciting about Business Builders – we’re creating 30 businesses, getting together once a month for three hours a month, to communicate and network and get to know, like and trust one another in a way that that’s its own campaign for a small business. Twenty-nine other guys helping you grow your business.

Jim Taggart: OK that’s great thanks Ivan. We’ll just about run out of time so on behalf of Access News Australia and Hardeep at Know My Business I’d like to say thank you to each and every one of you for attending today. This has been a very interesting session.
How Business Introductions can GROW SALES

Trust, loyalty and generating business doesn’t just happen with a good product or service. It takes hard work to develop your brand, understand the market and convert prospects into customers.

In our technology focused and fast operating world, traditional marketing and sales techniques, still apply. We still need to network with others and develop revenue channels. Have you found yourself too busy servicing your existing clients or apprehensive in making first contact to promote your brand further?

We help businesses use their value proposition to land business introductions with targeted prospects or referral businesses. Every engagement tracks business that has been generated for our client as a direct result of business introductions organised by Know My Business.

Steps To Getting A Quote
1. Call us on: 13000 INTRO to make an appointment
2. We discuss your business, operating modal, and typical client
3. Together we discuss your goals and targeted types of business
4. We give you a formal quote for introductions

Steps In Our Engagement With You
1. We document and agree your value proposition
2. We agree on the type of businesses to be introduced
3. Speak to and assess qualified businesses
4. We organise the business introduction
5. Review introductions and opportunities

Industries where we have introduced businesses
- Accountancy
- Asset and Equipment Finance
- Business Brokerage
- Graphic Design
- Information Technology
- Legal Services
- Media Publishing
- Mortgage Brokerage
- Property Buying Agent
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I’m proud of this place, with the industry and community awards we win, and watching people enjoy themselves.”

– David Ross
Drive to bustling business park

LOCATED only a short drive from Parramatta’s buzzing CBD and the Norwest Business Park, Castle Hill RSL Club offers a contemporary functions venue within the serene surrounds of the Hills District.

Considered one of the premier venues of the North Western Sydney area, Castle Hill RSL offers first-class service for all functions ranging from corporate seminars to product launches and even social Christmas parties.

Seating up to 644 people theatre-style, The Lyceum transforms into a corporate-style auditorium or a creative theme of your choice, providing the ideal venue for dinner dances, seminars, award nights, product launches or live performances.

It’s the only venue in the Hills District with state-of-the-art lighting enabling you to wow your guests with flair and creativity – the effects within this room are endless, a spokeswoman said.

“Castle Hill RSL not only offers a room for every event, from a board meeting to a cocktail party, but also offers a sumptuous menu and catering packages,” she said.

“So if you are looking for a venue which can provide only the highest level of professional service and ensure your event is a success, then contact our friendly Events Team on 8858 4800.”

Rooms for big or small meetings

IN the heart of Blacktown is a premium conference venue to suit business gatherings from 10 up to 250.

That is Events@Fifty5 in Blacktown Workers Club, which is only a 10-minute walk from Blacktown station and has free onsite parking.

All function rooms have full audio and visual capabilities, including data projector and screen, wireless microphones and lecterns with built-in microphones. Each room has a whiteboard and flipchart, as well as access to free Wi-Fi.

The club’s experienced culinary team is handpicked to ensure that food quality and service are second to none.

There is a range of catering options from light refreshments to working lunches or all-inclusive packages.

“Our years of experience guarantee the success of your event. We’ll listen to your requirements and our events management team will work together to surpass your expectations and impress your guests,” a club spokesman said.

Of course, the usual excellent club facilities are available for those who want to linger after the seminar/conference is over.

For further information please contact the team on 9830 0673 or visit www.events@fifty5.com.au
Apartments close to the racing action

WALDORF

The central location of Waldorf Parramatta Apartment Hotel makes it ideal for visitors to Sydney as well as businesses looking for an ideal spot for conferences. And if you are off to the races, why not stay at the hotel directly opposite Rosehill Gardens Racecourse?

Close to the shopping in Parramatta or the open space and facilities of Sydney Olympic Park in Homebush, the Waldorf beats a lot of hotels for its location.

And that is even before you look at the facilities offered.

For functions such as conferences and seminars, there are three versatile light-filled rooms with outdoor swimming pool and spa and gymnasium.

Until the end of June, there are packages available that include overnight accommodation. The Waldorf offers a selection of fully self-contained studio, one bedroom and two bedroom apartments, all with kitchenette and laundry facilities.

Most of the hotel’s spacious apartments, some with balconies, have views overlooking Parramatta city to the Blue Mountains; while others are east facing apartments enjoying views overlooking Rosehill Gardens Racecourse to the Sydney CBD skyline.

There also is Exacta Restaurant and Bar is open 7 days a week for breakfast and Monday to Friday for dinner service, undercover security parking, high speed Wi-Fi access throughout the property, dry cleaning service and tour desk facilities.

"Waldorf Parramatta Apartment Hotel offers all the comforts of home whilst providing the convenience of apartment style accommodation which is ideal for business and leisure travellers and families looking for short term or extended stay accommodation in the heart of Western Sydney," Waldorf NSW Revenue and Sales Manager Daryl Walker said.

Waldorf Parramatta is located at 110 – 114 James Ruse Drive, Rosehill. Phone 8837 8000.

BUILD YOUR OWN SEMINAR

FIDDLER

The Fiddler at Rouse Hill is known as a great venue for partying or catching up with friends but it is also building a name for itself in the corporate meeting market.

That is because the Fiddler offers a “build your own” option for businesses wanting to hold their seminar or conference there. The function staff are only too happy to tailor your event to suit your needs, whether it is a social or business function.

“The Fiddler makes the perfect location for all types of social and corporate functions, and our dedicated functions team are standing by to make it unforgetable,” a Fiddler spokeswoman said.

“With the option to choose from our pre-selected packages, or build your own, we pride ourselves on our unique approach and make it work for you. From baby showers to business conferences and seminars, we will see you at The Fiddler for your next event.”

The Fiddler is on the corner of Commercial and Windsor Rds Rouse Hill. Phone 9629 4811.

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have been controversial. This growth has resulted in strong residential demand, growing population centres and the need for government at all levels to plan and deliver the infrastructure to cope with this growth. There is no doubt, council amalgamations have been controversial.

By Geoff Lee
State Member for Parramatta

AST month, the NSW Government took the controversial decision to amalgamate a number of councils, creating 19 new local councils. The boundaries for these new councils have been redefined to better reflect communities of interest and to ensure the future of Greater Sydney will be properly planned for the next century.

Many local council boundaries were established last century and have not changed for decades. When first drawn, the boundaries reflected a very different Sydney. Today, Greater Sydney is approaching five million residents. This growth has resulted in strong residential demand, growing population centres and the need for government at all levels to plan and deliver the infrastructure to cope with this growth.

There is no doubt, council amalgamations have been controversial.

But the NSW Government is committed to making local government more efficient so it can give better services and infrastructure to the community.

As communities grow and change the councils also need to grow and change – no longer a city of isolated areas, we needed new councils to reflect the changing makeup of the city and to better deliver for our communities.

We need economies of scale, stronger resourced councils with the financial credibility and strength to deliver the infrastructure needed in our communities.

There has been a huge backlog of infrastructure across many councils in NSW, and rising debts as council’s have been too small to achieve those economies of scale that are needed to provide services – the amalgamations will see council’s placed on sustainable financial footings and that backlog will begin to clear.

Councillors in amalgamated councils have been stood down and new administrators have been appointed.

The challenge for the administrators will be to ensure the seamless transition of council services to the new councils, approval of merit-based development applications and transfer of public assets from one council to the new council.

After attending many public forums and speaking to residents, there are some genuine concerns. Some people have strong affiliations and are very happy with their local council and do not want to change. Others are concerned that they may be forgotten by their new council.

A part of the City of Parramatta Council’s new boundaries takes in Westmead, Silverwater, Olympic Park, and Wentworth Point. This economic ribbon is identified in the state’s Metropolitan Plan as an economic jobs and knowledge corridor for Western Sydney.

Premier Mike Baird said: “Our plan to transform Parramatta to become a true economic and cultural powerhouse of NSW will be greatly enhanced by the new council’s ability to deliver better services and infrastructure across the city.”

The new City of Parramatta Council places some of Western Sydney’s strongest economic assets all within the new council area - Parramatta CBD, multiple WSU campuses and the UNE city campus, the site of the future Powerhouse Museum and arts and cultural precinct, Parramatta Stadium and the sporting precinct, the Westmead bio-medical precinct, the up and coming Camelia Precinct including an expanded Rosehill Gardens, Olympic Park, the North Parramatta Heritage and Rydalmere Technology Park.

In addition, the majority of Parramatta Light Rail will connect Westmead, Parramatta CBD and Camellia to Olympic Park.

The Light Rail will be more than public transport, it will be a catalyst for development along the route and will shape the way our city develops. Dealing with one council, the City of Parramatta Council, will help ensure smooth delivery with less bureaucratic red-tape.

Premier Mike Baird estimated that we have $8 billion of public and private redevelopement coming on-line in the Parramatta CBD, and that the success of Western Sydney over the next 5 to 10 years will influence the prosperity of our nation.

Parramatta is identified as a key economic hub in the NSW Government’s Metropolitan Plan. Jobs in Parramatta are estimated to double from 50,000 to 100,000 in 25 years.

The Westmead Bio-medical precinct is set to rapidly expand to 25,000 jobs and the almost completed WSU city campus will accommodate 10,000 students. The Camelia Precinct will transform industrial wasteland into a brand new waterfront suburb.

Parramatta Council has some of Western Sydney’s most significant public infrastructure – a single council makes the area simpler to manage with less red tape and a centralised management of the whole Parramatta economic zone.

There is no doubt Parramatta is on the up and up, and it only makes sense that we have a strong, credible and well-resourced council to ensure Parramatta reaches it potential.

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**Interim GM Greg Dyer, Administrator Amanda Chadwick, Local Government Minister Paul Toole and Geoff Lee.**
How many ways can you open a door?

By Nicole Baines
Know My Business

Ever tried to open a door without a key? Unless you’re a burglar or a locksmith, I wish you luck. In a business sense, trying to open a deal or a new relationship without a key, can be equally as difficult.

In our experience, there are a few things to keep in mind when trying to open doors in business.

Are you coming empty handed?

Did your mum ever tell you not to drop in on someone empty handed? How many times that advice has served me well over the years?

What can you bring to a new relationship? Begin to understand the need are you answering and the problems you solve and you will never feel like you are walking into a party empty handed again.

Know My Business’ value isn’t in making a business introduction, even though that’s what we do as a business. The true value of working with us is the time and effort invested in identifying and qualifying potential partners, therefore leveraging and improving the sales effort of our clients.

What do you do? What is the true value of the product or service you offer? Understand that and you will walk into any room with confidence and self-assuredness.

Have you got the right door?

Knowing which door to walk through is the key to increasing conversion.

Once you know the true value you as a person, or that your products or your organization offers, you are in a much better place to understand your position in the marketplace and identify who wants what you’ve got.

Startup businesses are most guilty of this. Desperate for work and cash flow, they tend to jump at any potential client and are willing to open to start the relationship build or sales process, rather than going directly to their door, maybe there is an indirect way to gain entry to their world.

Have you got the right key?

The key needed to open a palace door looks very different to the one that will open a garden shed.

Once you know which doors you need to open to start the relationship build or sales process, you will be much clearer about what is needed to get in the door of your targets.

There are many ways to entice someone to start to deal with you. Making a cold call probably isn’t one of them.

Rather than going directly to their door, maybe there is an indirect way to gain entry to their world.

Here are seven ideas for indirectly reach a prospect and how we might help you to arrange a time to chat about your value proposition and leveraging our network.

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Know My Business introduces businesses to targeted business prospects, referral partners and suppliers, by helping define their value proposition and leveraging our network.

Association is powerful. Keep that in mind

Know My Business introduces businesses to targeted business prospects, referral partners and suppliers, by helping define their value proposition and leveraging our network.

Once you understand the value you bring to any deal, there is no need to knock on every door in town, hoping someone opens. You will know exactly which doors to start knocking on. There is customer that is a perfect match for you and your business. Find them and know where they hang out and which doors they are hiding behind.

Who are you bringing with you?

Who would you open your door to? If the Prime Minister or your favorite sports star showed up at your door, would you let them in? What if they had other people with them? Would they be welcome too?

Who do you know and associate with? Ask yourself if your associations are helping or hindering the relationships you want to build and foster.

What can you bring to a new relationship?

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JUNE 2016
How competitive intelligence works

For example, most of the business executive and business owners perform so-called networking, socialising and interconnecting with other like business people so information about trends, changes on market can be discussed in person.

Software cannot do this; however competitive intelligence professionals can, via training of C-level management, form a Competitive Intelligence Cycle Action Plan.

Information collected needs to be confirmed, graded and analysed before it is disseminated. All information is then converted into useful intelligence which is used for decision making.

By developing Competitive Intelligence Cycle Action Plan (including human intelligence through competitive intelligence professional along with business intelligence software) the business will create a long lasting effect by gaining advantage over a competitor.

Planning is an important part where goals and the type of intelligence that will be collected (specific strategic intelligence about market or pricing etc). It will consist mostly from tactical information; however tactical intelligence will not assist managers in making the ultimate decision and that the information will not be able to predict future events but it will give the insight on what is to be gathered.

Gathering intelligence (collection plan) is very important part in the cycle. Case managers will collect information from open sources.

Analysis is an intelligence process which converts raw data and information into intelligence to be made available for analysis. Processing includes validating data and making key points about the market, environment, consumers etc. It will assist in determining what gaps exist for the current or future decision making in a company strategy.

Dissemination is the last part of the cycle where the competitive intelligence professional represent intelligence data to senior management for their decision making. Not all data will be used and presented for immediate actioning however some of the data will be part of a strategic intelligence process.

It is important to understand that not all information on the market and collected through open sources is truthful and honest. Some corporations will develop and employ counter-intelligence experts who will develop different types of analysis and styles of the Intelligence Cycle in order to prevent you the gaining competitive edge.

Through training and implementing the competitive intelligence needs to your organisation there is no doubt that your organisation will gain the competitive edge.

Visit: www.insightintelligencegroup.com.au

Key points
• Technology is helpful but the human factor is decisive
• Networking is just one source of intelligence gathering
• Intelligence assists businesses understand threats
• Knowledge = power in the intelligence gathering game

STRAEGY

By Mario Bekes
Managing Director Insight Intelligence

Today an organisation’s survival depends on its ability to see the bigger picture, particularly in relation to their performance in the market and understanding strategic objectives.

Senior management need to know about events, market trends and their competitors; in short any type of news which will affect their decision making.

Corporations can employ business intelligence analysts who are experienced in collecting data through open sources.

Technology is always helpful, however the human factor is a decisive one, particularly if the corporation has employed a collection officer who is a bridge between C level management and the business intelligence analysts.

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Bonus density can be exchanged for public benefit initiatives
Penrith offers incentives to develop CBD

A NEW planning proposal represents a milestone for Penrith Council in delivering on its Penrith Progression vision for the city centre.

The planning proposal, on exhibition until June 6, seeks to amend the Penrith Local Environmental Plan (LEP) 2010 by adding an ‘Incentives Clause’ for 11 key sites. This would allow changes to current building height and floor space controls in return for a public benefit.

Penrith Mayor Karen McKeown said Penrith Progression: A Plan for Action, released in February 2015 following extensive community consultation provided a blueprint for the City Centre which included high-density housing.

“As a Regional City with a population that will grow to more than a quarter-of-a-million by 2031, we need to revitalise our City Centre and make inner city living a reality,” Cr McKeown said.

“By inserting an incentives clause for development and offering bonus Floor Space Ratio (FSR) in return for a public benefit at 11 key sites, we’re enabling inner city living but also providing a benefit for our growing population.”

The Planning Proposal has the potential to fast-track up to 4,000 dwellings in the City Centre based on development proposals currently being prepared.

“By inserting a number of benefits in allowing higher-density housing,” Cr McKeown said.

Residents have better access to public transport which can reduce the number of trips made by car, limit urban sprawl, and enable people to live closer to where they work.

“Increasing investment in the City Centre also has positive local economic effects, such as more jobs and a revitalised City Centre.”

Council is currently preparing a policy document to provide more information on the types of public benefits on the types of considered acceptable, in return for granting bonus density.

The community will have the opportunity to have its say on these guidelines when the policy is placed on public exhibition later this year.

**What is this Planning Proposal for?**

The Planning Proposal is a key step in amending the Penrith Local Environmental Plan (LEP) 2010. Council wants to introduce an ‘Incentives Clause’ that allows changes to current building height and floor space controls at 11 key sites in the Penrith City Centre, in return for a public benefit.

**What does “Incentives Clause” mean?**

“Incentives Clause” means landowners would be able to develop larger buildings, with more dwellings or floor space, but only if they provide an additional public benefit.

**What is an appropriate 'public benefit'?**

A public benefit could be a community facility, developments that align with the public domain or new infrastructure. Council is currently preparing a policy document to provide more information on the types of public benefits that would be considered acceptable, in return for granting bonus density.

The community will have the opportunity to have its say on these guidelines when the policy is placed on public exhibition later this year.

**What are the key sites?**

The Penrith LEP 2010 includes a Key Sites Map with 10 previously identified sites. These have a strategic location within the City Centre and potential to deliver innovative urban design developments.

Council is also seeking to add one additional Key Site in Thornton, given its potential for landmark development.

**Why make this change to the Penrith LEP 2010?**

Council has received three Planning Proposals seeking to increase building height and Floor Space Ratio (FSR) controls that currently apply to the sites under Penrith LEP 2010. These are at:

- 164 Station Street, Penrith
- 41, 148 & 192 Lord Sheffield Circuit, North Penrith
- 614-652 High Street & 87-91 Union Street, Penrith.

These development applications have prompted Council to consider whether these heights and levels of density are appropriate for our City Centre and if so, what public benefit should be provided in return. Council wants to ensure high-quality amenities and facilities are provided to support our growing population.

What analysis has been carried out to inform the proposed change?

Council needs to be satisfied that the City Centre can support additional development and that changes to the future shape of the City Centre skyline will still result in good design outcomes ‘on the ground’ and at a pedestrian level.

Council engaged urban design consultants to carry out an Urban Design Analysis to determine an acceptable increase in height and the impacts of larger development. The analysis indicates that Council can support increased heights on the Key Sites, but that it needs to ensure minimisation of impacts such as overshadowing, preserve view corridors and improve pedestrian amenity and connections at ground level.

**If a development application is lodged that utilises the bonus density and offers a Public Benefit, how will Council determine if the proposal is appropriate?**

All development applications seeking to utilise the bonus density will undergo Council’s standard assessment process. This includes notifying the community who can provide a submission to tell Council what you think about the development or the Public Benefit offered.

Properties identified as a Key Site also undergo an extra level of assessment. Proposed development on Key Sites must exhibit design excellence, including undergoing an Architectural Design Competition or other agreed process. This extra scrutiny ensures quality design outcomes are achieved.

**How tall might buildings be on these Key Sites in Penrith City Centre?**

Instead of identifying new maximum buildings heights, Council wants to give developers the flexibility to respond to site-specific characteristics and locations. We have proposed bonus density in the form of additional floor area. It will be up to the developer to justify that their proposal is acceptable. If an offer of a Public Benefit is made that is unacceptable to Council, current building heights and FSR controls will remain. This is why Council will retain existing controls in our LEP maps and only allow for the bonus density through the Incentives Clause.

**Is there adequate public infrastructure for the Planning Proposal?**

The Planning Proposal has the potential to fast-track up to 4,000 dwellings in the City Centre based on submitted Planning Proposals alone, as well as providing opportunities for other Key Sites. The City Centre is well serviced by a range of public transport options.

Traffic considerations will be addressed at development assessment stage where more detailed traffic and utility reports will be required.

**What about parking in the City Centre?**

Council plans to consolidate many of their car parks into decked car parking. This will free up land to provide other remarkable amenities for our growing population. We are also working hard to make current parking work better – including creating additional spaces where possible, increasing turnover, improving awareness of existing areas, advocating to the State Government to supply more commuter parking sooner and investigating technology that can be used to improve parking usage. We want to create smarter parking – now and as we grow.

**Why is the bonus density available only to Key Sites and not across the City Centre more broadly?**

When Council revised and increased our building heights in 2007, this had the unintended effect of substantially raising expectations about property values. This led to ‘aspirational’ development proposals that did not materialise.

By limiting the proposed increases in heights and FSRs to Key Sites and for proponents seeking to develop in the short-term, these concerns can be avoided.

**Why does the Penrith City Centre have to change?**

Penrith is a recognised Regional City in Sydney’s metropolitan plan. It will have a population of more than a quarter-of-a-million by 2031. Penrith Progression, which included extensive community consultation, established a vision for Penrith City Centre. It included making inner city living an option for our growing population. Council is working hard to enable 10,000 new jobs and 10,000 new dwellings in the City Centre in the next 15 years. We’re devoted to finding partners that will help deliver innovative and remarkable results for our growing community.

**What is the Public Exhibition period?**

The Planning Proposal is on exhibition from Monday 9 May 2016 to Monday 6 June 2016.

**What happens after the Public Exhibition?**

Following the exhibition, all submissions will be considered and reported to Council to decide whether to proceed with the Planning Proposal. The Planning Proposal may need to be revised during this process. If Council resolves to proceed with the Planning Proposal, we will work with the Department of Planning and Environment to finalise changes to Penrith LEP 2010.

**How can I get more information and have my say?**

Go to https://www.penritcity.nsw.gov.au/
Mortgage brokers: ASIC goes fishing

By Rodney Maddock
Vice Chancellor’s Fellow at Victoria University and Adjunct Professor of Economics, Monash University

THE Australian Securities and Investments Commission (ASIC) inquiry into the way mortgage brokers are paid may uncover some isolated shady dealings but the system of remuneration for brokers is already regulated well enough by intense competition.

Assistant Treasurer Kelly O’Dwyer announced the inquiry last year in line with recommendations from the Financial System Inquiry and ASIC recently commenced the inquiry with a scoping paper.

The focus is likely to be on whether the advice of brokers is in the best interests of the customers. As always, there are questions about whether the remuneration incentives for brokers distort their advice.

And, again as always, there are questions about whether the fact that big banks own some brokers leads these brokers to favour the products of their owners, and not necessarily to offer the products most appropriate to the customer.

In many ways, the inquiry is just part of the ongoing reviews of different parts of the finance sector. The same arguments are likely to be reheated.

In announcing the review, ASIC Commissioner Peter Kell was clear that: "We are focused on consumer protection issues in the context of personal credit products, ranging from small amount credit contracts through to home loans."

There has been some discussion in the press that loans organised by brokers default at a higher rate than loans written by banks. The Australian Prudential Regulation Authority (APRA) might regard this as a concern for financial stability, but ASIC will be concerned with whether people are getting loans they really should not be. The focus will clearly be on consumer outcomes.

About half of all mortgages are provided through brokers, up from 40% a decade ago. The upfront commissions for brokers are ranging from 0.5%, which yields annual revenue of close to A$2 billion. So it is a big and rapidly growing financial sector and ASIC has duly been charged to have a look around for problems.

Australia already has laws addressing any concerns. The National Consumer Protection Act has, since 2011, put the onus on providers to act in the best interests of customers. ASIC is really just checking up that the law is being complied with.

While there may be some bad behaviour, it is worth looking at the mortgage broking sector mainly because it has been growing rapidly and is now quite big. About half of all mortgages are provided through brokers, up from 40% a decade ago. The upfront commissions for brokers are ranging from 0.5%, which yields annual revenue of close to A$2 billion.

Alternatively, they can look around among financial institutions to find the mortgage that works for them. Now they can also go to one of the dozens of mortgage brokers to see if one of them can find a better deal.

From the customers’ point of view, there are hundreds of retail outlets (banks and mortgage brokers) offering mortgages. The fact that mortgage brokers are taking market share away from the banks suggests that customers really appreciate the mortgage broker effectively cutting the buyer’s cost of searching.

There shouldn’t be a problem with the banks paying the broker for delivering the customer, as there is a clear cost saving to the bank. It does not need to have as many branches or as many staff.

Seen from the bank’s point of view, it can originate the mortgage through its own branch and incur some overhead and running costs, or initiate the loan through the broker channel and pay the broker for its overhead and running costs.

Ultimately, the client is buying a product, in this case a mortgage. The price the customer pays is transparent, as are the terms and conditions.

If brokers were not providing a good service, customers could easily swing back to searching for their own mortgage among the banks, or simply walk down the street to another broker.

Smart customers will thus keep the providers honest and make sure competition works as it should.

There is a not a lot of academic research into the issues associated with remunerating mortgage brokers. What there is tends to be from the US, which has not had a good record in managing mortgages over recent years.

The most relevant paper suggests that loan quality can be improved though requiring registration, higher education standards and continuing education and/or by requiring brokers to post bonds.

The ASIC inquiry will uncover more information about the sector. It may also find some people have behaved badly (as in any area of human endeavour), but it’s hard to see a significant structural problem in a very competitive market.

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

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TEC Chairs and Coaches are highly successful entrepreneurs and business leaders who are dedicated to helping others achieve their goals and ambitions. TEC Chairs and Coaches are business owners and leaders who have a strong commitment to helping others achieve their goals and ambitions.

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Find out more about a portfolio career by visiting tec.com.au/executive-coaching

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About half of all mortgages are provided through brokers, up from 40% a decade ago. The upfront commissions for brokers are about 0.5%, which yields annual revenue of close to A$2B.”
FOLLOWING its Australian premiere sell-out season at Sydney Theatre Company (STC), Ayad Akhtar’s Pulitzer Prize-winning play, Disgraced, will be brought to the Riverside Theatres stage from June 16 to 18.

Directed by STC Resident Director Sarah Goodes, with design by Elizabeth Gadsby, a stellar cast including Sachin Joab and Paula Arundell will explore this fiercely intelligent and entertaining drama.

Corporate lawyer, Amir Kappor, is living the Manhattan dream – he is happy, in love, and about to land a huge promotion, but to get there he has had to renounce his culture and faith.

When he and his artist wife, Emily, host an intimate dinner party, it does not take long for the civilised surface to crack and urbane chit chat is abandoned in a tense battle.

Described by The New York Times as a “terrific, turbulent drama,” Disgraced has been a sell-out hit on Broadway and across America. This intelligent, thought-provoking play of urgency and relevance illuminates issues of prejudice, race, religion and the sort of modern demonisation that is simultaneously shocking and unsurprising.

“Sometimes a writer comes out and just nails an argument that everyone’s been circling for a long time,” says Sarah Goodes.

“Ayad Akhtar explores the politics of identity, in terms of Islam as a religion and a culture, in terms of how art can empower or exploit, and in terms of how secular and liberal ideals butt up against history and tradition.”

Dates: 16 to 18 June at 8pm, 18 June at 2pm.

Tickets: Adult $59, Conc $54, 30 & Under $45.

Bookings: From the Box Office (02) 8839 3399 or www.riversideparramatta.com.au.

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

Director: Sarah Goodes

Designer: Elizabeth Gadsby

Lighting Designer: Damien Cooper

Composer and Sound Designer: Steve Francis

Cast: Paula Arundell, Glenn Hazeldine, Sachin Joab, Shiv Palekar, Geraldine Hakewill.
Long road to popular music

I T’S always a long road for pub bands but Western Sydney rock cover band Bin-A-long Road is hitting its stride with gigs almost every weekend.

And it has been a long road for band founder Marty Walls, who formed the band when he and a few former Pendle Hill High mates played at their 30th year reunion three years ago.

“I had played in bands since my 20s - music has always been part of my life, but this band came about when we were asked to play at our school reunion and named it after Binalong Rd where the school is,” Marty, 49, said.

“It kind of made sense as well - as it has been a long road as well.”

The line-up today is a bit different but Marty is happy with the talent on board.

He plays rhythm guitar, keyboard and does back-up vocals, lead singer is Scott Pearse, Cameron Shelley is on lead guitar and does vocals, Victor Bajada is on bass and drummer is Shane Stewart.

To add to the rocking atmosphere, sometimes some of the girls at his wife Debbie’s dance studio take to the stage as go-go dancers.

The group plays a range of rock across six decades, such as The Angels, The Beatles, Sunnyboys, AC/DC, 3 Doors Down, Foozies, INXS, The Radiators, Choirboys, The Rolling Stones, Noiseworks and Mental as Anything, with some Elvis and Johnny O’Keefe thrown in.

There are some originals from Marty and he wants to introduce more of their own work in the line-up, while still concentrating on the favourites of their following - mostly people aged in their 40s and 50s.

“They are the ones who come out to have fun and like to hear the music of their youth. Live music faces challenges today but we focus on delivering entertainment to our audience and it’s paying off. Our band is more like a team,” Marty said.

Sometimes even his mother comes out to listen. After all, she had to put up with loud music in the house from the time of his guitar lessons at age 13.

“For a long time she didn’t get it (the music) but she likes to come along to a few gigs now, which is good,” Marty said.

And those gigs are not only in Western Sydney, as the band is a popular act in Windsor, Bathurst, the Central Coast and Port Macquarie.

As all members have day jobs, that means weekend gigs of course.

When travelling away, they arrive at the hotel on Saturday morning, settle in, play the night and then travel back home on Sunday - hopefully not too tired for work the next day.

But Marty, a sales manager for a Western Sydney fork-lift company, would not have it any other way.

“I’m happy with the current line-up and we all enjoy our music, but above all we like putting smiles on people’s faces,” he said.

Bin-A-long Road will play at the Vineyard Hotel on June 24, from 8.30pm.

For more information, go to Bin-A-long Road’s Facebook page.
Stories of the “lost children” in Australia

N
EARLY 20 years after its first performance, Na-
tional Theatre of Parramatta will premiere a new
production of Jane Harrison’s acclaimed play,
Stolen.
Stolen will be directed by renowned Indigenous
performance maker, Vicki Van Hout, who will present
a fresh take on this poignant and relevant story about
the Stolen Generations of children – a story that will
continue to resonate long after the performance.

There is no single story for the Stolen Genera-
tions. Jane Harrison tells audiences about fi ve Ab-
original children forcibly removed from their families
and their individual stories, from the harsh regime in
the children’s home to an adopted life.

The theme of a deep desire to belong runs
throughout this play. Segregated from their communi-
ty, the children begin their journey ‘home’ after their
release but not all of them successfully.

Reflecting the pain, poignancy and sheer despera-
tion of “The Lost Children”, Stolen is a tale of these
children’s experiences struggling to make sense of a
world where they have been told to forget their fami-
lies, their homes and their culture.

This moving production revisits Jane Harrison’s im-
portant historical text in the context of Australia today.

“It is important that works like Stolen, which
reveal a social atrocity, remain in the public realm be-
cause they act as reminders to behave with kindness
and integrity”, said Vicki Van Hout.

“These works do more than entertain, they are a
symbol, a magnifying glass trained on society,
using our past foibles as a tool for the way to move
forward.”

As National Theatre of Parramatta’s second major
work in their inaugural season, Stolen will refl ect
the company’s mission to present works that resonate
with audiences, allowing them to immerse themselves
in a story about the importance of family, the issues
that have impacted strongly on Aboriginal families
and the history of a nation.

Dates: 2 June at 11am (plus Q&A) & 7:30pm, 3
June at 7:30pm, 6 June at 2:15pm & 7:30pm, 7 June
at 11am (plus Q&A), 8 June at 11am (plus Q&A) &
7:30pm, 9 June at 11am (plus Q&A), 10 June 11am
(price Q&A) & 7:30pm, 11 June 2:15pm & 7:30pm, 12
to 17 June at 10am (plus Q&A) & 1pm (plus Q&A)

Tickets: Adult $49, Concession $44, 30 &
Under $35

Bookings: From the Box Office (02) 8839 3399
or www.riversideparramatta.com.au

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

Cast: Matilda Brown, Kerri Simpson, Mathew
Cooper, Berthalia Selina Reuben, Henrietta Baird

ABOUT THE DIRECTOR – VICKI VAN HOUT

V
ICKI VAN HOUT is an indigenous independent artist with over 20 years’ experience. A
graduate of NAISDA Dance College and the Martha Graham School of Contemporary
Dance NYC she went on to perform with both major indigenous dance companies, Ban-
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Marilyn Miller as founding member of Fresh Dancers. With Marilyn Vicki Performed Dear Carrie for
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4 things highly intelligent people do DIFFERENTLY

INDIVIDUALS

HAVING the necessary intelligence to go about daily life, always critically thinking, analyzing, reflecting, and yearning to understand the world around you is something that cannot be achieved over night. Intelligent people are always thinking outside of the box and are always putting their thoughts into actions.

Being an intelligent person means that you understand that life is but a constant trap and how you can escape with your wit as well as cleverness.

So how do intelligent people do things differently?

Always Reflecting On Themselves
The unfortunate truth of the world is that we are all moving at a really fast pace in our lives, never fully stopping to smell the flowers. Highly intelligent people know that it is important to take a moment to sit in silence with themselves and reflect on their entire being.

Going through the emotions of just being alive, feeling everything all at once as they find ways to improve themselves or just to take a minute to think about everything.

Always Hungry For Knowledge
Highly intelligent people are always looking to learn something new. They don’t even care what it’s about, the more knowledge the better!

It’s all about the experience, understanding something foreign, mastering a really difficult art, anything at all, highly intelligent people will go to great lengths to learn something entirely new.

The world is filled with endless knowledge, so they scatter themselves to the ends of the earth just to see something they haven’t already.

No Need For Idols
Intelligent people do not worship your modern day celebrity idols. In fact, they do not worship anyone at all.

They know that not one single human being cannot know the answer to literally everything. There is just far too much knowledge in the world for anyone to be capable of that anyways.

They see themselves as their own idols or their own masters. This is because they know they can find the answers deep within themselves. They do not need anyone else to do this for them.

Contrary To Mainstream Ideals
Highly intelligent people will always be questioning any mainstream idea at all, simply because they know that there is more than one perspective on the matter at hand.

They often find the reasons why people suddenly jump on bandwagons before doing so themselves. This is where they are constantly critically thinking, especially when it comes to mainstream theories or ideas.

They are able to see through peoples lies and don’t allow other people to bully them into thinking like they do. Intelligent people forge their own path in life.

This article was first published at www.higherperspectives.com
“It certainly helps if they speak the local language but it is far more important they understand the cultural differences. English is the language of business but it would help if more business people dealing with Asia had a basic understanding of the language.”
– Michael Hilliard, President of the Asia Business Connection.

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Liverpool Mayor, Ned Mannoun, on the University of Wollongong establishing a campus in the city.

“We’re starting to see a network of electric car drivers developing.”
– Craig Johnston, Stockland’s commercial property national sustainability manager, on the popularity of an electric car plug-in point in Stocklands Baulkham Hills.

“I regard my investment in CMRI’s (Children’s Medical Research Institute) work as highly strategic. Medical research is clearly responsible for the great advances in children’s health that have already been made.”
– Len Ainsworth, philanthropist and gaming entrepreneur, when donating $5 million to the institute’s building program.

“Since its opening in 2007, Rydges has become an asset to not only Campbelltown but beyond our local government borders, attracting businesses and industry from across the wider Sydney Basin.”
– Campbelltown Mayor, Paul Hawker, on the announcement of a $12 million expansion of Rydges Campbelltown.

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– Kevin Conolly, Riverstone MP, said after property owners in the Riverstone Scheduled Lands voted overwhelmingly in support of a proposed subdivision development plan.

“Once complete this major arterial corridor will provide significant benefits for people living in nearby communities including Campbelltown, Mount Annan, Camden and Narellan.”
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“Country Garden is one of the largest and most respected developers in China and this is their first project in Australia.”
– Martin Monro, MD, Watpac Limited, upon the finalisation of a $264 million to build 830 apartments in the Ryde Garden residential development in North Ryde.

“They assume if you from the west you don’t dream big. They think you’re uneducated and missing teeth and not articulate.”
– Amanda Rose, director, Western Sydney Women, on popular misconceptions of Western Sydney

“There are unlimited opportunities here for people who are looking for a city where they can live, work, play and invest – all in the one area. We want Campbelltown to be recognised as a place where people can do it all, but we realise we can’t do it alone.”
– Paul Hawker, Campbelltown Mayor.

“Family business owners also have a different view of what “perks” are in the business. While a CEO of a non-family owned business needs rewards for a job well done, a family member CEO will see it as their obligation to bring the wealth back into the business, and into the hands of the family themselves. Keeping the business thriving is more important than the latest sports car.”
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FINANCIAL PLANNING
with Sheila Cabacungan
Shelia Cabacungan is the Principle Financial Adviser of Carnegie Financial Planning. She has over 19 years’ experience in helping her clients build, protect and manage their money. She’s a Certified Financial Planner, Self-Managed Super Fund Specialist Adviser and Registered Tax (Financial Services) Agent. In 2009 she established Carnegie Financial Planning as an independently owned Australian Financial Services Licensee (AFSL No.389528). Her advice and recommendations are not influenced by the fear or favour of being tied to any financial institutions. Carnegie Financial Planning specialises in providing advice and financial solutions to Western Sydney’s:
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Michael Stornelli, a specialist in Field Service Software, developed an electronic work order management system called “myFLO”. The system is completely paperless and allows business managers to gain total visibility into their operations, improving efficiency and in turn providing more profitable operations. myFLO software offers real-time connectivity between office and field staff. Workflow is streamlined from quoting, scheduling, risk assessments, reports, photographs, time sheets, stock control, invoicing, asset data and analysis and client portal. Michael is releasing a new version called ‘myFLO Lite’ for smaller businesses employing less than five field staff.
MORE INFORMATION IS AVAILABLE AT WWW.MYFLO.COM.AU OR CONTACT 1300 78 46 60
Melissa Harries is the principal psychologist at the Parramatta Psychology Clinic which delivers mental health services to individuals and organisations. These services include individual coaching and counseling as well as mental health workshops designed to improve employee wellbeing and performance. Melissa is an expert in workplace mental health and can assist small to medium sized businesses to create a psychologically safe workplace.

She can be contacted at psychologist@parramattapsychologyclinic.com.au or (02) 9687 9776.

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Kylie Cleverly is the Meetings & Events Sales Manager at Novotel Sydney Norwest apart of the Accor Hotels portfolio, boasting 21 years’ experience in her field including such roles as Director of Events at a variety of global hotel chains. She enjoy meeting a wide variety of people. Every event is different, and re-inventing the wheel is part of our fantastic sales journey,” she says. Kylie values the strong relationship the hotel has with the Hills community along with the Novotel Sydney Norwest people being authentic, transparent and genuine, therefore creating a great hotel, a home away from home.

Contact Kylie on +61 (2) 9634 9661
Mobile : 0414 249 616
or email SB01@novotelnorwest.com.au

Joan has extensive experience in education and small business management. She is the owner of Cubbyhouse Childcare Pty Ltd and operates 27 before and after school care centres and four long day care services.

The requirement for highly trained and motivated educators prompted her to found A Grade Training. Cubbyhouse Childcare is a facility which provides affordable and high quality Early Childhood Service that meets the needs of individual children and families and through their daily routines, programs, partnerships with families and their team of professional, qualified staff. They offer a safe, friendly and nurturing environment where their clients’ children have the opportunity to explore, discover, play, learn and grow.

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EX isn’t only a pleasurable experience, with some reports claiming the act also has health benefits that can be compared to those of exercise. Landmark studies in the 1960s showed people having sex had an increase in their respiratory rate, heart rate and blood pressure. These are all signs the body is working at an elevated rate, similar to that experienced during exercise.

More recently, these findings have been replicated by a number of researchers using less intrusive, miniaturised and wireless equipment, enabling more realistic results. Again, they found a significant increase in markers of physiological stress, such as heart rate and blood pressure. Comparing this to what happens during exercise, they showed sexual activity elicits a moderate level of physical stress – up to 75% of maximal exercise.

But they also noticed these physiological stress levels were intermittent. Much of the average time of sexual activity recorded (33 minutes) was spent at lower stress levels.

A more recent study of young Canadian heterosexual couples showed a bout of sexual activity was akin to moderate physical activity (such as brisk walking) when energy expenditure was measured.

**Sex is kind of like exercise**

So sex is exercise? Well yes and no. It depends on your definition of exercise. If you compare the two purely by the physiological change that occurs then yes, because sex elicits a change in human physiology akin to exercise. But if you believe exercise should change human physiology for the better, in the long term, then perhaps no.

This is because, for most of us, sex isn’t sustained long enough nor occurs frequently enough for a true physiological change to happen in the long term.

Also, we haven’t really explored the other benefits of exercise and contrasted them with sex. For instance, muscular health is recognised as a major component of a person’s health.

We know lots about gaining muscular health through resistance training and other exercises. But does sex give enough of a workout to change muscular health? Well … I sense a research project in the pipeline.

The studies mentioned above also reported a distinct difference between responses in males and female participants. The reasons for this difference – whether men are more physically active during sex compared to women or whether different sexual positions place a greater demand on the human body – have yet to be explored.

What about masturbation? Increases in heart rate and systolic blood pressure have been reported during masturbation. But both the level and duration of these increases weren’t as high or long as with intercourse.

Judging by measurements of heart rate, masturbation really only equates to light exercise, such as slow walking.

**How exercise affects sex and vice versa**

In many cases, exercise can also be helpful to sex. Research into pelvic floor exercises in women with pelvic pain, for instance, has shown they improve sexual function. Women reported increased control, confidence, heightened sensation and less pain.

While in men, exercises that train the perineal muscles in front of the anus help with premature ejaculation.

And what about how sex affects exercise? Should professional sportspeople, for instance, refrain from sex before a competition? Not if they wait long enough after sex. Sex has been shown to have no negative effect on sports performance but can have a negative effect on recovery if you compete within two hours of having it. This means athletes could take longer to recover from one bout of exercise to another.

So in answer to the question of whether sex is really exercise. Kind of. But you can test it out for yourself and see how you feel.

This article was first published at www.theconversation.com.au
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Bond villain’s 200mph Jaguar shows electric cars can be menacing too

By Chris Ebbert
Senior Lecturer in Product Design, Nottingham Trent University

Bond villain’s 200mph Jaguar shows electric cars can be menacing too Bond villains have always been interesting characters: sophisticated, intelligent and supremely well-equipped with futuristic and cutting-edge toys. 

Aply, the new official car of evil, a Jaguar C-X75 driven by henchman Mr Hinx in the latest Bond movie Spectre, is as advanced as it gets.

A 850-horsepower hybrid with four electric engines and diesel-fuelled micro turbines, it can reach a top speed of more than 200mph.

The prototype was too costly to go into full production but has been dusted off especially for the film.

It can cover the first 60km of any journey internally combusted, not stirred in purely electric mode, and only ever emits 89g of carbon dioxide per kilometre – comparable to the emissions of even the greenest petrol-powered family hatchback.

On the other side of this is James Bond, who need only load up a conventionally-powered Aston Martin or Bentley with Q’s best classified tech in order to vanquish evil. And in Spectre, Bond’s back driving a silvery Aston Martin with an unashamedly petrol V8 engine.

It is called the DB10 – and you won’t find it in any show rooms as it was designed specifically for the film. Why would this kind of car be all it takes for Bond when the bad guys are clearly choosing their wheels with higher ideals in mind?

The underlying message of this is perhaps supposed to be that “British values will stand” – but are the makers of the film missing something important?

Which side are you on, Mr Bond?

The Jaguar C-X75, notwithstanding its sinister driver, is actually a “green car” – while Bond’s is anything but. Perhaps henchman Hinx is really a kind-hearted environmentalist who lovingly maintains extensive hydroponic hobby gardens and supports the cause of the African rhino when not murderously chasing protagonists down the streets of Rome?

I haven’t seen the film yet, but I already like Mr Hinx a little more than Bond when I imagine this. Alas, I don’t think we are supposed to side with the henchman.

Instead, the fact that fast electric vehicles are being used by the ultimate buddies shows we are ready to take them seriously. As recently as 2008, when Quantum of Solace was filmed, the only electric sports car was the friendly-looking Tesla Roadster, which was quick, but not menacing enough to stir James Bond and his audience. The grunt of the C-X75 is taking electric capability and street cred to a whole new level.

A slightly different question might be why off-the-shelf cars no longer seem to be good enough for the transport needs of good and evil now. Both Bond’s Aston Martin DB10 and Hinx’s Jaguar C-X75 are bespoke vehicles.

As an old Bond veteran, this rubs me up slightly the wrong way, as these films historically always used to showcase the cutting edge at its most dramatic and advanced, but always seemed to say: “this technology is coming your way, folks. One day, you will be using stuff like this yourselves.”

But it doesn’t seem that way now. You may like the Aston Martin DB10, and you may like the Jaguar C-X75, but they can never be yours. They are cars for the demi-gods of good and evil now.

But clearly the future is electric. Though you might never get to drive that eco-Jaguar, a Tesla is still realistic enough. So, when are we going to see James Bond electrified?

The coming film will raise questions as to why henchmen should get a fancy hi-tech hybrid turbine, while Bond still makes do with a Victorian steam engine that does nothing for the survival of those rhino.

If Bond wants to hold the continued respect of his audience, a conversation with Q will be required to stuff some batteries into the DB11.

This article was first published at www.theconversation.com.au
I
NOVATION and agile are words that are used over the last half year by the Fed-
eral Government that have been backed up by action.

Companies where technology features in their prosperity should actively consider tak-
ing advantage of windows of opportunity that government policy encourages.

Preserving cash is essential for high growth. Accessing R&D tax incentives repres-
ents sound business thinking.

For most, 30 June 2016 will mark the end of the financial year to optimise your claim attend to the following issues:

• Payments to Associates. Any R&D expenditure incurred to an associate this year should also be paid before 30 June.
• Overseas activities. If you have under-
taken any R&D activities overseas connected to your Australian R&D during the year, you may need an Advance Finding for Overseas R&D Activities application submitted before the end of the year.
• Prove it. All R&D activities and expend-
iture thereon require supporting contem-
poraneous documentation. Now is a good time to reflect on whether you have sufficient documentation to support a R&D claim for the current year.
• Grants for growth. At a State Govern-
ment level grants can support your growth activities. Examples include the $190m Jobs poraneous documentation. Now is a good time to reflect on whether you have sufficient documentation to support a R&D claim for the current year.
• Grants for growth. At a State Govern-
ment level grants can support your growth activities. Examples include the $190m Jobs for NSW package in New South Wales and the $200m Future Industries program in Victoria.

R&D and the Federal Budget 2016
The Budget announced on May 3 2016 left the R&D Tax Incentive alone. This was so, even though Treasury research challenged if the R&D tax incentive increased the level of R&D that would otherwise occur.

It is pleasing that the government rec-
ognised that innovation by large and small companies is essential to the productivity and prosperity of Australia.

Indeed, with changes to the company tax rates, this comes with group sales turnover under $10 million, the tax saving from R&D will increase from July 1, 2016 2.5 percentage points. (Subject to this law passing the Senate after the election.)

Take advantage of government policies en-
couraging innovation and agility. The National Innovation and Science Agenda (NISA) contains 24 initiatives designed to encourage and support innovation in Australia.

These have been made into law. Highlights you should think about taking advantage of include:

• Changes to Venture Capital funding. Relaxed investment rules for Early Stage Venture Capital Limited Partnerships (ESV-CLPs) and Venture Capital Limited Partner-
ships (VCLPs). Qualifying investors in new ESVCLPs can receive a 10 percent tax rebate and maximum fund size has doubled to $200 million. Further, ESVCLPs are no longer required to divest when their value exceeds $250 million
• Tax breaks for Angel investors. From July 1, 2016, investors in early stage innova-
tion companies (ESIsCs) may qualify for a 20 percent tax rebate up to $500,000 (on an investment of $1 million). More importantly, any gains made by qualifying investors will be Capital Gains Tax (CGT) free for the first 10 years (so long as held for at least 12 months).

This can provide an alternative investment concept especially for very high net worth investors who have reached the caps on super-
annuation contributions.
• Expansion of the Entrepreneurs’ Pro-
gram. Numerous initiatives are expanding this program to connect business with relevant research being done at Australian research institutions.
• Overseas Landing Pads for Entrepre-
neurs. The Government will spend $36 million on five landing pads (Tel Aviv, San Francisco, Shanghai, Berlin and Singapore) for entrepreneurs seeking to commercialise offshore.

• Biomedical Translation Fund (BTF). Over $500 million from both the public and private sectors to be invested in Australian based biomedical research.
• Employee Share Schemes (ESS). Rel-
axed rules around disclosure requirements.

The take home message is that the govern-
ment is encouraging companies to become high tech and high growth. Navigating the complexities of the tax system is crucial to increase your odds of success.

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Debunking common myths about raising bilingual kids

By Mark Antoniou

AIC Research Fellow, MARCS Institute for Brain, Behaviour and Development, Western Sydney University

Bilingual children will generally meet developmental milestones within the normal range of language development, but may in some cases be towards the tail end (which was exactly the case with Alexander).

Bilingual children lag behind their peers and won't catch up

This is a contentious issue, as there is considerable variability within bilingual children. Some children will not show any lag at all. It has been suggested that a temporary lag may stem from having to accommodate two language systems within the same brain, but these children will catch up within a few months (note that this is not the same as a language delay).

But more research is needed to understand the exact mechanisms that are responsible. My child will confuse the two languages.

False. Although there is some controversy over who they are interacting with (for example, English babbling sounds to the mother, and French babbling sounds to the father).

This suggests that babies are sensitive to the same utterance.

This is probably a precursor of code-switching (mental planning), metalinguistic awareness (mental planning), and creative thinking.

Tots and Twinkles

Five tips for parents raising a child bilingually

• Be encouraging and patient as you would with any infant, and be aware that a bilingual child faces a tougher task than one learning only a single language.

• It is very important that both languages serve a functional purpose. Language is, after all, a tool for communication. If the child does not need to use the other language, they will probably stop using it. So, it is important to consistently place the child in situations that necessitate the use of both languages, and ideally with a variety of speakers. Doing so will develop robust speech categories in each language and ensure that they learn to process speech efficiently which will aid both listening and talking.

• Many parents worry about the issue of balance, meaning whether a child knows both languages equally well. In the past, it was thought that in order to be truly bilingual you needed to have an equal command of both languages. I conducted a series of studies on very proficient bilinguals and observed time and again that even fluent bilinguals have a dominant language. So, there is little point stressing about a child not having a perfectly equal command of each language because the truth is almost no one does.

• Parents commonly become concerned when bilingual children mix their languages. Do not worry. This is a normal part of bilingual language development and not a sign of confusion. Even proficient bilinguals mix their languages.

• If you are concerned about your child's language development, you should have your child assessed by a doctor and, if necessary, a speech-language pathologist. Bilingual children may present with language delays, just like any other children. If your child has a language delay, early intervention may be required to help them learn their languages.

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

Parents commonly become concerned when bilingual children mix their languages.
Managing children’s SCREEN TIME

By Joanne Orlando
Researcher Technology and Learning, Western Sydney University

It seems traditional guidelines that advise parents and educators on children’s screen use have followed the same path and just don’t fit with reality of today’s technology driven world.

A rethink in the works

In a nod to the increasing ubiquity of technology in our world, the American Academy of Paediatrics announced in October last year that it is beginning the process of revising its guidelines for children and screens.

The academy says it has realised that in a world where screen time is becoming simply “time”, its policies must evolve or become obsolete.

The new formalised guidelines will be published later this year and many expect screen time allowed to be lengthened. It is unrealistic for high school students to only spend two hours per day on screens, particularly when school work obliges them to do that or more.

Time is also not necessarily the best measure to ensure children’s screen use is part of a healthy and balanced approach to life.

All screen use is not the same and it is expected that the new formalised guidelines will also acknowledge that children can use screens for very different purposes.

There’s consumption, there’s creation and there’s communication. There’s a big difference between endless hours of watching YouTube videos of chocolate sweets being unboxed to video chatting with a parent who is away from home.

Quality screen time

A better alternative is to determine children’s screen use based on the quality of the activity and the level of stimulation that children are getting.

There are more than 80,000 apps labelled as educational, but the quality of experience they offer differs.

Activities that are creative, that stimulate imagination and that allows meaningful connection with others can and should be given more time than ones that offer little educational value.

We should still keep an eye out for excessive time online. About 15% of the respondents in the Behind the News survey reported they couldn’t go without technology for even one day.

Compulsive or non-stop checking of texts, emails, news feeds, websites or other apps can interfere with anyone’s daily life, work and relationships.

If a child is spending most of their day and night on a screen, then that needs reassessment and management.

But the ultimate message is that whatever resource we use to manage children’s screen usage, they ultimately need to learn to manage it themselves.

We must introduce them to the concept of mindful usage. As children get older and accumulate more and more devices, and greater need to use technology, helping them recognise the importance of a balance becomes an important basic life skill.

The article was first published at www.theconversation.com.au
As Microsoft kills off the remnants of Nokia it signs off on its own eventual demise

Nothing more to innovate

By David Glance
Director of UWA Centre for Software Practice, University of Western Australia

PAYPAL is the latest company to join a long list to ditch support for the “fringe” phone operating systems: Microsoft’s Windows Phone, BlackBerry and Amazon’s Fire OS.

This decision comes on the heels of Microsoft’s announcement of getting rid of a further 1,850 jobs, most of them from what remains of the staff that came to Microsoft from its acquisition of Nokia.

Microsoft’s purchase of Nokia wasn’t simply a very bad business decision from a company that is fighting its slow slide to irrelevance, the side-effect of this singularly bad business idea, was to put nearly 25,000 people out of work, most of them in Finland.

Microsoft CEO can simply shrug his shoulders and blame his predecessor, but an entire country is now coping with the fallout.

Microsoft may be talking about focusing on business and still supporting the concept of a Microsoft phone but this just echoes the BlackBerry’s CEO John Chen who still maintains that people will want to buy their particular brand of phone. Nobody believes him either.

Part of the reason that Microsoft, BlackBerry and any other potential new phone OS has little chance of succeeding in today’s market is that we have reached a peak in the evolution of mobile phone operating systems and hardware in much the same way as we have done in the personal computing market.

Whilst analysts and the “market” may express disappointment in Apple’s and Google’s inability to come out with a radically new innovation in the mobile space, the realisation will dawn on them eventually that there is nothing more to “innovate”.

Every possible angle has been explored and different versions of input, output and processing combined into every possible form factor that customers would want to buy.

The iPhone 7, or 8 will not be substantially different from the iPhone 6S because there is no way it can be radically different and serve the same function.

All of this is not to say that “mobile’s” impact on society has done all that it is going to do. As a society, the mobile phone will still be used as a vehicle for transformation in every aspect of our lives.

This will be driven by the software that runs on these phones and to a far lesser degree by the specifics of the phones themselves.

This fact hasn’t been lost on Apple, Google and the other tech giants. Their focus has now shifted to cars, the home and the entertainment industry. Mobile phones have just become one facet of the Internet of Things which is the next iteration of technology still waiting to make the full force of its presence felt.

The impact of the mobile phone will be through the software that runs on the phones and the continuing move to replace “analogue” or manual and paper-based processes with “digital” and software mediated ones.

The interesting aspect of all of this is that despite the emphasis that we place on the “digital economy” and software mediated ones.

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Asia - the new Hot Spot for Australian cruise passengers

Why an Ocean Cruise?

HIGH SEAS

By Michael Osborne

Is it the ship or the ports of call? Maybe both! For this time it was the ship. We selected Holland America Lines and the msVoledam, a long-time favourite with Australian passengers and we were not disappointed.

Sailing from Singapore

The ship

Volendam was built in 2000 and has a gross tonnage of 63,000, with 10 decks, 18 elevators, can carry 1,440 and with a crew of 620. The automatic stabilisers ensure a smooth as possible cruise.

Staterooms

Volendam features five types of state-rooms, from interior to the luxurious Neptune Suites. This allows you to choose what suits your budget.

As you wish dining

You choose where, when and with whom you dine, from among their many choices, from snack bars like Dive In. The casual all day Lido, the main and wonderful Rotterdam, which is open for breakfast, lunch and dinner in a more formal atmosphere. For that special meal (at extra cost) they feature Canalotto, an Italian restaurant showcasing small share plates and the multi award winning Le Cirque – a very special dining experience that is not to be missed.

Bars and Lounges

Other venues include the Explorer’s Bar where popular classical music is enjoyed over relaxing cocktails.

The Crow’s Nest, which is on the top of the ship, has exceptional views and live entertainment.

Mix is a selection of bars, with entertainment and also has draught beer, for us Australian’s.

The Ocean Bar is at the stern and next to the adult swimming pool. A favourite when leaving a port and at sunset.

Special Events

These apply to the cruise we were on and may vary from cruise to cruise.

The Master of the Wine Cellar. This was a most wonderful sommelier Fernando. His knowledge of the contents of his cellar was exceptional. His expert advice was used on many occasions, with relation to some of the international wines on board. Not to worry as Fernando really appreciates Australian wines and he offers an extensive selection.

Fernando also runs Q&A and wine tasting events during the cruise. Do not miss his Cellar Master’s Dinner. Between Fernando and the chef, they create a fine wine and food event of exceptional quality. Warning – book early, as seats are limited.

Sail Away

Themes such as Asian Beer, Tropical Sangria and a Wine & Cheese Sail Away are a great way to leave port.

Night Life

The Gran Hals Lounge features international artists presenting concerts and musical productions, all backed by the singers and dancers of the Volendam.

Exploring the ship

Why not start at the Explorations Café? Set up as a coffee house with an extensive library. The aromas of the fresh pastries and ground coffee will lead you to this, another special section of the ship.

It also features 24-hour internet access, with a range of time packages available,

Spa and Beauty

The Greenhouse Spa and Salon is the place to get your body and mind into the complete relaxation mode. From hair dressing to massage, to full beauty treatments.

Shore Excursions

A wide range of excursions are available for each port-of-call. Sit with the professional experts and they will tailor a tour where you will get the best from the limited time adored.

Also important is the security factor, as the tours are licensed and will get you back to the ship on time.

The Food

Like most Australian’s, we like to travel and we enjoy our food. The choice of restaurants and food bars was a delight. From the smallest snack to a gourmet feast, the choice is there.

We would like to make special mention for the staff in the main dining room Rotterdam. They have the amazing ability to not only remember your name, but also your preferences with the food and wine. Bravo!

The highlight of a trip

For us it was the time on the ship; headed by the crew, from the senior officers through to the cleaners. You would not meet a more polite and friendly team. Nothing was a problem and everything they did for you seemed to be a pleasure.

The ship itself was spotless and very well presented, we enjoyed the little lounge areas, when we needed a little quiet time.

For more information about Holland America Line, contact a travel professional, call 1300 987 322 or visit www.hollandamerica.com.au

* Australians taking an ocean cruise in Asia jumped 71.5 per cent from 55,000 in 2014 to 95,000 in 2015.
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<td>$650*</td>
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<tr>
<th></th>
<th>1ST PASSENGER</th>
<th>2ND PASSENGER</th>
<th>ADULT</th>
<th>CHILD (0-4 years)</th>
<th>3RD &amp; 4TH PASSENGER 50% OFF</th>
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<td>$2,049*</td>
<td>$1,025*</td>
<td>$675*</td>
<td>$450*</td>
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*Prices are per person in AUD based on the lowest available accommodation to date available. Two and three night options are also available and must be booked at the time of booking. Offer valid on select voyages only and is subject to availability. All offers are based on availability and may be withdrawn at any time without notice. Conditions apply. Conditions apply. See details. Why not celebrate a special event on a cruise by travelling with friends and families. Elite Travel will go that extra mile to ensure that you travel in supreme comfort whichever state you are departing from.

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