For the third year in a row, Blacktown topped the list of baby-boom areas, with Auburn, Bankstown, Merrylands, Liverpool, Parramatta and Guildford also in the top 10 of the 2015 list. And the prediction is the world will be their oyster, with many of them pearls, setting Australia up for the brave new world of the 22nd century, in jobs we have not even imagined yet. **Full story page 6.**
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University of Wollongong opens campus

THE University of Wollongong (UOW) has announced plans to establish the University's South Western Sydney Campus at Liverpool.

Opening in 2017, the new campus will initially occupy two floors in the Liverpool City Council’s Moore Street building before moving into larger premises in Liverpool’s new Civic Place development, expected to be completed in 2019.

From the start of the 2017 academic year, the interim campus will offer programs reflecting Liverpool residents’ preferences.

These span disciplines from the University’s Faculty of Law, Humanities and the Arts, Faculty of Business, Faculty of Engineering and Information Sciences and Faculty of Science, Medicine and Health as well as UOW College university entry and vocational training programs.

The University plans to grow the campus from modest beginnings to more than 7,000 students by 2030.

Along with the new campus, the University announced the establishment of the Western Sydney Nursing Education and Research Centre (WeSNER) to train the next generation of nurses and encourage them to study, train and work in the Liverpool area.

Due to start in 2019, WeSNER will be the University’s sixth nursing training facility, and be similar in size and standard as the nursing school currently operating on its main Wollongong Campus.

Students will benefit from UOW’s experience delivering nursing and health care education tailored to local health needs in rural, regional, metro and outer-metro communities.

UOW Vice Chancellor, Professor Paul Wellings says the campus and WeSNER are the result of a partnership between Liverpool City, the NSW and Federal Governments and the University of Wollongong to meet the future needs of the city.

“Liverpool and South Western Sydney’s population and growth opportunities are booming yet higher education needs have been underserved, with no major university campus in Liverpool and more than 7,000 resident students leaving Liverpool to study each year,” Professor Wellings said.

“UOW’s South Western Sydney campus will provide greater choice for those preferring to study close to home and bring substantial economic and social benefits by keeping Liverpool City’s brightest minds in the area.”

Liverpool Mayor Ned Mannoun said the University of Wollongong’s announcement as a huge boost for our city, its people, and a wise investment for the University.

Over the past four decades the University of Wollongong has developed into a global, multi-campus university with two international campuses (Dubai and Hong Kong) and connections with 200 universities in 35 countries. It has 32,208 students enrolled across 307 degrees.
Budget a winner for small business

FEDERAL BUDGET

By Di Bartok

S MALL to medium-sized businesses were the big winners in the 2016 Federal Budget, with a hope that the generous tax cuts, along with employment incentives, will create more jobs.

From July 1, the tax rate for businesses will be reduced to 27.5 percent with the threshold for eligible businesses rising from $2 million in annual turnover to $10 million. Treasurer Scott Morrison said this would affect about 870,000 businesses and about 3.4 million workers.

The lower rate will be introduced to more businesses progressively by 2023-24.

By 2026-27, the rate for all businesses will go down to 25 per cent, which the Government hopes will make Australians firms more competitive internationally.

The measures build on a 1.5 per cent tax cut, announced last year, for businesses making less than $2 million.

But it is about more than tax breaks. Those businesses turning over between $2 million and $10 million will be able to enjoy other benefits and concessions that had been limited to smaller companies.

The big end of town will cop the harsh treatment with companies such as Apple and Google that earn more than $1 billion and move profits off-shore being hit with a tax rate of 40 per cent.

That is expected to earn the Government $200 million over the forward estimates. The ATO will be super-charged with 1000 extra staff deployed to sniff out major multinationals that do not disclose income and profit.

The top one per cent of high income earners will be hit hard with superannuation changes, although this will be off-set by the removal of the temporary budget repair levy introduced in the 2014 budget.

This will see the top tax rate drop to 45 per cent, excluding the Medicare levy.

The superannuation changes mean high earners will have a $1.6 million limit on the total size of retirement accounts and will limit the amount of post-tax income that can be tipped in, and there will be a crimping of the concessions available to those earning above $250,000.

Along with the crackdown on super tax concessions for higher income earners, there will be a Low Income Superannuation Tax Offset, which will give people with incomes up to $37,000 a refund of up to $500 in their super account of the amount of tax paid on their super contributions.

About 25 per cent of working Australians who will benefit from the increase of the middle income tax bracket from $80,000 to $87,000.

Wins for the west

• $2.2b for Sydney Metro and Parramatta Light Rail as part of Federal Government’s Asset Recycling Program.

• $115m to fund preparation work for Western Sydney Airport to make it rail-ready.

• $524m in 2016-17 for better roads as part of Western Sydney Infrastructure Plan.

• Tax cuts for small to medium-sized businesses.

• $840.3 million over four years in a Youth Employment Package to assist up to 120,000 vulnerable young people take advantage of job opportunities.

What do the commentators think?

W ith more than 150,000 small to medium businesses in Western Sydney, the hub of the national economy, what do local commentators think of the Budget and how it will affect this region?

David Pring, managing partner KPMG Western Sydney said the tax incentives to businesses up to $10 million turnover would encourage them to invest in workers and equipment.

With superannuation changes, he said people could no longer regard super as wealth to pass on to children or to live the high life, but as a supplement to the aged pension if necessary. “But it is good that people have the ability to put in super contributions up to the age of 75,” he said.

Overall, Mr Pring would like the government to look at the needs of the country in a holistic way - in education, health, disability care, getting people out of poverty - and then decide how to fund it all. He is surprised that the government did not tackle negative gearing but expects that next year’s Budget will have more shocks.

Christopher Brown, chairman Western Sydney Leadership Dialogue said the Budget would provide a shot in the arm for the region’s transport and infrastructure agenda. “The Government’s efforts to make Western Sydney Airport ‘rail-ready’ by 2025 and commitment to fund roads and rail projects such as the Sydney Metro and Parramatta Light Rail, should be commended, and helps ensure these vital projects remain on track,” he said.

“And on the back of its Smart Cities plan, there is a clear push to improve housing affordability, boost jobs and cut congestion, and the best way to achieve this is through increased investment in transport infrastructure Projects.”

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Live theatre may return to Roxy

By Di Bartok

IVE theatre at a restored Roxy Parramatta is a distinct possibility, the iconic site’s owner David Kingston told WSBA. Mr Kingston, whose K Capital Group, has owned the historic Roxy since 2002, has plans for a 20 storey residential/commercial tower on top and behind the theatre before Parramatta Council.

Those plans allow for the restoration of the theatre space, available for hire for shows or events.

Mr Kingston said he was perturbed by calls for the Roxy to be retained as a theatre when the theatre was to be restored.

The National Trust’s Parramatta sub-branch is running a campaign to bring performing arts back to the Roxy.

The Trust has put in a submission to the State Government for the government or Parramatta Council to buy the Roxy to restore it to its former glory, for live shows and movies.

“This submission is about a vision for the future of the new Parramatta, and restoring the Roxy for use as a major live theatre, the centrepiece of Parramatta, in order to give the people of Parramatta and the Western Suburbs a sense of cultural identity,” National Trust Parramatta spokesman Gary Carter said.

But, while Mr Kingston said live theatre groups could hire the refurbished venue, he said it would not be suitable for movies.

“Some reason the cinema closed in 2002 was because it was no longer viable,” Mr Kingston said.

“But, when it comes to live theatre, we are on the same page (as those running a campaign for live theatre).

“That is part of my long-term plan but first step is having Parramatta Council approve our development plans. We are still talking to council to sort some details out.”

Mr Kingston has been in discussion with council about his plans since last year.

The Roxy, which Mr Kingston operated as a hotel and nightclub, was closed in July 2014.

Mr Kingston said his proposed redevelopment involves restoring all aspects of the Roxy building, the two front annexes as restaurants and restoration and upgrade works to the theatre.

“We are working with a heritage architect and have a comprehensive Conservation Management Plan,” he said.

“When the Roxy was redeveloped by my group in 2002 as a hotel, it was awarded a NSW Government heritage award.

“That usage is no longer the optimum usage so a new life for the Roxy is being progressed.”

Macquarie office tower bought for $72M, then sold for $106M two years later

By Red Dwyer

A MACQUARIE Park eight-level office tower bought for $72 million has sold for $106 million -- an increase of 47 per cent -- in just over two years.

Singapore-based real estate firm, Mapletree Investments, purchased the property in an off-the market deal from Sydney-based property manager, CorVal.

CorVal bought the property from diversified property group Stockland in October 2013.

The eight-level 14,672-square-metre office building, built in 2009, is tenanted by global energy specialist Schneider Electric Australia.

The property is close to the Macquarie Park railway station and the Macquarie Centre which underwent a $390 million redevelopment in 2014, expanding its footprint to 156,000 square metres to include a further 130 specialty retailers.

Mapletree Investments entered the Australian market in 2014.

Elsewhere, Macquarie University has sold a 5000-square-metre site to a subsidiary of one of the largest construction companies in the world, the $43 billion China State Construction Engineering Corporation.

The subsidiary, the Hong Kong-listed developer China Overseas Holdings Limited, outbid $80 million for the “Parklands” property, located in the heart of Macquarie Park, one of the most prominent business parks in Sydney, Four older-styled strata apartment buildings currently on the site and used as student accommodation, will demolished to make way for a possible 280 new apartments.

With a potential gross floor space of 22,599 square metres, the site can also accommodate ground floor retail and commercial suites.

The site has been zoned for mixed-use high density residential development as part of the Herring Road urban activation program in line with City of Ryde Council’s latest local environmental plan.

The site’s three key residential drawcards, at 137-143 Herring Road, at the corner of Herring and Epping roads, are its proximity to the university, the train and the Macquarie Centre mall.

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COVER STORY
By Di Bartok

DIVERSITY will be the key to the future for the babies born in the boom area of the west, Blacktown in particular.

For the third year in a row, Blacktown topped the list of baby-boom areas, with Auburn, Bankstown, Merrylands, Liverpool, Parramatta and Guildford also in the top 10 of the 2015 list.

And the prediction is the world will be their oyster, with many of them pearls, setting Australia up for the brave new world of the 22nd century, in jobs we have not even imagined yet.

That is the view of leading social researcher and demographer Mark McCrindle who says one of the main features of these bubs’ future was that they would have a range of careers during their lifetime, with innovation and entrepreneurship at the forefront.

“One of the things we will see with this generation is that they will keep learning and change careers throughout their lives,” Mr McCrindle told WSBA.

“Half of them will have gone to university and will have on average 17 different jobs in their lifetimes.

“The jobs may be allied - for example an accountant might go into management and then own his or her own business but there will be many who will make absolute changes in the direction of their careers.

“You might have someone who starts off in the trades, using technology more, going towards design and then end up in architecture.

“Skills will be continually upgraded, such as someone working in aged care, because of the global market, may have to learn another language to deal with investors and clients in the sector.”

Mr McCrindle said technology would play a bigger role in most fields, although humans would still be needed for a while yet, especially in the health, science and education sector.

“We don’t even know what the careers of the future will be yet. Who would have thought of 3D printers, drone operators and app developers years ago but now they are a reality?”

But Mr McCrindle said Australia’s population would be 40 million by 2050, and would continue to age, despite baby booms along the way.

And for the socio-economics of the western suburbs, Mr McCrindle said the population growth of Sydney would push a greater diversity of people out west.

“What will happen in suburbs like Blacktown is that it will start to look like places such as Balmain, with a gentrification and greater range of housing types,” he said.

With the Badgerys Creek Airport and more tech industries moving west, the future is already set for those cute bundles of joy who will be spoilt for choice in the jobs on offer.

Bubs of Blacktown
• Area tops 2015 baby list with 3,108 new bubs for third year in a row.
• Auburn, Bankstown, Merrylands, Liverpool, Parramatta, Guildford also in top 10.
• Future jobs in innovation, technology, health, sciences, education.
• Suburb will be gentrified as more people move west.

Shergold WSU Chancellor until 2010

PROFESSOR Peter Shergold (pictured) has been re-appointed unanimously as Chancellor of Western Sydney University until 2020.

In addition to his role at the university, Professor Shergold is also the NSW Coordinator-General for Refugee Resettlement, as well as serving as a non-executive director, chair and member of a number of corporate and non-profit boards.

Professor Shergold, a former secretary of the Department of Prime Minister and Cabinet, has had a public service career spanning two decades.

“Professor Shergold’s exemplary leadership of the board over the last five years has significantly contributed to the growth of this university,” said Vice-Chancellor, Professor Barney Glover.

“He believes passionately in the transformative power of education, and understands the university’s unique role to serve the communities of Western Sydney.”

The university’s board also resolved to appoint former partner and general counsel of PricewaterhouseCoopers, Elizabeth Dibbs, as Deputy Chancellor.

Ms Dibbs replaces retiring board member and Deputy Chancellor, Gillian Shadwick.

Goldman Sachs’ managing director of Asia Special Situations Group, Genevieve Gregor, has been appointed as Pro Chancellor.

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Hills-Hawkesbury merger ruled out

THE State Government has ruled out a merger between Hawkesbury and Hills Councils.

Hawkesbury Mayor CR Kim Ford responded to the news by saying the decision recognises the uniqueness of the Hawkesbury, and ensures that the interests of our community.

A report presented by Garry West, the Delegate of the Chief Executive of the Office of Local Government assigned to review the Hawkesbury and part of the Hills merger just did not make sense on many levels, be it financial, geographic or social,” Cr Ford said.

Cr Ford said Hawkesbury Council would now fully commit to the regional strategic alliance with Penrith and Blue Mountains City Councils.

Hills Shire Mayor Cr Michelle Byrne said she was disappointed that Hills suburbs below the M2 will become part of an enlarged Parramatta City Council, but she’s pleased the merger with the Hawkesbury won’t be proceeding.

She said The Hills Shire Council was not in favour of being carved up and attached to an unfit future at Sydney Hills Business Chamber’s Chairman’s lunch, held at Castle Hill RSL Club on April 20.

FUTURE

By Di Bartok

If you think a long-overdue fast rail network for the Hills is mind-boggling enough, driver-less cars for children are just around the corner - or down the street, so to speak.

An excited Andrew Constance, NSW Transport and Infrastructure Minister, was delivering an interesting glimpse into the future at Sydney Hills Business Chamber’s Chairman’s lunch, held at Castle Hill RSL Club on April 20.

He was joined by Hills Mayor Michelle Byrne, social researcher Mark McCrindle, NSW Chief Planner Gary White and a Sydney Metro project director Tom Gellibrand in a panel discussion about infrastructure in the Hills, led by Chamber chairman Anthony Moss.

Mr Constance admitted that governments had not always "got it right" when it came to planning integrated infrastructure but said the Sydney Metro North West was on track to deliver not only fast, frequent train travel in the Hills, but also housing, new businesses and jobs.

Acknowledging that some people would still drive to and from work, Mr Constance said planning for new roads had to be a partnership between the government and developers and businesses that would benefit from the infrastructure.

As a fun aside, Mr Constance also flagged a mode of transport of the not-too-distant-future, namely driver-less cars, that would “cut down on accidents and eliminate the need for third party insurance”.

The main win for the community was the development that would spring up around rail stations, making them hubs of activity.

As Mr Gellibrand pointed out, commuters using the fast-frequent Metro system, could take advantage of the commercial development around the stations, “dropping off their dry-cleaning, shopping, meeting someone for coffee, knowing that when they wanted to catch a train, one would be there soon,”

Cr Byrne said over the next 20 years, there would be 55,000 jobs in the Hills, 39,000 around the rail stations.

Mr White said other states would “give their eye-teeth” to have the infrastructure projects NSW has going.

Mr McCrindle came up with some interesting statistics - the population growth of the Hills was 1.9 per cent per annum, compared to the Sydney average of 1.6 per cent.

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Workers group for inspiration

CO-WORKING offices are set to be on the rise in Western Sydney, providing innovative hubs for sole or small operators and, to some extent, larger companies.

Earlier this year, KMPG and Western Sydney University introduced their Launchpad concept, giving space and support to innovative start-ups as the shift to small collaborative work-spaces accelerates.

A report by commercial property consultants Knight Frank notes that the concept is not new, especially in Australia where there are more co-working hubs per capita than anywhere else in the world.

Knight Frank Western Sydney executive Alan James said the concept allowed people to work collaboratively, feeding off each other’s ideas, in a small, intimate environment.

He said it was preferable to working from home, which could be isolating and non-productive.

Ideally, as hubs become more common, it would mean less travelling time for workers, who could effectively work in satellite offices of larger workplaces.

“These hubs provide an energetic work environment and are ideal for small companies where a couple of people need space,” Mr James told WSBA.

Mr James said the concept particularly suited the creative and innovation industries, where collaboration rather than competition was the key to success.

“I can see this concept taking off in Parramatta, the geographic centre of Sydney, as I know the council wants to encourage the idea,” he said.

But the only Western Sydney co-working office he knew about - apart from Launchpad - was run by Space and Co at Rouse Hill.

A few other names of co-working spaces in Sydney were Fishburners, Blue Chilli and Stone and Chalk.

The Knight Frank report, entitled The Consumerisation of the Workplace - Co-Working in Australia notes that by 2020, 40 per cent of the Australian workforce will be freelancers.

And, perhaps not surprisingly, the earlier trend for people to work from home has been found wanting for many workers.

In 2013, Yahoo CEO Marissa Meyer banned working from home, saying “people are more productive when they’re alone, but they’re more collaborative and innovative when they are together. Some of the best ideas come from pulling two different ideas together.”

The Knight Frank report notes that co-working hubs are attractive to larger consultancy firms needing project space, in lieu of leasing their own short-term space.

Mr James said property owners viewed co-working operators as no different to any other tenant.

They execute a lease and they operate their business, but they then on-sell that to smaller operators.

Hubbing along
• By 2020 40pc of workers will be freelancers.
• Only 7 pc of Gen Y choose to work for Fortune 500 companies.
• Suits innovative start-ups.
• Potential to cut down on commuting time.
• Hub Australia and WeWork, good examples.
• Space and Co operates at Rouse Hill Town Centre.


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Knight Frank’s Alan James.

Liberals choose Lend Lease exec

AFTER raising three children and reaching the top in the corporate world, Michael Beckwith feels he has the experience and energy to tackle the political world.

Mr Beckwith beat other more seasoned contenders in a decisive 102-56 vote at the April 30 Liberal preselection ballot for the Federal seat of Parramatta.

The 53-year-old lives at Constitution Hill with his three grown children aged 23-18 and wife Vicki, who is a midwife at Fairfield Hospital.

He is a qualified builder who has climbed the corporate ladder, presently as development operations manager for Lend Lease.

The seat of Parramatta has been held by Labor’s Julie Owens since 2004. After the recent redistribution, the Liberals need a swing of 1.31 per cent to win the bellwether seat.

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Knight Frank’s Alan James.
“What better place to have this new technology, this Launch Pad, an incubator and research team, right here in the heart of Parramatta.” – Deputy Lord Mayor, Bakous Bakari referring to Western Sydney University’s Launch Pad program to support small business.

“The re-modelling of our city centre continues to progress with development sites increasing and exciting proposals from the Fairfield City working group, made up of key stakeholders and major developers, is looking to strategically position landmarked high-rise buildings in the Fairfield CBD.” – Vince Morizio president, Fairfield City Chamber of Commerce.

“We see this as the natural next step in an already very successful area.” – Steve Grant, MD of Capital Corporation, on submitting a DA to The Hills Council for buildings of 19 and 20 storeys which would include 267 apartments.

“Macquarie Park is set to experience significant growth over the coming years.” – Sherwood Luo, MD, of Chinese developer Greenland Australia, when unveiling plans for 900 apartments in Macquarie Park.

“The centre is the first of its kind and costed close to two million to build.” – Aaron Ng, 3M training centre manager, at the opening of its state-of-the-art training centre in Blacktown.

“Marsden Park represents a great opportunity to set a benchmark for growth in the region … to transform the [former market garden] site to a thriving activity hub.” – Ben Pomroy, principal, Rothelowman, on the proposal to develop a $300 million project at Marsden Park.

“This is a once in a generation opportunity to build the world’s next great museum here in Parramatta.” – Parramatta Lord Mayor, Paul Garrard, on the NSW government’s decision to site the new Powerhouse Museum on the riverbank in the CBD.

“As a small business you’re swimming with many others. But with a mission and purpose we assembled a significant team that continues to deliver something unique and compelling” – Hardeep Girn, Know My Business.

“The Western Sydney Wanderers have demonstrated they can more fill the new stadium. Anyone doubting the economics of building a world class stadium in Parramatta need only look at the recent A-League Grand Final in Adelaide.” – Parramatta MP Geoff Lee.

“You can turn the clock back on diabetes by losing four kilos. We need to use the Western Sydney Diabetes Prevention Alliance to manage a co-ordinated response before the diabetes situation gets further out of control in western Sydney.” – Western Sydney Local Health District’s Professor Glen Mabey.

“One of the things we will see with this generation is that they will keep learning and change careers throughout their lives. Half of them will have gone to university and will have on average 17 different jobs in their lifetimes.” – Social researcher Mark McCrindle.

“I can see this concept taking off in Parramatta, the geographic centre of Sydney, as I know the council wants to encourage the idea.” – Knight Frank’s Alan James on smart work hubs.

“This fight is about keeping the Hawkesbury unique. Don’t be fooled – if this merger proceeds the future of our beautiful area will be determined by a much larger entity with vastly different values.” – Hawkesbury Mayor Kim Ford on the proposed merger with Hills.

“It’s another example of how we’re meeting the housing needs of our fast-growing population, whilst providing improved public space, amenities and local community infrastructure through S94 developer contributions.” – Holroyd Mayor Greg Cummings on record development in the city.

“The reason the cinema closed in 2002 was because it was no longer viable. But, when it comes to live theatre, we are on the same page (as those running a campaign for live theatre). That is part of my long-term plan but first step is having Parramatta Council approve our development plans.” – Roxy Theatre owner David Kingston.
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DEVELOPERS
Dyldam, which bought the Bull ‘n’ Bush Hotel on Windsor Road, Baulkham Hills, for $50 million from the Paul Irvin Hotel Group last year, proposes build-
ings of five, six, 15 and 18 storeys on a site next to the hotel. The buildings would contain some 100 apart-
ments and around 3252 square metres of retail space. The hotel would remain.

NORTH WEST
Gazal sells for $12m
GAZAL Investment Pty Ltd has sold a 7435-square-metre distribution centre, at 40 Archbold Road, Minchinbury, for $12 million, to a US-based private investor

City at UDIA
PENRITH New West was promoted at the Urban Development Institute of Austra-
lia (UDIA) National Congress, in Adelaide which was one of the biggest property devel-
lopment industry events of the year.

Five year lease
GAMING Laboratories International has signed a five-year lease on two office

suits spanning 1007 square metres with the Ford Land Company for a rental of $265 per
square metre net, at 197 Prospect Highway, Seven Hills. US-based Gaming Laboratories
provides the gaming industry with testing and certification services.

Supermarket sells
A PRIVATE investor has purchased,
through an expression of interest, the free-
standing supermarket SUPA IGA Doonside
for $14.75 million at a yield of 6.1 per cent. With a total GLA of 4,402.3 square metres, the
centre is 100 per cent leased to a wholly
owned subsidiary of ASX listed company, Metcash Limited,

$49 million proposal
BERMARK Pty Ltd has lodged a DA
with Blacktown City Council for a $49 mil-
don, 11-storey apartment block, at 125 Main
Street, Blacktown. The 1220-square-metre
building will include 153 units.

SOUTH WEST
PJ Gallagher’s opens
PJ Gallagher’s Irish Pub has opened on the former site of the Corner Pub and Liverpool
Hotel, in the Liverpool CBD, following a $1.5 million refurbishment. Patrick Gallagher has
owned the 1000-square-metre site for two years.

Businesses fined
THIRTY-nine businesses in the Macar-
thur region have been fined for breaching food
safety rules since January 2015 in the NSW
Food Authority’s name and shame register. Fines ranged from $440 to $880.

Rail link to Liverpool
LIVERPOOL City Council has called up
on its residents to lobby for the extension of the proposed Sydney Metro’s fast, state-of-
the-art railway project from Bankstown to Liverpool, providing trains every two hours
each between Liverpool and the Sydney CBD

Support site sold
ANGLICAN Retirement Villages has
purchased the former 5.88-hectare Endeavour Energy field support site, in Minto, for $16.6
million

Population growth
THE Cobbitty-Leppington area has the second largest population of growth 2600 in
metropolitan Sydney in the last financial year, up 25 per cent on the previous year, according
to the latest ABS latest regional population estimates.

Deceased estate sold
A CHINESE developer has paid $10.5
million for a 5.6-hectare mixed-use site at 120 Ingleburn Road, Leppington, from a deceased
estate. The property is the first of its kind located within the recently released Lepping-
ton North precinct of the South West growth centre

Quickstep in Korea
QUICKSTEP Holdings, manufacturer of
advanced carbon fibre composites, at Bankstown Airport, has entered into the South
Korean automotive market through a new sales contract with the Korea Institute of
Science and Technology.

Bought for $8.55 million
FIGE Capital had paid $8.55 million in an
off-market transaction for a 36,000-square-metre freestanding industrial property comprising
warehouse and office amenities, at 6 Inglis Road, Ingleburn, from an undisclosed vendor

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CENTRAL WEST
Extra height approved
PARRAMATTA City Council has ap-
proved increasing the height to 16 storeys on
part of the 3468-square-metre site at 8 – 12 Victoria Road and 2A Villiers Street, Parra-
matta, and retaining the maximum building height of 24 metres for the greater portion of
the site The site, made up of three allotments of land comprises three office buildings of 3 and 2 storeys, is owned by the Trustees of the Roman Catholic Church for the Diocese of Parramatta

Dexus gets approval
THE NSW Government has granted ap-
proval to the Dexus Property Group to develop
25,000 square metres, at 105 Phillip Street, in the Parramatta CBD, to house approximately
1800 Department of Education staff
NATIONAL THEATRE OF PARRAMATTA’S INAUGURAL PREMIERE

NATIONAL THEATRE OF PARRAMATTA (NTOFP) – AUSTRALIA’S NEWEST THEATRE COMPANY – LAUNCHED ITS DEBUT PRODUCTION IN APRIL WITH A COMPELLING NEW PLAY BY INTERNATIONALLY ACCLAIMED DIRECTOR KATE CHAMPION.

The Australian premiere of Swallow, a story about survival written by award-winning playwright Stef Smith, was the highly-anticipated first production of the Parramatta-based theatre company, which was established in November last year. The occasion marked the beginning of a permanent production house in Parramatta that will not only perform at Riverside Theatres as its resident company but will also take productions around Australia and to the world.

National Theatre of Parramatta will help foster the growth and development of the already-strong local arts community.

The theatre company was founded last year with funding from Parramatta City Council, the State Government’s Arts NSW, Crown Resorts Foundation and Packer Family Foundation.

Deputy Premier and Minister for the Arts Troy Grant said the NSW Government was proud to be a supporter of the National Theatre of Parramatta. “Parramatta has a thriving art and cultural scene and the establishment of a national theatre right in the heart of Western Sydney will further encourage and foster the development of talent in this region.”

“Swallow has set a high benchmark of quality, exactly what we will expect from the National Theatre of Parramatta.”

Valerie Berry as Sam, Megan Drury as Rebecca in Swallow by Stef Smith, Production Still by Amanda James on behalf of National Theatre of Parramatta.

NEW WORKER TO PARRAMATTA?
DISCOVER THE CITY THE EASY WAY WITH CITY DISCOVERY TOURS

PARRAMATTA IS A VIBRANT PLACE TO WORK, LIVE, EXPLORE AND PLAY AND NOW YOU CAN DISCOVER ALL THAT THIS GREAT CITY HAS TO OFFER WITH FREE WALKING TOURS FOR NEW WORKERS.

Led by qualified and knowledgeable guides, find out what makes working in Parramatta such a unique and vibrant experience.

The New Worker tour will help workers familiarise themselves with the City’s dining and entertainment options, architectural icons, shops, facilities and services available in the CBD.

Participants can expect their tour to take up to 45 minutes and all tours are available during lunchtime on Tuesdays and Fridays.

Booking requests are required 48 hours prior to the nominated tour date. Maximum 12 people per group, waitlisting may apply. Minimum 24 hours’ notice required for any cancellation.

To enquire about the next New Worker City Discovery Tour, contact the Parramatta Heritage and Visitor Information Centre on 8839 3311 or email discoverparramatta@parracity.nsw.gov.au

Bookings are essential. Wheelchair and stroller access friendly tour.

FREE ENERGY SAVING WORKSHOPS FOR LOCAL BUSINESSES

Parramatta City Council is offering free energy and solar assessments for organisations based in the Parramatta LGA to help reduce electricity use, lower bills and improve profitability. These assessments valued at $500 will:

To register for a free energy and solar assessment, contact Council’s Sustainability team on 9806 8291.

www.cityofparramatta.com.au

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When miracles come out of mess

DETECTIVE Chief Inspector Gary Ray-
mond OAM OAM (retired) is one of
Australia’s most respected and decorated
police officers and rescue workers.
He has performed over 1500 rescues and
has investigated major crimes such as the
Anita Cobby rape and murder and was a
rescue worker on the Granville Train
Disaster.
He has won numerous awards and has been nomi-
nated for Australian of the Year three times.
In the first interview of our new section called TIME
WITH, ACCESS sits down with Gary to learn a little
about the man behind the image.
WSBA: A warm warm welcome to our very first
guest on a new segment for Access. We’ve called this
TIME WITH. This segment aims to highlight those values
and the vision that we, within
the Police Force, aim to highlight. This is an interview with
Gary to learn a little
more about him. What’s our destiny. Where are we going
to? Gary Raymond: Gary, good
morning.
Gary Raymond: I was around 8 at that
time in point. And my mum was about
a year apart. So there was, you know, 8 – 8,
7, 6, 5. I think. So – and my mum actually
got to the point of depression where she
decided and planned a murder/suicide. So
this was the second time that she’d planned
to kill me.
Gary Raymond: Table Nicholas.
Gary Raymond: No. Of course.
Gary Raymond: No. No.
Gary Raymond: She wanted him to live!
Gary Raymond: Yeah. She was just going
to kill herself and murder the 5 boys: a
mother-in-law. And she came to the church
where she went to Dr Murphy, the local GP. And she
said: Oh doctor, I can’t sleep. I can’t sleep. And
she gave her some sleeping tablets, which wasn’t
for her. That was to put into a glass of orange juice for us to drink. And then we’d go
to sleep. And she’d turn on the gas in the kitchen
gas the lot of us. That all changed when we day
we started going to salvation Army Sunday School. Anyway, the Saturday morning, the morning on the Sunday she was due to kill us and herself,
there was a Church Anniversary that we went to. Something happened in the congregation
and she couldn’t go through with it. So that
was the two occasions that the same person
tried to kill me.
Gary Raymond: Gary, thanks for sharing that with
us. It’s really important. Why did you tell that story?
what’s our destiny? Where are we going
to go? Every one of us is going to die. We can see
that every day, whether by natural means or,
sadly, traumatic. So, rather than religion,
what happened with me was: I’ve gained a
relationship with God, through Christ. That
relationship is important.
WSBA: And how many years were you in
the Police Force? Tell us about that story?
Gary Raymond: Yea h.
Gary Raymond: Yes. Look, I was in
the Police 34 years altogether. It was quite
an interesting. I graduated from the Academy at
Redfern.
Gary Raymond: Look, I think every call
that a police officer does – whether a critical
incident or just a routine incident, you either
learn something or you learn something to
teach to others. One of the biggest for me was
the Granville Train Disaster.
WSBA: You remember it so vividly.
Gary Raymond: Yeah. Well when we ar-
ived – you could look at photos of the Gran-
ville Train Disaster – there’s a big heavy duty
Rescue truck on the northern side – that’s the
one that I arrived in with Bill Fahey – Sergeant
Bill Fahey. He was an interesting fellow. And,
around the edge of the culvert. We looked over. There was
213 people injured. And Bill said to me: Gary,
don’t worry about it. Chris, the train, Nurses will look after them. He said: Mate, he
said: Get underneath that slab – under that
bridge, into those carriages. And I saw
what I’ve got. Now, in policing and military terms, that’s
called a reconnaissance. So, we’re only talking
about just a bit of a metre, just to see what I’ve
got. Now, in policing and military terms, that’s
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Key points

- Parramatta CBD is undergoing a major transformation.
- Projects include Council’s $2B Parramatta Square development.
- Public infrastructure includes the $1B Western Sydney Light Rail network.
- Parramatta Stadium will be re-developed at a cost of $350M.
- Museum of Applied Arts and Sciences will attract about a million visitors a year.

The Powerhouse announcement and the ongoing transformation of Parramatta into one of Australia’s leading Smart Cities will be key elements of my State of the City address, which I will deliver to local business leaders on Friday, May 6.

I look forward to speaking about the exciting changes that are taking place in our city and the important role Parramatta has to play in ensuring the future growth of Global Sydney and New South Wales more broadly.

State of the City 2016 is being hosted by the Parramatta Chamber of Commerce and Council is a proud partner in the event.

Well-known writer, demographer and futurist, Bernard Salt will deliver a keynote address and the event will also feature a panel discussion focussing on ‘Doing Business in a Smart City’.

The State of the City Address will take place at Oatlands House on Friday 6 May from 11:45 – 2pm. For more information visit the Events section of the Chamber’s website - www.parramattachamber.com.au
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Special

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For that exclusive sleep-over conference, Crowne Plaza Terrigal offers a deal rarely seen in other places. That is, the facility of 199 rooms, with its conference facilities and restaurants can be booked exclusively for that special conference/seminar and closed to the public.

“For residential conferences, the whole venue can be booked exclusively,” marketing manager Melinda McCrone said. “We have 199 rooms and can cater for up to 450 delegates.”

And, with its beautiful surrounds, right on one of the Central Coast’s most popular beaches, it is no wonder Crowne Plaza is attracting the conference crowd.

It is the ideal place to come for work and a bit of play on downtime that is so essential for team bonding.

Crowne Plaza Terrigal is set on a wide sweeping bay, overlooking a pristine surf beach, only 90 minutes north of Sydney.

All rooms feature king or queen sized beds, spacious bathrooms and private balconies overlooking the ocean.

There also is a fully equipped gym, outdoor heated pool, a 24 hour business centre and broadband with in every room, as well as a selection of restaurants so guests don’t have to leave the hotel.

Delegates who manage some downtime have a choice of keeping up their fitness routine in the gym or splurging on relaxation packages in the spa - or just taking it easy in their comfortable rooms.

As for food options, there are choices of relaxed restaurant dining or eating beside the pool as good food is available 24/7. To find out more go to www.crowneplazaterrigal.com.au or call 43849111.

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www.waldorfparramatta.com.au

ADVENTURE

Penrith Panthers is more than a place to relax with friends and family or a place to drop into at the end of a working day. With a plethora of facilities, the premier club that attracts people from all over the west, caters for a wide range of gatherings and events.

The club is popular for weddings as well as business conferences with rooms that offer catering, audio visual services and free wifi.

With parking for 2000 cars, the club is convenient for any number of people attending seminars and then enjoying all the facilities of the club - including the adjacent 4 Star Mercure Penrith with more than 230 rooms for accommodation.

There are nine event spaces for 20-1000 people to accommodate your conference, product launch, dinner or expo, including seven architecturally designed formal and informal rooms, an 800 seat purpose built seminar and entertainment theatre with state of the art audio visual as well as relaxed meet and greet areas.

The club also has 1500 seat Exhibition Marquee, one of Western Sydney’s largest marquees situated adjacent to the club and the iconic Chairman’s Lounge at the Pepper Stadium, home of the Penrith Panthers.

Events manager manager Louise Ruxton said the club was popular for special family occasions, from close gatherings to large engagements and weddings.

“Your can create an intimate outdoor gazebo with close family and friends or a large social event with your own bar and private terrace, all overlooking an internationally recognised sporting stadium,” Louise said.

“We cater for those special events up to 1500 guests. And nothing beats having a complete adventure package of accommodation, venue space and team building activities all located on the one site.”

For more information, call 4720 5511 or go to www.penrith.panthers.com.au

One of the expansive venue areas at Panthers and below; the rugby league team.

SET THE SCENE FOR SUCCESS THIS WINTER.

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Hold your next meeting between 30 April – 31 August 2016 to receive these great offers.

Your Choice of Either:

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- FREE upgrade to Ocean View room for 5 delegates
- FREE Wi-Fi for delegates
- FREE data projector and screen package

This exclusive offer must be booked before 31 July 2016.

To book your next meeting please contact our events team on +61 2 4384 9111 or email meetings.terrigal@ihg.com

Terms and conditions apply. This data projector and screen package is valid for bookings made up to 31 August 2016 and must be held between 30 April and 31 August 2016. Valid for conferences only with a minimum of 20 delegates. Winter beverage package includes House Beer, Wine or soft drinks. Free Wi-Fi is available within designated areas for IHG Rewards program. Subject to availability and not valid with any other offer.
Family favourite welcomes corporates

**PROFILE**

By Di Bartok

TOONGABBIE Sports and Bowling Club offers the intimacy lacking in larger clubs with all the scope for catering for functions up to 200 people. Whether it be a special birthday family event or a corporate function, this popular club can cater for your needs.

The versatile function space can have gatherings as small as 30 up to the business events of 200, with a 70 inch LCD screen that can run slide shows or movies direct from a laptop.

Club CEO Andrew Lauridsen said the club aimed to make the booking process and set-up for corporate functions “as simple as possible”.

“We understand you don’t do this everyday, but we do, and will ensure you get everything you need for your event,” he said.

“With ample parking and post function facilities available on demand for you and your guests you can’t lose.”

Mr Lauridsen said the club’s prices were “hard to beat” as it was first and foremost a community club.

With well kept bowling greens, a rarity in suburbia these days, the club is the ideal venue for corporate barefoot bowling days.

Mr Lauridsen said barefoot bowling was “a great bonding exercise” for companies.

“there aren’t many bowling greens around these days so that’s something we can offer people,” he said.

Apart from corporate events, the club has a lot of family parties, such as 18th and 21st birthdays, engagements and the occasional wedding.

But, functions aside, the club is essentially a place where families and the working man all fit in and feel at home and enjoy some top club acts.

Every month, there is a popular act, often the best tribute bands in the business.

Acts coming up include Austen Tayshus, Abbalanche, The Beatnix, The Radiators, Powerderfinger Tribute and Tom Jones and Engelbert Humperdinck tribute.

For more details, go to www.toongabbiesportsclub.com.au

There aren’t many bowling greens around these days so that’s something we can offer people.”

– CEO Andrew Lauridsen.

At Toongabbie Sports Club we can cater for any private event including seated dinners for up to 220 or smaller more intimate gathering as small as 30.

We will make the process as simple as possible for you and your guests, with ample parking and post function facilities available on demand for you and your guests.

Our two primary functions spaces have 70” LCD screens and microphones if required, as well as most of your others needs for training sessions or seminars.

Being a local club our prices are more than reasonable and any of the catering packages can be modified to suit your exact requirements with Working Lunch packages starting from only $15.50.

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Merrylands has one of the best function centres around in the Holroyd Centre, recently upgraded to make it more appealing for business and celebratory events.

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Manager Stephan Leroy said that his resort also featured a variety of convenient services, which include private parking, wifi access throughout the hotel, a self-service business centre and concierge.

Whether for day or residential conferencing, attendees can take advantage of all the delights of the Central Coast on any extra time they have.

“The Central Coast is renowned for its pristine beaches, its exhilarating water-based activities and its easy, laid-back culture,” Mr Leroy said.

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Above and below: images of the pristine Kooindah Waters.
COMMENT

By Di Bartok

There is no doubt that the right keynote speaker draws people to seminars, whether they are industry-based or aimed at the broader business community. Chambers of commerce and business chambers are skilled at bringing the right people to address events, which are usually held at lunch at a well-placed venue - and that does not always mean political leaders.

While the business community likes to hear from political leaders to find out the latest about infrastructure and business incentives, having entertaining speakers who know how to make statistics interesting always shakes things up a bit.

Demographers and social researchers such as Mark McCrindle and Bernard Salt are eagerly sought after by the media for their pithy and entertaining take on society, especially when they help us understand where we are at and where we are headed - all based on solid research.

These two gentlemen, based in Western Sydney, know how to present fact and figures in an entertaining way that people can understand and remember.

Backed by a team of researchers, McCrindle and Salt are in hot demand at chamber and industry lunches and seminars. Both highly acclaimed authors, their words are eagerly lapped up and always give food for thought.

At this year’s Parramatta Chamber of Commerce State of the City Address, Bernard Salt presented some interesting facts and figures to a rapt audience.

Apart from showing that the most recent of the big companies in Australia started in 1924, and bemoaning the fact that business leaders do not become Australians of the Year, he threw in a fun stat that Harris Park is the bachelor capital of Sydney.

And that is how social researchers, with their gift of the gab, bring business lunches alive - presenting fact as entertainment.

It is a gift that McCrindle has as well, as he appears at more business gatherings.

Both men write for the media as well as books and appear all over the country.

Above all else, they love to talk but, unlike politicians, they also like to listen.

You can check out McCrindle at mccrindle.com.au and Salt at bernardsalt.com.au

Chambers of commerce and business chambers are skilled at bringing the right people to address events, which are usually held at lunch at a well-placed venue - and that does not always mean political leaders.”
Sugg’s winning ways pay off

**PROFILE**

By Di Bartok

H is former life as a tennis coach has taught Michael Sugg how to hit hard to win. And the fast-talking Englishman has certainly lobbed some winners home for the Western Sydney Business Connection since taking over the top job three years ago.

Mr Sugg's expertise in turning associations and organisations around led the WSBC board to approach him to help boost their ailing organisation.

Starting as general manager and now CEO, Mr Sugg has hit the ball out of the court, with a membership of 100 and 3,500 engaged businesses throughout Western Sydney. “Since taking the job, I have positioned WSBC as a key stakeholder in the west, with the best business leader networking events in the region,” Mr Sugg said.

“The organisation had been seen as an old boy’s luncheon club and the numbers were going downhill.”

Mr Sugg has worked hard with the board to come up with member-driving strategies such as having events with prominent speakers that addressed the needs of a wide range of businesses, updating the member database, making the website more informative and engaging and keeping members updated on events and business news.

“It was a matter of working out where we sat in the market-place in relation to other businesses organisations,” Mr Sugg said.

“The chambers of commerce tend to be for local and micro businesses, the Western Sydney Business Chamber headed by David Borger is more of a lobby group and WSBC is aimed at business of five to 10 or more employees across the region.”

WSBC concentrates on holding about six key business leader events a year, with networking sessions beforehand as well as forums.

WSBC's major event - billed as the most important event on the Western Sydney business calendar - is the Annual State of the Region Address, where the Premier talks about government policies initiatives affecting businesses in the west.

Even that event, run for six years by WSBC was going down in numbers until Mr Sugg stepped in.

“I am proud that last year’s event drew a crowd of 600, a strong number for any event. But Mr Sugg is not one to take all the credit for WSBC's success.

“It really is a team effort and I could not do the job without my events manager Tracey Dawson and Julie Falcon who takes care of membership,” he said.

Mr Sugg has delivered on the main aim of WSBC, as elaborated on its website: to deliver business connections across Western Sydney that generate brand awareness, leads, learning and engagement, resulting in economic and social growth for our members and the region.

It is not only the WSBC board and members who appreciate Mr Sugg's expertise - he is regarded as a business leader in the region, with Deloittes asking him to be part of its ‘Western Sydney Economic Development’, ‘Health’, ‘Infrastructure’, ‘Building Better Businesses’, Western Sydney Employment' and ‘The State of The Region’.


New programs include the WSBC ‘SME Growth Program’ and the WSBC ‘Knowledge Connect Program’. These will include a variety of research, content and new products and services aimed at growing Western Sydney businesses and strengthening the social, economic and employment opportunities within the region.

Working as a key stakeholder in Western Sydney alongside other groups and organisations, we will strive to deliver a member experience that generate brand awareness, leads, learning & engagement, resulting in economic and social growth for our members and the region.

As we head towards the end of another financial and membership year I am pleased to report a significant increase (70%) in attendance at our key events in a crowded marketplace.

We now regularly attract 250-300 attendees from a variety of industries and all at senior levels.

Our key event of the year, The State of The Region event, delivered by the Minister for Western Sydney and Premier of NSW, achieved record breaking status with an audience of 600, that's an increase of 80% in the past twelve months.

Heading into the next membership year we are working hard on bringing a new three year strategy to the WSBC Community, with innovative programs and further opportunities for business connections that generate brand awareness, leads, learning & engagement, resulting in economic and social growth for our members and the region.

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**C AMPBELTOWN** City is located at the epicentre of one of the most significant growth areas in NSW, and is quickly becoming the major economic, service and social hub of south west Sydney.

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With significant existing infrastructure, major transport links and regional sporting and cultural facilities, Campbelltown is well positioned to support the growing Macarthur region and attract a wide range of industry and development.

Campbelltown City Council is committed to engaging with industry to invest in the city. Find out for yourself why Campbelltown is the place to LIVE WORK PLAY INVEST.

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Making Western Sydney Greater is a collaborative project between William Buck, St. George, Western Sydney University, and Western Sydney Business Connection.

Analysing the experiences of business owners and managers in Western Sydney, we identify issues specific to the region and drive positive change.

William Buck’s commitment to supporting the private business community began over 120 years’ ago.

To find out more about us, or register for the survey, please phone 02 8263 4000 or email research@williambuck.com

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The award-winning Rosehill Gardens has a new look and feel offering a contemporary suite of spaces catering for a diverse range of events from intimate meetings, to large scale lifestyle exhibitions, product launches, corporate events and outdoor festivals.

A total upgrade of an estimated $28 million is aimed to improve and enhance the experience for guests at Western Sydney’s premier events centre and racecourse.

We hope you continue to enjoy the fantastic event options available at Rosehill Gardens.
A HOME-visit health-care business that is thriving by being client-driven is no longer dubious about private equity financial help after attending the WSBC Major Business Leader Lunch on April 28.

Alexandra Conroy from Reliant Health-care operates in a niche market and did not think she fit the profile of a business that would attract private equity finance.

Ms Conroy told WSBA after the event that she had been dubious about the benefits of private equity financing, should she need a financial boost further down the track.

"I thought I would have to give up control of my business but after hearing the speakers at the lunch, I realised that a private equity partner would help me run the business and offer me expertise," Ms Conroy said.

It is something I am more inclined to think about for the future," she said.

Ms Conroy started her business with her nurse mother three years ago when she realised there was a gap in the market for in-home nursing and general care for ill patients - including the terminally ill.

She amused the guests by relating a story of how a terminally-ill patient she wanted to drink all the wine in her cellar so her ex-husband couldn’t get his hands on it.

The event, called Building Better Businesses, gave the lowdown of the venture that husband couldn’t get his hands on.

"It is something I am more inclined to think about for the future," she said.

After a short introduction by WSBC CEO Michael Sugg, the informative presentation started with Yasser El-Ansary, CEO of Australian Private Equity and Venture Capital Association (AVCAL) explaining the intricacies of private equity and venture capital investments from firms wanting to invest in companies that need an injection of cash to expand.

In a new format for WSBC, he was followed by talks and panel interviews with Jason Cachia, managing director of Evolve Private Capital; Nick Holden, founder and CEO Modular Innovations; David Hagger, partner corporate finance Deloitte; and Joseph Rizk, CEO and managing director of Arab Bank Australia.

Mr El-Ansary said companies that had "been getting by on the smell of an oily rag" and needed more cash to expand could get that help from private equity firms, rather than going to a bank.

He said that companies may need an injection of cash from a private equity firm when they wanted to expand and were not getting enough capital from a parent company.

While venture capital was for start-ups early in their development, Mr El-Ansary said essentially the two types of financing were the same industry.

And it was an industry that was boosting the Australian economy.

"It is a significant slice of our GDP - adding $59 billion pa to the economy, supporting half a million jobs," Mr El-Ansary said.

"The economic contribution (of the industry) is on a par with coal mining, employing more workers than the auto industry".

Mr El-Ansary pointed out that private equity companies do more than just inject cash - they can take an active role in helping to run companies.

"Private equity companies do more than just inject capital - they can help companies develop staff, improve the culture, or the supply-chain processes, improve economies of scale, putting excess cash to better use - it could be any number of those, and that’s what is the good thing about private equity financing," he said.

The stats from AVCAL show that 70 pc of private companies injected additional capital, 85pc introduced new managers to drive growth and 90 pc introduced new operational practices.

Mr El-Ansary said private equity firms, after raising the cash in the market place, would invest in a company for a fixed term, either 2 to 3 years or 5-6 years before selling off its investment.

"Half the firms, most from super funds," Mr El-Ansary said.

"Private equity companies don’t tell the businesses how to run their companies - they are it together and ideas are bounced around," he said.

"Private equity accelerates what a business was going to do, but a bit faster." He pointed out that a partnership with a private equity firm helped businesses in a different way to lending institutions.

"It is like having a personal trainer when you need to be pushed," Mr Holden said.

As well as discussing the benefits of PE funding for capital growth and specific business examples, the guests also heard how financial institutions work with PE firms in supporting their clients’ needs.

In a conversation with WSBC CEO, Michael Sugg, Mr Rizk, representing Arab Bank, said it was important that lending institutions had good relationships with businesses but he said the relationship was different to the one between a business and private equity firm.

"It is important that the relationship between a bank and client is discreet but a bank does not get on board with you to the same extent as a private equity partner does," he said.

But he said companies still needed to have relationships with banks and stressed that those relationships needed to be “open and honest”.

In the final four short presentations, guests heard the financial advisors perspective from Deloitte Corporate Finance Partner, David Hagger.

In a fun and engaging conversation with his client, Alexandra Conroy, CEO and founder of Reliant Healthcare, guests heard how important it was for businesses to understand their knowledge and providing the business owner with enough information to make an informed decision on their capital funding.

In speaking after the event Michael Sugg was very pleased with the feedback on WSBC’s new format and commented on the amount of people speaking to him and all speakers post the event.

During the discussions the topic of pursuing an IPO came up regularly. It can be a great way to raise capital and allow founders of businesses to take some "cash off the table". Deloitte has recently published its 2016 IPO report and if you would like a copy of the report WSBC would be pleased to forward it to you – please contact Michael via email.

In addition to a great and informative lunch, WSBC provided copies to all attendees of the latest Making Western Sydney Greater Report.

This bi-annual report in conjunction with William Buck, St George Bank and Western Sydney University is also available to download from the WSBC website.

WSBC’s next Business Leader Luncheon on the subject of Infrastructure is on Wednesday 8th June 2016. Registrations are now open and there are some event sponsor opportunities available.

WSBC also encourage you to follow them on Twitter @WSYDconnect and to join their group Linked In page, where you can keep up to date on all news and updates on Western Sydney that will affect your business.
CAPTURING BUSINESS GROWTH

Jim Taggart: Good morning, ladies and gentlemen. On behalf of Access and also KPMG, our sponsors today, a very warm welcome to each and every one of you. Marty, on behalf of Access and all of us here, thank you so much for your kind invitation to be here at iFLY, a very innovative and very significant concept in the confines and context of what we’re going to talk about today. I know each and every one of us have individually had a look around and understand the concept and how it fits into the business world. So thanks for having us this morning.

Marty Lewis: You’re welcome.

Jim Taggart: Today you’ll notice that we’re looking at the whole world of business growth. And within the confines here, we have some very, very significant people – in fact, all of you. You haven’t been asked to make up the numbers. You’ve been asked here because of your intelligence, because of your experience and what you bring to the table. So without further ado, let’s start off. And the way we start is just simply saying a little bit about you. It’s only a minute gone. And I really want to get into the richness of the dialogue. So let’s start with Hardeep.

Hardeep Girm: Sure. Thanks Jim. My name is Hardeep Girm. I’m the Managing Director of a company called Know My Business. It’s been around for four years and helps companies get introduced to opportunities.

Continued on page 34

My advice to business today

Michael Walls: Add value to your clients and yourself, be resilient and evolve with innovation and opportunity.

Michael Todd: My advice to business today is: keep one eye on the present, one eye on the future.

Mark Stevenson: My advice to business today is: get the right people on the bus and engage them.

Kate Speare: My advice is to find the partnerships that will help you get where you want to go.

Matthew McCarron: My advice to business is to recognise that intelligence and creativity is the currency of tomorrow.

Martin Lewis: My advice to business today is create the growth which will support your business specifically.

Jim Aitken: Serve your customers business today and 15 years ahead, and develop new ways to do business.

Hardeep Girm: My advice to business is: always add value to other people’s businesses as well as your own business.

Michael Todd: My advice to business today is: keep one eye on the present, one eye on the future.

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Continued on page 34

iFLY Round Table in action.
Those organisations that are finding it difficult to find other organisations to do business with, so, the key focus for them is about business growth. And we are successful if we are successful introducing the right company that can help our clients grow. So, certainly, the bottom line for the organisation is to be able to find the right business partner or business customer.

Jim Taggart: Let me just say to you with regards to Hardeep, I know of at least two and possibly another case where in excess of $1.5 million worth of business has come about as a result of contacts that you do that we were talking about. Thanks Hardeep. John?

John Wayland: I was trained as a chartered accountant and went into my father’s firm. I gave that away to build the Prime Minister and Cabinet’s rooms in 70 Phillip Street, and my father had built buildings. I have been chairman of a publishing company, advised Singapore – Fijian companies and then more recently, I went to Newcastle to work as a shareholder in a steel company. So I became passionate about regional Australia. I was a member of an organisation called HunterNet, which is a very good precedent for this area. And I became passionate about manufacturing. But I think that this area – Western Sydney – is a model for all of those sorts of growth areas.

Jim Taggart: And we’re going to get you to talk about. I’m really looking forward to it. Jim, my good friend?

Jim Aitken: Well, I’m a local real estate agent. I’ve got eight offices – plus nine businesses – restaurants and bits and pieces – and I’ve been self-employed for 50 years. I’ve just worked into the community, really. I’ve grown up with this community. I’ve become endeared to it as they’ve become endeared to me. And I’ve been finding disruptors all my life, in a sense. But disruptions are the ones that you make your money and make your growth, and the opportunities come from disruptions. And no greater time than now for disruptions, with all the things that’s happening with Uber and the way the society has changed.

Jim Taggart: Alright. Thank you, Jim. And I think for the purpose of everyone, they should know that you’ve been Mayor and Deputy Mayor and Councillor. Michael.

Michael Walls: I’m Michael Walls - the Publisher of Western Sydney Access News. We have a newspaper in Western Sydney and one in North Sydney. Western Sydney’s been around for seven years. We have most of the major Councils and a lot of major business as clients; we work well with KPMG and Know My Business. We like to think we’re the voice of progress and business in this region. Thanks to everyone for coming today.

Jim Taggart: Marty? Marty Lewis: For those I haven’t met, so I’m Marty Lewis. I’m the facility manager here at iFLY. My background is sort of 18 months ago I was a maintenance planner after a rest from being a rugby League player and I went back to uni and I ended up as a maintenance planner. And I was at a training day and I decided that I couldn’t end up like any of the people who were in the training day. So I went back and did my MBA. And then I went and learned how to skydive. And I thought that’s a cool thing to do.

Jim Taggart: Thanks Marty. Marty Lewis: I’ve just joined Penrith City Council to help implement Penrith Progression and particularly to help build the New West. So my role involves trying to build partnerships with developers; sometimes working with developers who have already got projects going. Also, trying to leverage Council’s property assets to see how we can contribute to Penrith’s growth. So I’m part of the Economic Initiatives Team and very excited about the potential that Penrith has.

Jim Taggart: And Kate, that’s one of the questions, I can just say, we can put on the table. It’s really interesting how Councils in general are trying to leverage their assets. Mark?

Mark Stevenson: Morning. Mark Stevenson. I’m the Managing Director of Bell Partners Finance. That’s the finance division of the Bell Partners accounting group. We’re effectively finance brokers. I think the things that we do that are a bit different is the customer service side of things – whether we’re dealing with a really high net worth individual or a high profile person or a mum and dad or a young individual, they get the same level of customer service. They’re going through the same process. So it’s not like someone making $5 million a year is going to get treated any different to someone making $55,000 a year. We really specialise in really bespoke and complex transactions. Like, we’ll actually often be talking the banks how to do their job in particular types of lending.

Jim Taggart: Thank you, Mark. And again, thank you for being here. Michael, my good friend.

Michael Todd: Michael Todd of the Western Sydney Business Centre. In June 2015 – we rebranded after being 28 years known as the Business Enterprise Centre. We’re still BEC, still a member of Western Sydney Business Enterprise Centre. We have offices Katoomba, Hawkesbury, Parramatta, Penrith is our base office, and we also work at Blacktown Council to service Blacktown. That’s where my day job is. I’m a business adviser to the stars because I sit here with a success story next to me. Look, we specialise across Western Sydney in business advice.

Face to face. That’s our primary bread and butter. We’re not a profit organisation. We hold all the significant state, federal and some local government contracts to deliver business advice. So 50% of our income is drawn through that. The other 50% is being on a contract with such big clients and helping them grow.

Jim Taggart: Paul van Bergen - Paul van Bergen - Tax partner with KPMG. The role involves talking to and helping locally successful companies get some money back from the federal government in terms of product development, process improvement, increasingly spending time with start-up companies and helping companies that have good ideas to actually incubate their technology in partnerships with people like Western Sydney University, to accelerate their growth. I think we live in very interesting times and it’s a great time to be in Australia and passionate about innovation.

Jim Taggart: I’ve worked along with Paul and I’m amazed at what’s happened particularly in R&D. It’s just amazing. It really is. David.

David Pring: I have the great privilege of leading the KPMG business in Western Sydney. Tax structuring and advice is my core personal skill, if you like – particularly with private companies to complex companies and family groups associated with those businesses. Western Sydney is transforming dramatically in almost every area you look at – be it with employment, be it population, be it education, health and from a business point of view. Lots of companies – that transform from being domestic players to being globally competitive is quite a journey. It’s a very interesting journey as, every time there’s a change, there’s opportunities to help them, opportunities to see, transformational stories which is good for the region, good for companies and good for individuals.

Jim Taggart: Thanks David. Let’s get right into it. Today is talking about business growth. I want to throw that out to you. What we actually mean by that concept – what does that say to you, when you’re helping businesses grow? You want to do those things. But are we on the same page when we’re talking about business growth? Mark, can I ask?

Mark Stevenson: Yeah, I think growth, from my point of view, the default position tends to be about the top line. So, about...
Jim Taggart: And I want to pick up on that – this organic, inorganic growth, with regards to this globalisation and all of those big terms that we’ll look at in a moment. I’m just really interested: why then is the perception in that – in the business particularly small to medium sized business – that revenue is the ace in the pack when they talk to people: ‘We’re a $10 million turnover, or we seem to always talk about that as a definition within business growth.

Kate Speare: Well, I’ve got to pull you up on that. You’re here for a reason. So please. Kate Speare: Thank you. My focus is on helping businesses use their properties that they may own or occupy, for example, for value; particularly if they would like to re-construct that and build something bigger. So, I guess I’ve got a sort of outside view.

Jim Taggart: Great answer. I must just shout back to Jim for a moment in the sense of being more open, and not so tight and revi

Jim Aitken: Well, it’s going to be reversed. The CBD is going to stay as it is. It’s too tightly held by people that don’t want to invest. They’re going to people who are coming in from the US, that kind of thing.

Jim Aitken: We’ve got to pull up the gate on that. That’s what the guy on the opposite side of the world – it’s something we’re going to potentially sold to another channel. And I’ll say: ‘That’s why we want to make those pathways. We need the return flights. It’s more than good that we have people come in the door and when they walk out of the door, and how well all the pieces of the puzzle fit together. And I believe we’ll be able to do that. So experience, from the time they walk in the door and when they walk out of the door, is positive in every aspect, then they’ll come back. I want to make those pathways. At the moment those pathways are a little bit blurred for how do they come back, how are they going to get back. We need the return flights. It’s more than good that we have people come in the door. But from my side of it, and a big part of the growth strategy which is not revenue based – revenue would come out as a by-product of this – is creating that consistently customer experience between when they walk in the door and when they walk out of the door, and all of that revenue performance, but for a range of reasons that I’m sure we’ll get into as we work through this session.

Jim Aitken: Yes, I think...”

Jim Aitken: Let me know! I think...”

Jim Aitken: ‘We have to do this. OK. It’s going to be reversed. The CBD is going to stay as it is. It’s too tightly held by people that don’t want to invest. They’re going to people who are coming in from the US, that kind of thing.’

Michael Walls: Where was the redevelopment of the CBD, Jim? Is that something that will drive the city?

Jim Aitken: Well, it’s going to be reversed. The CBD is going to stay as it is. It’s too tightly held by people that don’t want to invest.

Jim Taggart: I’m going to go to Hardee in a moment. But John, I was picking up signs of your body language do you want to make a comment?

John Wayland: I gave away being a chartered accountant because my brother went into Liquidations. So I was sent in by banks to try and work out what companies were doing. I would say that 95% of businesses that I went into didn’t know where the cash flow was – didn’t have a clue. Walk in and say: ‘Can you pay the wages at the end of the week?’ And they’d say: ‘Well is this bloke pays me and that bloke. And then the other. And I’d say: ‘Stop. That’s excess. I don’t want excess. So they don’t understand cash flows. That’s the first thing. You want to know about growth – it’s the improvement in the cash flow – because if you’ve got quality earnings, you’ve got gross profits out of the widget that you make, you’ve got quality earnings. So firstly, they don’t understand cash flow. It’s staggering, isn’t it? Proprietary.

Jim Taggart: I want to come to Hardee. But why I opened with that question of what is business growth: around the table it means different things to different people. Hardee.

Hardeep Girn: Picking up what John said and also with Mark and also with Paul – I think when you’re talking about revenue, the starting point of being able to sell anything is going back up to product – is the product going to be something that’s going to be worthwhile? Is there a proposition? Is there a market for that product? You haven’t got anything to sell unless you actually have an evolution of where you’re at. So, you can have a spot check on what the revenue position may be and what the profitability may be. But until you actually know that product’s in decline or it’s going to potentially sold to another channel or packaged up in another way then you really don’t know what the evolution will be. So, I think with yourself, Marty, and having IFLY, the proposition to me is that you’re not just based in Western Sydney and you can service the people around here. But being the first indoor facility such as this within Australia, you’re going beyond just a Western Sydney marketplace. You’re going to people who are coming in from overseas, who may want an experience.

Jim Taggart: I want to go to Hardee, and I must say, for the first time ever, I’m actually interested...”

Kate Speare: ‘Well, I’ve got to pull you up on that. You’re here for a reason...’

Kate Speare: ‘My focus is on helping businesses use their properties that they may own or occupy, for example, for value; particularly if they would like to re-construct that and build something bigger. So, I guess I’ve got a sort of outside view...’

Kate Speare: ‘Thank you. Well I guess for me in the role of the Council, how is that defined...’

Kate Speare: ‘Thank you for that, Marty. Kate...’

Kate Speare: ‘To pick up on your point, Council’s been doing a lot of work around trying to understand the industries that we want to attract to Penrith, one of them in particular we’ve been working on is the Adventure Capital. We have so many tourism recreation facilities in Penrith. And it’s one of those hidden gems of Sydney that it’s not particularly well known. So I think one of the roles for Council is in supporting our policies and our framework so we can support businesses, promote and market. And so, I’m thinking that one of the things that I’m focussed on doing is trying to remove those barriers to business growth. So I’m actually trying to work in partnership with people...’

Jim Taggart: Be more specific. What barriers?

Kate Speare: ‘So a recent example that I’m working with is where people actually want to come in and invest in Penrith and get a development happening. But they can often find Councils quite challenging to deal with in that there are different departments and different advice, and conflicting advice. And so, that’s where I’m sort of stepping in to co-ordinate and filter that advice, so that they’re getting one consistent message and actually building a partnership relationship with them to sort of in some ways hold their hand through the process – to be that person who can help smooth out – because the holding cost and delay and perceived difficulty in getting approvals – those are all barriers. I think that’s where the new Economic Initiatives team is trying to work, to try and smooth that process out and make it easier to invest in Penrith and therefore strengthen our ability to compete in the Sydney market. Like: come to us instead of other Councils because we want your investment and we want to work with you. I think that’s part of a changing message for Councils – which traditionally it’s: ‘we’re government, and a regulator, and can be difficult to work with. But getting more of that enterprise mindset to say: Actu

Hardeep Girn: ‘I was on a field trip over to the UK earlier this year, for my own business. There are quite considerable publications within the US, that have inputs from different organisations that are within a regional area. So it might be the City Council, or it might be the Chamber of Commerce, it might be the incubators, it might be media and it might be real estate. What they do is, they have a single proposition document. It’s just a magazine, once a year that actually has all the economic data to actually then say: Well, this is the number of homes that have been sold, this is the driving distance and timing form here to here, as one part of the region. But that type of publication doesn’t exist to a great ex- tent within the Australian market. And within Western Sydney we all know, there’s ground being broken with new developments, it’s a great time to actually have something like that in place, so you can have the inputs from the different experts that are out there to be able to say: this is an attractive place to do business – because right now, back to the travel strategy, ...
there isn’t a single tourism strategy for the whole of Western Sydney.

John Wayland: And as somebody working in Council, I find it fascinating – because we’re doing a lot of work to build the brand. So we’ve got the marketing and marketing material that’s starting to look quite consistent and deliver that message. But what I find fascinating is that, when we’re competing with other Councils to get investment from Western Sydney to come specifically.

Michael Walls: Brand Western Sydney? Is there such a thing? – and it’s a basic question – do businesses understand the fundamentals of their business?

Kate Speare: I think it’s really hard. And I don’t know if it’s ever been really successful.

Jim Taggart: Can I come back to that? Sorry, I’m talking about this idea that we’ve got here.

Mark Stevenson: I was in business with an engineer who had an honours degrees in thermodynamics.

Matthew McCarron: I’ve got a one-year-old.

Mark Stevenson: I had an honours degree in thermodynamics. He was a director. But he had no idea of the Companies Act, no idea of what he had to do. If you said: Section 588, well then he thought it was something out of the Bible. I mean, walked in and I had a fitter and turner who had drawn up the agency agreement with the distributors. He was a fitter and turner.

Jim Taggart: OK, John, you made a comment. You said you took a business from 6 to 10. That implies to me that you were the person who did that increase. Is that what you’re saying?

John Wayland: Absolutely. Distributors in Russia, China – keep going.

Jim Taggart: No problem. I just want you to understand what I’m just trying to say. So, fundamentally, in what you’re saying, getting the right people to help in business growth is critical. That’s – I’m just trying to draw some conclusion from your statement.

John Wayland: Correct. And luck. And luck.

Jim Taggart: Well one of the questions we’re going to talk about is networking. It’s really critical about getting quality information in doing things. And I want to talk about that because a number of you have personal relationships with that, I can ring up. I’ve run my company for the last couple of years. We start with these ideas. I think fairly superficial things – revenue, because it looks good. But I’m doing over $3 million, or I’m employing 62 people and so on...

Michael Walls: Because I believe in luck.

Jim Taggart: But I think it’s making your own luck. It’s picking the right solicitor, doing your research, due diligence, and picking the right person – same as networking, getting into that topic. You’ve got to put yourself into the position to get that luck. You might call it luck that I’m here today, John, and I call that luck – but it’s not. We’re going outside our comfort zone to come and meet today – taking time out of our day. I call that making your own luck.

Jim Taggart: Please, Matt.

Matthew McCarron: I think part of it is the fear of failure. I think one of the problems associated with the rise of the professional manager within businesses is that too many people want to be successful.

Jim Taggart: What you were saying about people being aware in management and seeing management where it’s taking risks, I think that stems all the way through the organisation to the person at reception. Nobody wants to put their hand up. And it’s a bad culture. OK, it’s a mistake to make. Put your hand up and say: I did that. I made a mistake. I’ll learn from it. I’ll go on next time. I think generically in the last couple of business that I’ve been involved in, I’ve seen a lot who are so afraid that they never want to do anything wrong that they never do it right so they sitting in a mediocre like Wonderland where it’s just average and it kills the organisation to the person at reception.

John Wayland: Nobody wants to put their hand up. And it’s a bad culture. OK, it’s a mistake to make. Put your hand up and say: I did that. I made a mistake. I’ll learn from it. I’ll go on next time. I think generically in the last couple of businesses that I’ve been involved in, I’ve seen a lot who are so afraid that they never want to do anything wrong that they never do it right so they sitting in a mediocre like Wonderland where it’s just average and it kills me. But I think it something that, as management we also have to be: OK, let’s take a risk ourselves. But give our employees the opportunity to fail and learn. And not in when they are going to get the house, but where they can – enough that they would fail and learn and it’s not a dramatic outcome for the business.

Matthew McCarron: I’ve got a one-year-old at the moment. He’s learning to walk. It’s been fascinating to watch him – watching him learn how to walk. He’s constantly falling over. He’s bumping his head. But he gets up back and he tries again. And he’s getting better at it each and every day. There’s a natural process to learning and improving and he’s developing skills through experimenting and trialling different ways of doing things.

Jim Taggart: And John, I’ll come to you in a minute. I want to go to Paul. But that also happens when you get older as well – so, for different reasons. The question behind that is: why did you make that mistake?

Matthew Lewis: Very quickly. I think the second tier on that is sometimes we don’t dig deep enough. Technically, we call it the root cause analysis. But we solve the problem which is only the surface problem and we don’t solve the real reason as to why that happened. Like, let’s go deeper into the why and really eliminate that problem.

Jim Taggart: Paul, just your reflections, because we started with business growth – why I’ve asked Paul to reflect on this is his area of expertise, amongst many, is a chartered accountant in R&D. Paul, I think 500 partners or thereabouts – and 5,000 staff or so Australia-wide in KPMG, that’s Paul’s area of expertise. How does that fit into your understanding and reflections upon business growth.

Paul van Bergen: Reflecting perhaps on Matt’s example of the one year old. And we all start out naked and afraid. If you’re a business that wants to grow, there needs to be a mindset that says: OK, I don’t know where I am, hopefully, John. But I know that I want to go somewhere else. Quite often, with small companies, you see the owner trying to do everything themselves. But like the one-year-old, they need an infrastructure and support. You need to get the lawyer; you need to work with the accountant. Use your money wisely as you’re doing that, but don’t try and do it all yourself. You need to be able to grow up to scale up. You might have a particular expertise. Work on your strengths and make sure that you work with other people who give you a better chance of success. John talked about Corporations Law. I mean there are some quite draconian provisions. And one of the things that’s coming out of the National Innovation and Science Agenda is a softening of the Insolvency Laws so that people – so long as you’re fair dinkum about your business, basically you’re less likely to lose your house from insolvent trading if you’re going into a new business. But that doesn’t mean you should try and trade insolvently. You should work with somebody who can assist if you’re not good at cash flows, work with somebody like David who is good at cash flows and make sure that the financing package you put together doesn’t send you broke. Working with people is the key skill. It’s the ability to collaborate to grow, rather than necessarily try and do it all in-house.

Jim Taggart: Thank you for that. Just a little quote on R&D in business growth – how important is it?

Paul van Bergen: Obviously there is a lot of change that is going on at the moment – if you look at what’s happened in the last five years – and there’s been tremendous change in business models, in technology available, etc. 10 years ago, if you wanted to have an internet business, you’d have to spend about $5 million to get your first sale. Now you can do that for $1,000. Trouble is: you’re the guy who spent five million bucks and think you’ve got a monopoly position, because there’s probably a thousand people who are going to spend 5,000 bucks who are your new competitors. You have to develop new technology. You
have to buy something that people want. You have to create something that people want to buy. That means you have to find a way to lower your cost of R&D by making sure you do things like claiming R&D incentives, that you access to the sort of support that is available. Particularly around the small business space, there's a lot of support for agile innovation. Whether it's, things like the Business Enterprise Centres at the very small end, the Universities are now being encouraged to push out high through the small and micro enterprises have got to learn a lot. But there's support for them. Yesterday, the government announced – in the grug grant to pay for small businesses getting a concept with overseas reserve. Now 50 grand doesn't cover a lot. But it means you've got a foothold to prove that your product works. And then you have the conversation with the Asian investor.

Jim Taggart: Here's two words I want to put together to see if we've got any substance, because firmly believe that there's a real fragmentation in business growth for small business. And the words I put together are what are called 'infrastructure archetypes'. To me there's a lack of infrastructure. And I just don't mean physical things.

Jim Aitken: Some small businesses go from one step to the next. You know. There's a saying that says the person that knows how will always have a job or be employed. The person that knows why will always be the boss. But when you go further and you say what that really means to me in the context that puts value against affordability. I can go out and gloss my business right over the top. If I lose competitiveness, I won't break even. I don't go too far above what the competition is - just a little bit - you've got to grow slowly.

Hardeep Girn: There's something really interesting we're finding in our business. Where the opportunity is now quite considerable in this landscape, there are still small business owners that are coming to retirement - or there might be a business leader who says, well, we can't scale. We don't have the capability. And now that's relevant. Or are we at that point where we actually want to buy in that capability. We're at that point when we want to engage.

David Pring: I can only keep looking at that from the perspective of the person that, belief is that and we want in growth. Quite often it's to remain relevant. Quite often if we don't grow, we go backwards. We don't grow, don't remain relevant to our customers? Do we remain relevant to our communities? And if we don't, then we are no longer relevant for our employees either. Growth is an imperative. That story of the one-year-old learning to walk the whole growth journey is something that we want to see to continue. In terms of how to grow, I think is secondary to the why. The how is to - are we growing and what skills are we growing to add more capability than what we currently do. I think all of those questions will be interesting to explore.

Jim Taggart: I'd agree very much. And the other thing is that we've not really looked at is the different generations. I find there's a real transformation in ownership of businesses. People want ownership, however you find it that sense of I can call you, when we had our business, I can tell you of at least three or four people come to you who run with these things. I can't tell you, when we had our business, I can tell you of at least three or four people come to you who run with these things. I can't tell you, when we had our business, I can tell you of at least three or four people come to you who don't like the product and you don't like the people, then I cut out 10,000 or I cut out 5,000 or I cut out 200,000. So, it really is a lot on a every level dealing with people, creating that unique customer experience. I believe we have one of the best products in the world – the best products and service for a whole range of things. It's just about providing the right pathway and the right access for you guys to deal with that. It's creating the opportunity. I'm not a big believer in pushing and chasing and, you know, come to this, and come to that. It's being in front of mind so that you - do you know: hey, we're thinking of this, and you know about what we have. So, it's creating that knowledge for you of what we have and what we offer so that you can then fit that and we can tailor those packages to make sure.

Jim Taggart: And I appreciate that. Let me ask you this question. I'm hearing that from you. But how is that translated now onto your staff, because you talk about experiences. Michael Todd: I think with staff, it's providing probably 50% of the knowledge, the skills, as much as you can pass on to those staff, of course. But it's empowering to go and do. Where we talked about empower your staff to go and represent your business.

Jim Taggart: Michael, they're really nice words. What do they mean? Michael Todd: If you've got one - if you've got five - let's say you've got five staff in a small business. Five staff, one owner. Obviously six people in a network are a lot better and have more of a reach than that one person. So it's empowering your staff, teaching them those skills and letting them go out and network as well. Is that what you're asking?

Marty Lewis: I think it comes back to recruitment. For me speaking personally, it's about having the right person in the right spot within the business. I might have a great accountant, and they're fantastic. But if I put them on the front desk and they talk to people like this, and they can't do anything and they're not sure how things work, then they're not – they may be a great person with a great skill that I need in the business. But if I put them in the wrong box, then they're damaging my business. So, for me as a management, it's putting the right piece of the jigsaw puzzle – human jigsaw puzzle – which is our most valuable resource as far as I'm concerned – particularly with this business. It's putting the right piece of the human jigsaw puzzle in the right place, and then it's giving those people the framework to bring enough of them into it that it's valuable, but it's also giving them a framework to work around. If my staff don't know why they're doing these things or why I'm asking them to do these things, as it fits into the bigger picture of growth and development and return customers and all that sort of stuff, then I can't realistically expect them to put in their own value and time. For me it's about giving them the framework, giving them as much information I can, without giving them too much, and finding the right people in the right spot.

Jim Aitken: It's all in training. If they don't want to be there: don't be here. If you want to be here, then listen and do what you're asked to do. Practise it. You know. One of the great things we can do is somebody over our new fence of the new house and say: is there something like I can do for you? You know. It's not over. It's just started.

Jim Taggart: Well, the reason I asked – particularly why I went to you, Jim, is because that's a very emotional sale you're doing – whether through stress, divorced, money, whatever. So it has its own set of experiences.

Jim Aitken: You never get the right person. You've got to become the right person in most cases. That's how I see it. And that's how we see life. I've got a young fellow; we gave a job to at the steakhouse, 13 years ago. That's his life. He's there. He does the time. And he's got what it takes. He's the first one there, last one to leave. People love him. He gets more tips than anybody else. But doesn't like sharing them. There's a whole of things there that it's about people. We're all the same. It's a human condition. You're fighting that. Every day it's the human condition. You know. I've got to think about lawyers. I've never had a good one.

Michael Walls: Did you think, Jim that people grow into roles and positions; people grow into jobs, be they Prime Ministers or CEOs?

Jim Aitken: That's the problem. That's the problem. They're not prepared to be Prime Ministers.

Hardeep Girn: That's the organic approach. Taking somebody who already knows three quarters of what they need to do. That leadership might be something that they're lacking.

John Wayland: If you go to that web page and you have a look at those colours, those colours are all based on a personality questionaire research company called HBDI. Ned Hermann was an Engineer at GE. You went to University. You sat at the front. Where did you sit in class? Front, back?

Kate Speare: Front.

John Wayland: Front. Where did you sit?

David Pring: Front.

John Wayland: Front. All the noisier blocks that talk about chicks, footy, sat at the back. All the managers sat at the front. The whole of brain thinkers, which is what this thing's on about, sit in the middle. The ideas come from the back of the class. You think about it. Where did you sit in class? Come from the back of the class with the noisy buggers. They're managed by the people at the front of the class. So, don't ever give the accountant the job of being first impressions manager.

David Pring: And we put all of our people through that process. We map the entire organisation. One of the things that we were concerned about is blind spots – and did our team have enough thinking – did we have enough thinkers who predominantly thought in areas, so that the whole organisation wasn’t blindsided. We went into our agendas and
reports and looked at what are we doing with the rational side? What are we doing from an analytical point of view? How are we managing risk, analytical thinking and so we said to ourselves: OK. As we're going through something new, what's our yellow approach? Who's got a green hat on today? What did we discover when we looked at the organisation and discovered the type of people we were attracting, we were attracting a lot of people with innovative approaches.

Michael Walls: That's what you wanted? You wanted to attract innovative people?

David Pring: All set we do to set out to do was to see where we actually mapped it. For an accounting firm, you expect a lot more green quadrant.

Hardeep Girn: So I can just ask on that, a very direct question. But the people we brought into Western Sydney and set up the new office three, four years ago? How long has it been two years?

Michael Walls: Well, yes, but it's been four years in the thinking, two years in the planning operationally.

Hardeep Girn: OK. So applying HBDI and getting it out of 10 for how you rate it, how would you rate it?

David Pring: Sure.

Hardeep Girn: And so that's something that is part of that assessment – staff assessment.

David Pring: Getting the right people on the ground, matching up with what we wanted to do and then focus on that effort outside the windows of the office.

Hardeep Girn: I think our story is a relevant one. You've got an established business that took two years to open the doors. But the people who are in those doors are the people who are sitting at the windows looking in. They're looking out. And the people we recruited are the people who get out and talk to people and learn what business is out there doing. So it's not about: OK, I'm going to sell... It's about having the conversation with people. And if their concern is: Look, I don't know where my cash flow is, it'll get the audit guy in because they measure that. I want to grow. I want to go international. OK. You get your tax structure.

Hardeep Girn: The question which I was actually going to ask is: how much growth have you had in two years since you've set up and you applied those functions of regimental processes across the staff base, and maybe how much of that growth is attributed to that assessment of staff – because a green is a very successful growth. So, if you've done it and you support what John said, then this means that you've done it to other parts of your organisation that might be trying to do something.

Jim Taggart: And, without telling out of school, what did you learn? You reached your goal, which was a three-month goal, in 6 weeks.

David Pring: And our 18-month goal in 12 months, 7 years, respectively.

Jim Taggart: Absolutely amazing. And that's what I wanted to talk about with this whole thing of networking, social networking, that to do. Let me ask you: can it be taught?

Paul van Bergen: It's encouraging that one of the things that came out of the National Innovation and Science Agenda was that it created a National Growth Centre for Advanced Manufacturing – and it's going to be based in Western Sydney. At Werrington, just down the road. I think there are about 150 enterprises that are in the advanced manufacturing space getting together. The National Growth Centre is being led by a team that came out of the aerospace industry. So Australian companies contribute to military and aerospace projects because we have world class capability. It's not about doing more R&D and creating the next digital business and the next Uber or whatever. This is about companies using their existing capability and working out how to get into one of these sophisticated global supply chains. And that, I think, is where we need to hear this. It's not creating a new beauty invention. It's leveraging the skills and experience we've got. We've got a couple of clients who are bringing back into Australia the product development and execution of sophisticated manufactures. The lower Aussie dollar helps. But the bigger one is the quality and the timing as to what is being produced here is cost competitive with China. But the quality differential means that it's a more profitable experience for their customers. Five years ago that would have been difficult at $1.10 AUD1 to USD1.00, that was a tough ask. But at AUD0.75, even AUD0.90, if you've got the quality and you have the supply chain efficiency – just as if you have done – it's got a bigger quality experience all the time, every time – if you do that, you can be world competitive.

Matthew McCorm: I think that, from a networking perspective, Jim, that collaboration is really important across industries. Where we see the greatest innovation is where you get two very disparate industries that work together on a project, or two very disparate players – whether it's a University and a company that are working collaboratively to achieve a goal – an end goal – the outcomes are usually far richer and far better than it was just the company or the University operating independently. And I think that when you bring some of the issues around diversity where a lot of businesses are now exploring. When I first joined KPMG, close to 18 years ago, it was very white, it was very male and it was very Anglo. KPMG today is not that at all – it physically looks like a different place. And I think we see that at many of our clients as well where clients are making a concerted effort to employ people from different backgrounds in order to achieve – not just people from different genders or ethnic backgrounds, but people with a diverse range of skills and experience.

The diversity of thought and creativity that arises from harnessing the views of a broad group clearly provides for better business outcomes, rather than just operating an echo chamber that inevitably comes from operating a homogenous culture, with people that think the same way and provide the same solution.

Jim Taggart: Thank you for that, Matt. Hardeep, you made a very successful business on the whole concept of networks and networking. Why do you think you've been able to do that, when we all know that networking is a critical and important part of doing business?

Hardeep Girn: I think it's all well and good having innovation or the right manufacturing partners there to be able to deliver or to invent the next widget. But unless you've got through networking, which is a sales and marketing activity, you're not going to make any money unless you get the channels. And, you know, it's about thinking about what the segments are – who's going to take up this widget?

Jim Taggart: Why have you got those skills?

Hardeep Girn: Because – partly my background.

Jim Taggart: So, as part of the education, seeing that there was a gap in the marketplace.

Hardeep Girn: But, do you really believe that?

Hardeep Girn: Yes. Huge gap – from what I thought was initially a little niche. It's about an individual's or a company's or a Council's or a country's proposition. So, why would anybody come to you? Why would they do business with you? So, with KPMG as an example, I see we might have multiple cultures there. But to me, it's – segmentation. So, if you've got a migrant population that's coming in and setting up business and they require, potentially somebody who is going to be the same cultural background as them that actually matters. It's a significant function in most tier top tier partners – in banking, for example, there are migrant divisions. So it's about the products and services you offer. The order of those products and services can actually vary depending on who you want to try and attract. It might be the same set of products that you've got. But how you position them, how you talk about them and what's the messaging around that makes a huge difference. So, the gap in the marketplace that I found is: individuals don't understand what their proposition is.

Kate Spere: But I think it goes to the point that you were making before as well – that there are businesses that don't understand their cash flow, the same as there are businesses or people who don't necessarily have those networking skills. And so I know for myself, I'm naturally an introvert. And I find it very difficult to put myself out there. Your question: can you learn it. And I think: yes, you can. Like there are skills and techniques and it's practice and it's something that you do and you work on. But it's also good having people who can help you guide through that – and buy in some of that skill if it's not something that comes naturally. But I completely agree that it is an essential skill to have because it, as you say, opens up those channels to get those pathways through. And for me, government, it's kind of a classic place. If you want to be a faceless businesscard and be quite introverted and sheltered, then...

Hardeep Girn: And do you know what's really powerful in a lot of things, getting back to KPMG – it's about referencing the success stories. Because if you're an organisation – whether it be a Council or another firm or just a partner – if you're actually saying: Well these guys have done really well in what we're telling you, it's referenciable. When you say something referenciable, they actually will take you and take that organisation as a great starting point to say: well, if they've done it, so can we. So I don't think there's enough of that that happens in Western Sydney specifically. But broadly, in the business community, very few businesses actually talk to each other.

Jim Taggart: And can I just share that you are now Apps out there where you can actually refer people to other people and quantify that relationship. Now, that's really critical because – and as a measurement of the contacts between people. You can actually measure it. Matt, you might like to elaborate. It's really interesting where networking's...
To us, it’s not about representing and working for one company solely around their products and services. Our inventory is every single business that we want to represent.” - Hardeep Ginn.

Chairman Jim Taggart

Continued from page 38

become scientific.

Hardeep Ginn: Oh, it’s bigger than that. What we’ve done with Know My Business is commercialised networking, and actually make it so it’s a function that we can represent multiple organisations. So, to us, it’s not about representing and working for one company solely around their products and services. Our inventory is every single business that we want to represent. What’s their proposition? Why would you want to go to an organisation that’s got certain values and a certain size? But that gap in the market isn’t just Western Sydney or Sydney, Australia. It’s actually the field trip that I had in the States. It’s an opportunity there as well. People don’t feel comfortable talking about themselves, because it’s considered showboating. But if you get somebody else to be able to talk about that, that in itself becomes a testimonial. There’s organisations – networking organisations out there and Chambers of Commerce, etc. But the way you can actually track it, as Jim mentioned, there are Apps out there. We’re actually talking to certain developers at the moment where we can actually track it, as Jim mentioned, there are Apps out there. We’re actually talking to certain developers at the moment where we will be able to facilitate networking, but in a virtual landscape. So, if somebody within our own circle of influence can actually say: Look, this is an organisation that’s got a desire to do business, you can match and introduce those organisations from another region completely. So we’ve got the analytics, we’ve got the data; we’re now looking at the tool that will make it much, much easier. There still is a human element. So, what happened back in 1999 – there was research that was undertaken by Sigman that said that the level of face-to-face interaction – somebody talking to each other – compared to digital or electronic communication – things like TVs, iPads etc and email – intersected in 1999 where it became more prevalent through electronic means than having a conversation with somebody. So, social skills have declined over the last 15 to 20 years. They have been declining quite rapidly now, because many are trying to do converse through digital channels.

Jim Taggart: So, me sitting here, I know Marty pretty well – and I’ll just say my daughter is the President of the Netball Association for the Hills, or for Penrith – for Penrith. I’ve got a really good link to my daughter in law. Love Marty. Marty wants to grow here. I want to make some money for the Penrith organisation here. And he brings a special price, only for those people. Bam. I put them in contact. They know the store. I even get a fee for it. If I don’t, that’s not the concern. I’m just simply saying that happens. So, instead of it, it might be $75 and $5 goes to the netball. So everybody wins. It’s a much more strategic and high level than here’s a card. Here’s a card. It’s a really – you know – it’s very interesting. I’m just saying where it’s going to be. I’m just saying that will help you with that. She’s not that high up in the netball, but she’s there somewhere. I’ll see what I can do.

Marty Lewis: I think it’s interesting that like we have this technology which creates all of these connections and opportunities for us. But I think more and more with – or personally what I’m seeing here is that people really love that human connection to complement it. We have the technology but if we don’t have the human element to complement it, then the technology is effectively wasted. And vice versa. We need the human element of it to be completed by the technology to get it rich, you know. So if those two things exist – the right hand and the left hand – they need to talk to each other and work together. If one of them falls down, then they both suffer.

Jim Taggart: Marty, you’re spot on.

Michael Todd: Just on what Marty just said it’s about different technology and face-to-face. I think everything we’ve discussed today is about finding the balance – the right balance, for each individual organisation. I see that with clients, I see that with our organisation, I see that with any business we work with. And it could be a different percentage every time. Technology is sometimes more online with an online business.

Jim Taggart: OK. Well you tell me about business growth. I’ll keep going back to what the headline topic was, and also the theme, about business growth whether organic or inorganic.

David Pring: The business model canvas is a good model. Basically – you can do it for a whole business or you can do a particular product or service line. So basically what it does is sort of gets down to why – why would someone pay money for this product or service or how will it save people money. How do you define what the product is? What is it that you’re offering? Where are the gaps? So basically what you do is you work out: how can I make – what do I need to do to get customers who are willing to pay for things, and can I make that into a viable business so it does things like models what is the minimum sales. So it’s a product. What is the minimum volume of sales that I need to break even? What’s the profit margin? How do I get it to market? Will it create enough value for my customers so that they will continue to buy? Basically it’s a discipline around before you spend money on product development, you work out: will I be creating a product that people are going to buy. There’s not too many Steve Jobs and Apples where they get a billion to create a new iPhone and then hope that people will approve the concept.

Jim Aitken: So what I was going to say is we should be watching Hardeep. They’re the disruptors. Networking to me is people seem to go to the Chamber of Commerce to network and get something back. You’ve got to go and give. It’s often been said, you make a living by what you do. You make a life by what you give. It’s very important.

Jim Taggart: That’s so good. And I’m really pleased you said that because these blokes – and I’m using it in the vernacular – these guys are the disruptors in the sense that the quality of the trust component in that relationship is strong enough to do business.

Paul van Bergen: It’s not too late to get involved in a different type or to allow your business to become more digital; the fact that there are so many people doing that means that there’s the demand for it. And even if you’re not a digital business, think about how you might take advantage of that technology that’s sitting there.

Jim Taggart: Great. David.

David Pring: Thank you everyone for coming along today. I must say my big challenge to businesses everywhere I talk to them is: how do you transform to become globally competitive in the future. How big can your market be? We often think about what is in our region, what we can see. But our market now is truly global. Our competitors are globalising. And once we have an enormous market out there, our share of that will be great for growth for us, our business and business for the future.

Jim Taggart: Thank you David, on behalf of Access, on behalf of our sponsors – KPMG today and your wonderful premises here, Marty, with iFly – thank you so much for having us. And we wish you all the very best in business and in your personal life. Thanks for allowing us to be here.
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kpmg.com/au/enterprise
Do you want to leave the FB?

JOINING the family business is not as cut and dry as accepting a job at any other company. You don’t necessarily join for the sake of your personal career goals, but for other, more layered reasons – such as wanting to work side-by-side with your elders to keep a very important aspect of the family alive and thriving.

Emotions can’t be kept out of it, and often the next generation will almost feel obligated to join the family business, either as soon as they can, or as an ultimate resting ground after gaining outside experience.

But what if you start to feel a niggle nudging you away from the family legacy and on to outside experience?

Are you running away, or towards your future?

Before making any quick decisions, it’s important to take a step back and assess why you want to leave. Leaving a family business has to be done with grace and for the right reasons. Ask yourself a few key questions first:

- Have you found your calling in a different career?
- Is your current role not what you expected it to be?
- If your answer to the first question is yes, then you still need to explore the options available to you and your family. It could be that you don’t need to leave the family business, but need to discuss changing your role to suit your own professional goals.
- If your life’s passion doesn’t align with the business at all, then it’s important to leave the company with your family on your side.

If on the other hand you aren’t where you expected to be in the business, then this is a different discussion.

This means that you would actually be perfectly happy to stay in the family business if things were different.

Here you need to first work out personally what you want your role to be, realistically, and then motivate to work towards that going forward.

Don’t let emotions cloud your judgement

Working with family can be difficult at times, as personal feelings and issues can sometimes spill over into the professional space.

If you are thinking about making a break because your current working situation is plagued by a specific conflict, then you owe it to you and your family to work to resolve the conflict before assuming the grass is greener somewhere else.

It’s easy to imagine that working somewhere else will be conflict-free and easy, but in reality, every company is made up of people. You could go from rubbing the wrong way with your family member to doing exactly the same with your boss at another company.

By not working to resolve a current issue you could be denying yourself the chance to grow from the resolution, and thus just take yourself and the same way of thinking with you that could have led to the conflict in the first place, somewhere new.

If you are leaving to “get away” then stop and reconsider. If you are leaving because the family business never felt like your true calling, then by all means explore.

Ultimately, it should be clear when choosing to leave the family business that that’s all you are doing.

Allow your family to be pleased for your new adventure on your correct path – don’t point fingers or blame the business for your change. When you leave for the right reasons, then you won’t be leaving behind what’s important.

Key points

- If your life’s passion doesn’t align with the business then leave the company with the family on your side.
- It’s easy to imagine that working somewhere else will be conflict-free but every company is made up of people.
- Allow your family to be pleased for your new adventure on your correct path; don’t blame the business for your change.

Article first published by Beverly Johnson – KPMG Partner Canada, National Chair KPMG Enterprise Centre for Family Business.
How to be POSITIVELY WEALTHY

COMMUNICATION

EVERYONE wants to have it, but few feel comfortable talking about it. Which results in wealth effectively becoming a taboo subject in most circles with wealthy families not being sure how to approach the subject constructively with their children, which can result in inheritances being squandered and the next generation of a family business not being ready to put in the work it takes to keep a wealthy legacy alive.

Secrets hamper action

When you don’t feel you can openly speak about a certain subject, it often stops you from analysing the latent potential sitting within that subject. A perfect illustration of this is when parents refrain from talking to their children from an early age about how wealthy the family is, and how much money those children could be set to inherit.

This hesitation often comes from a place of not wanting to spoil the children and end up with them never learning money sense, or how to work for the things they want and need themselves.

The truth though is that if you embrace the subject of money openly and honestly as early as possible within your family, then you have the time to teach your children positive money practices, as well as enable them to understand the responsibilities wealth brings to their lives.

Wealth should always be a good thing

Often people who have come into wealth without feeling like they worked for it can actually feel despondent about it, increasing the shroud of secrecy around the subject. Entrepreneurs tend to feel proud of their wealth, because they inherently know that they worked hard for it – but those inheriting and coming into large sums of money via easier, quicker means tend to feel embarrassed at how easy it came to them.

This is a dangerous path to go down, as something someone feels awkward about can not be used openly and positively to not only aid that person, but also others.

One of the main stress factors about coming into wealth can be on a personal level – like when a person from a wealthy family marries someone from a family with much less money. This can often lead to problems within the new joined families, as the wealth from one side can be resented by the side with less to give to the happy couple.

Make it a positive aspect of your life

The reality is that wealth is not only a ‘nice to have’, but gives a person with the right mind-set enormous capabilities to uplift their communities positively.

When you openly embrace your wealth, then it can become a tool that you can assess from any angle you need to create and enable positive outcomes. The responsibility of wealth can either be a burden or an enriching aspect of your life.Acknowledging is the first step to being able to turn that wealth from a status to a purpose.

And when a wealthy person running a family managed business has purpose in the way they use their capital, they are able to make an amazing impact in the community around their business.

Article published by Mike Walker – Partner KPMG UK.

Conflict resolution in family business

CONFLICT is a natural part of human relationships, whether in a family or business setting. Conflict is neither positive nor negative; if handled correctly it leads to new thinking, better planning and decision – and a stronger sense of trust and commitment.” – Carlock and Ward, 2010.

While the successful continuation of your business into the next generation is an amazing feat, with it can come issues due to differing views about the future of the business from one generation to the next.

A struggle for family owned businesses does not want to harm a personal relationship while airing a business conflict – but in avoiding the conflict, the issues underlying the conflict and tension persist, fostering distrust between the family members.

There is also health and performance related consequences such as increased stress levels and an inevitable breakdown in communication amongst key decision-makers, making it difficult for the business to adapt and change to current economic and industry changes.

Create a Formal Family Council

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Contact David Pring on 9455 9996 or davidpring@kpmg.com.au, or Leanne Hegarty on 9335 7397 or lhegarty@kpmg.com.au.

kpmg.com.au/familybusiness
Who can challenge your Will and why

By Chelsea Winter
Solicitor

ost people know the importance of having a Will but fail to understand the importance in ensuring that the Will is properly drafted.

Whilst most Wills pass through probate without an issue, some are challenged. Wills can be challenged for a variety of reasons (i.e. because the deceased lacked capacity, the Will was not properly witnessed; the deceased acted under duress) but most commonly Wills are challenged because people are not adequately provided for within the Will or are left out altogether.

Your Will outlines your intention as to how you want your assets to be distributed on your death.

The Courts’ wish is to protect your right to leave your assets to whomever you choose. Your Will, however, can be challenged in certain circumstances.

Under the family provision laws, your Will can be altered or overturned if you fail to provide for someone the Court considers you had responsibility to provide for.

You may however be able to protect yourself against a challenge by ensuring that your Will is properly drafted.

Below I will outline the law surrounding family provision claims and when they occur and will then provide some tips on how to protect you from such claims.

The law

Individuals who have been left out of a Will or believe they have not been adequately provided for in a Will may make an application to the Court for further provision from the deceased person’s estate; that is, they may seek to challenge the Will.

Under the Succession NSW 2006 (NSW) Act, certain people can apply for an order for provision to be made out of the estate in circumstances, permitting a claim after that time.

Who can Challenge?

In order to apply, the person must be either:

• A spouse of the deceased;
• A de facto spouse;
• A child of the deceased (biological or adopted);
• A former spouse of the deceased;
• A grandchild of the deceased (if at any time was wholly or partially dependent on the deceased); or
• A person who was living with the deceased in a close personal relationship at the time of death. Close personal relationship is 2 adult persons who are living together and one provides the other with domestic support and personal care;
• A person may be an eligible claimant, but this does not mean that the Court will automatically grant further funds from the estate to be granted to the claimant.

The Court will only make an order in the claimant’s favour if the Court considers that the person has been left out of a Will without adequate provision. In deciding the issue, the Court must consider the following:

• The financial position of the person challenging the Will;
• The size of the estate and the deceased’s intentions;
• The relationship between the deceased and the person challenging the Will;
• The financial circumstances of all other beneficiaries to the estate;
• The age of the person challenging the Will and whether they have any disabilities;
• Whether the person challenging the Will made any contributions to the estate;
• Whether the deceased assisted the person challenging the Will;
• The deceased’s character and conduct; and
• Any other matter the Court thinks relevant.

Order made by the Court

If the Court considers that the person has been left out of a Will without adequate provision after taking into account the above considerations, the Court will determine what provision should be made out of the deceased’s estate and in effect, re-write the Will.

Considerations when making a Will

There is therefore a possibility that a claim will be made after you pass away. There are important steps that you can take upon drafting your Will which should reduce the chance of the Will being challenged.

If you are considering leaving a family member out of your Will then you should consider outlining the reasons why you intend to leave the person out of your Will. This may reduce the likelihood of a challenge to your Will. Your statement of reasons should be clear and concise.

Thoughts to consider

Whilst it may seem unfair for a Court to amend a Will in certain circumstances, there are important reasons for why such Wills are challenged.

If you are considering leaving a child or another person for whom you take care of have a close personal relationship with out of your Will, be sure to outline your reasons for doing so in a clear and straightforward manner.

This may reduce the chance of your Will being challenged or at least, the Court will know your clear intentions for doing so should a challenge occur.

Contact Watts McCray Lawyers – Norwest on 02 9680 6800 for further information.
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Welcome to super-charged networking

By Hardeep Girn, Managing Director
Know My Business

SOMETHING special happened as part of our recent involvement with a not-for-profit that I thought I'd share with the readers.

Before I do so, let me firstly talk the value of networking and the challenge in finding that ideal client.

Traditional networking adds value to a business, when done well. It leads to opportunities, and gives insights into whether there is demand for a product or service.

The evidence in this is the growing number of networking events that fill the calendar in every city and every suburb. The service meetup.com even allows those with a desire to create their own network to do so, around an organiser.

Small business networking is a whole lot different to medium and large-sized corporate networking and typically there are barriers to join.

For example you can join a state based business chamber such as NSW Business Chamber, however unless you have an invite to join the medium and large sized corporate chamber such as NSW Business Chamber, however unless you have an invite to join the medium and large sized corporate chamber such as NSW Business Chamber, however unless you have an invite you can’t join the medium and large sized organisations that are part of the Sydney Business Chamber (even though it’s part of the NSW Business Chamber).

So even if you do have a product or service that would appeal to a medium sized or large scale organisation, being able to talk to a decision maker is difficult.

Last year we took on a new small business client that needed introductions to large-scale business.

At the time, and as part of our process today, is to consider whether a client’s target market needs their product or service. Once that’s been confirmed, we get to the decision maker and identify the need in an unsolicited manner.

We don’t cold call and we don’t attempt a short term rush. Instead we build lasting relationships with people, through events and opportunities.

For our small business client, we needed to develop something that would get the attention of a large corporate.

We considered common trends across the population and one came up that would have considerable appeal to the targeted decision makers – it was film production.

With the high uptake of film content through mobile, desktop and smart TV devices, much footage is shot through smartphones or at the other extreme by large scale studios.

There existed a gap in the market and we commenced activities to launch a new film company called Know My Life.

Launching in August 2015, we started the journey interviewing people associated with not-for-profit organisations.

These included CEO Sleepout and Cancer Council, and locally within Sydney, Kids West and Eagles RAPS.

These films shared through social media, gained reasonable audiences at the start. Once we understood how to harness effective techniques in sharing content on social media we got views in the thousands.

In November 2015 we started discussions with a non-for-profit organisation called KARI Aboriginal Resources. KARI provides holistic support to Indigenous children and young people in foster care.

They also provide mentoring, scholarships and a range of capacity building programs for the wider Indigenous community.

Knowing the reach of households and corporates with past Know My Life productions, we considered KARI’s association with large corporates and identified these as targets for our clients. In return we also offered to introduce corporate sponsors to KARI via Know My Business.

Over the months we developed an approach to filming Know My Life interviews with the KARI founder, staff and ambassadors that would be at zero cost for the charity.

This included leveraging filming resources from Commonwealth Bank through their volunteering program and interviews with prominent people in rugby league, also associated with KARI.

In April 2016 we reached a significant milestone in filming and hosted a Know My Life event with the Ryde Business Forum at Foxtel Studios, North Ryde.

During the event we showed some of the filming to a 70 business audience, that included Commonwealth Bank senior management and the NSW Rugby League CEO, Dave Trodden. It was very well received and noted as a quality event itself.

The result for us was profound. We had organised for 10-12 business introductions to occur during the event, had Commonwealth Bank involved in filming content, had Ryde Business Forum help with co-hosting and assembled a virtual team that included Foxtel providing us great facilities at marginal cost.

I referenced this super charged team effort during my moment at the podium on the night of the event.

As a small business you’re swimming with many others. But with a mission and purpose (in our case, the stories Know My Life films), we assembled a significant team that continues to deliver something unique and compelling.

The journey is continuing with using content to connect with further prominent brands in distributing our films from July this year. Networking is not just finding a single event and making contact with opportunity.

It’s far wider impact is in extended campaigns and creating value through associations. Our next project will again follow a super-charged networking strategy and along the way, we’ll bring along even more passengers.
Bigger vision for sports precinct

By Geoff Lee
State Member for Parramatta

AST month it was officially confirmed that Parramatta Stadium would be the first stadium to be rebuilt.

It’s the first of three major stadium upgrades, as part of the NSW Government’s $1.6 billion Stadia Strategy. It will be completed in 2019 and deliver an international world-class 30,000 seat venue.

Already home to the Western Sydney Wanderers, Eels and Greater Sydney Rams - both the Wanderers and Eels need a larger venue to cater for their expanding fan base.

The Western Sydney Wanderers have demonstrated they can more fill the new stadium. Anyone doubting the economics of building a world class stadium in Parramatta need only look at the recent A-League Grand Final in Adelaide.

Up to 10,000 Western Sydney Wanderers fans travelled more than 2800km by road and air, whilst many more filled local venues to watch the game. It is estimated that the game generated $5 million into the Adelaide economy.

It is estimated that the new stadium will generate an $80 million to $100 million boost to the local economy every year and that trans-
generate an $80 million to $100 million boost to the local economy every year and that transforms thousands of more jobs.

Cities around the world are taking advantage of their new stadiums as a catalyst for whole of precinct development. Parramatta now has that opportunity.

The Western Sydney Stadium has the potential to be the catalyst for a bigger, bolder vision – a sports precinct. This could extend along O’Connell Street.

A sporting precinct with shared facilities for football codes, sporting groups and the whole community; shared facilities such as indoor multi-purpose courts, pools, gyms, playing fields and sports education.

By developing the entire area into a sports precinct we would encourage even greater participation in active lifestyles and developing Western Sydney talent.

Parramatta is ideally located in Western Sydney with excellent road and rail access. Pre-game and post-game recreational and entertainment are contained within the CBD. The new light-rail will connect the stadium to the CBD, Westmead and Olympic Park.

An anticipated consequence of a building larger stadium is that the pool may have to be relocated. This has caused some concern in the community. Planning is now underway to examine the exact requirements of the new stadium.

Rest assured, nobody wants to move the pool. In fact, I have asked to see if we can move the stadium to allow the pool to stay where it is.

In the event this is not possible and the pool needs to be moved, the State Government and Parramatta Council will work together to find a site within the CBD for a new pool.

In this case, we have an opportunity to design and build an aquatic centre with an Olympic size pool, teaching and recreational pools and activities, an indoor pool and better parking.

A new facility could offer year round swimming lessons for kids and aqua aerobics and hydrotherapy for seniors. This could be an aquatic centre that meets the needs of our community now and for the next 50 years.

In the meantime the pool will remain open during the 2016-17 summer season and we will continue to work with the Council during this time.

Whether the pool can stay in situ, or not, the NSW Government will continue to work closely with Parramatta City Council and other stakeholders on the future of the pool, and its CBD location.

The NSW Government is committed to building a new world-class Western Sydney Stadium in Parramatta. Strong and growing fan bases will underpin a significant increase in utilisation of the new stadium, and this will be fantastic for Parramatta’s tourism and sport industries.

It will provide a significant boost for events and sport in the Western Sydney region as well as major economic and social benefits to the community. A new sports precinct could be the icing on the cake.
The 26th Annual Western Sydney Awards for Business Excellence (WSABE) are open for business.

The WSABE Awards are the premier business awards event in Greater Western Sydney. They recognise outstanding businesses by showcasing their achievements and exposing excellence in the business community.

This year there are 21 award categories, including new categories such as Lord Mayor’s Excellence in Customer Service Parramatta and four new Excellence in Customer Service Local Government Council awards. The annual awards gala event will be held at WatervieW in Bicentennial Park on August 19, 2016.

The WSABE program started as the Parramatta Regional Awards for Business Excellence in 1991 and transformed into the regional awards program in 2009 when the program was renamed the Western Sydney Awards for Business Excellence. Established in 1991 by the Parramatta Chamber of Commerce, these awards are unique in that they are not voted on; instead submissions are rigorously assessed by highly qualified judges. This merit based process giving the awards an unequalled prestige in Greater Western Sydney.

“Recognising excellence in innovation, education, business ethics and community service amongst others, the Awards is a fully regional program that has helped hundreds of businesses generate millions of dollars” – said WSABE Awards Patron Alan Cadman OAM.

Many success stories have followed the winning of a WSABE Award including businesses like Coleman Greig Lawyers (2014 winner of Employer of Choice and Business of the Year) and Edible Bug Shop which was put in the spotlight by winning the Innovation award in 2014.

2015 winner RBK Nutracuticals (winner of Excellence in Export) progressed to the NSWBC annual Awards where they went on to win both Excellence in Export and the coveted NSW Business of the Year.

Founder and CEO of RBK Nutracuticals, David Mumford says: “We’re on the edge of even greater growth now because of the chamber’s support.”

“Our credibility and great supply chains put us in a good spot to grow for the next five years. These prestigious awards provide the opportunity to showcase the importance and brilliant work of examples such as last year’s Business of the Year Children’s Medical Research Institute.”

Registration for award entries will be open online, following the launch. All businesses across Western Sydney are eligible to enter. To enter, businesses have to submit their proposals through an online portal from the WSABE website where more information is available about the various categories and eligibility.

Key dates to mark in your calendar:
- 2nd May - Launch Event with Nominations Open.
- 27th June - WSABE Entries Close.
- 30th June - Judging Commences.
- 9th July - Judging Concludes.
- 27th July - WSABE Finalists Event.
- 19th August - WSABE Awards Gala Event.

For more information, visit www.wsabe.com.au or contact wsabe2016@gandhicreations.com.au.
Success from humble beginnings

JOHN Velcich, the founder of one of Blacktown’s most successful businesses, Red Lea Chickens, has been named the 2016 Blacktown Corporate Citizen of the Year. Founded on a family farm in 1957, Red Lea Chickens is now one of Australia’s largest chicken processing companies, and is still located on its original site in Blacktown.

The presentation was made last week at the Blacktown City Council Business Budget briefing.

“Blacktown has a thriving business sector, and it is important that its leading contributors are recognised,” said the Mayor of Blacktown City, Councillor Mayor Bali.

“John Velcich’s story is the classic Australian success story, of a migrant coming to the country with not more than a suitcase and then developing an extraordinarily successful enterprise.

“What started as a one family company on a small farm at the end of Fluscombe road is now a multi-million dollar company.”

John Velcich was born in Croatia and came to Australia in 1953 as a 16-year-old. The family settled on a farm in Blacktown, growing tomatoes.

Red Lea chickens started as Red Leaf chickens in 1957 on a single farm in Fluscombe Road, Blacktown as a family business, with John rearing and processing some 300 chickens per week. Today Red Lea Chickens processes some 500,000 chickens per week and operates nine breeding and rearing farms across NSW, runs a fleet of 50 trucks and has 38 retail outlets.

Red Lea Chickens employs over 500 people; many of them local residents. John — aged 79 — has worked his whole life and is just starting to get used to the concept of retirement.

IDRAFT announces social support program

LADING design firm IDRAFT Group (IDRAFT) has announced its new program of corporate social responsibility (CSR) in Western Sydney for 2016.

IDRAFT Director Frank Cozzupoli said the firm and its staff were committed to giving back to the community by supporting designated charities and sporting organisations across the Region.

“In 2016, IDRAFT is again proud to be an active participant in the communities in which we work and live,” Mr Cozzupoli explained.

“IDRAFT is pleased that we could contribute to such a great event, benefitting three important, local charities providing vital support services for people in need.

“Mayoral Greg Cummins, Holroyd Councillors, Council staff, the event organisers and all of our fellow sponsors should be congratulated for working together and making this year’s event another great success.”

Mr Cozzupoli said another community engagement project for IDRAFT in 2016 was its sponsorship of the ASR junior football academy, based in Western Sydney.

ASR is a group training program for young football players, starting at the grassroots level, right through to players with elite abilities. ASR also conducts football clinics at no cost for children with special needs in Western Sydney.
B buying in a new suburb can provide value and a chance to be part of a growing community, but be aware of the pitfalls, says ME Head of Home Loans, Patrick Nolan.

“House and land packages are often pitched at first home buyers with prices that offer value and affordability,” said Nolan.

“As a buyer you have the freedom to choose the block of land and home design that suits your budget, your needs and your personal tastes, without concerns about renovating that may apply with an established home.

Potential savings

- Opting for a house and land package can bring valuable financial pluses. Savings on stamp duty can apply where the home is yet to be constructed. You only pay stamp duty on the land component of the deal – not the house and land combined.

- Even sweeter, many state governments now restrict stamp duty concessions and first home buyer perks to those who build or buy a newly constructed home.

The downsides... small lot sizes, outer suburban locations

- Along with the pluses, there can be downsides. A house and land deal may appear to offer good value in terms of inclusions but many new estates feature small lot sizes. This is a way of keeping prices down but be sure a small land area will still meet your needs in years to come, if, for instance, you start a family.

- Consider the location too. New estates are often constructed in outer ring suburbs, where employment opportunities and public transport may be thin on the ground. This can mean a long and potentially expensive commute to work each day – money that could go towards paying off a home in a more established area.

Price appreciation can be slower

- Home values in outer suburban areas can rise at a slower pace than for established locations closer to city centres. It’s an issue that can particularly apply in larger developments with a significant number of new homes, and slower capital growth could impact your ability to climb the property ladder further down the track.

The key is to weigh up the pros and cons with reference to your needs. If a house and land deal is right for you, be sure you choose a reputable builder and understand exactly what is included in the contract price.

“The more you know about the package you’re buying into, the less opportunity there is for costly surprises once construction gets underway.”

Changes to negative gearing damaging

For many of these people, their rental income is not currently meeting the expenses of holding a property.

 Mostly, that’s for a season, as people incrementally pay off their mortgage and work for the day when the property is paying itself off. Over 1.2 million Australians negative gear including 61,400 retail workers, 48,900 teachers, 33,700 nurses and midwives, 23,000 hospitality workers and 9,100 emergency services personnel. Owning an investment property is the working person’s means of building prosperity.

Over 760,000 Australians who negative gear have taxable incomes below $80,000 demonstrating the widespread use of property as a means of building wealth.

For many of these people, their rental income is not currently meeting the expenses of holding a property.

For many of these people, their rental income is not currently meeting the expenses of holding a property.

It should not be forgotten that the two million Australians who own an investment property are providing needed rental accommodation to the Australian property market. Last year, property investors funded about 58,000 new constructions nationwide.

Negative gearing has been part of the taxation system for over a century. It’s allowed millions of homes to be built, including a record 215,000 building commencements last year.

As a rule of thumb, the construction of a single home involves up to 40 trades and sub trades providing jobs to plumbers, bricklayers, carpenters, surveyors, electricians, carpet layers, landscape gardeners and a host of other trades.

The property industry provides 1.1 million Australians with jobs, which is more than the mining and manufacturing sectors combined, and changes to negative gearing will put jobs at risk.

Already property owners pay $72 billion a year in local, state and federal property taxes. Changes to negative gearing and capital gains tax are expected to collect an addition $32 billion over the next 10 years.

Under these proposals, you’ll pay tax when you buy property, you’ll pay tax as you hold property and you’ll pay double the tax when you sell the property.

We are opposed to plans to scrap negative gearing and cut the capital gains tax concession because they are a risk to jobs, investment and to the property market.

It is simply not worth the economic risk.
Popular Mondo gets an inviting makeover

The popular Mondo space at Penrith will be transformed into a more inviting, attractive space.

The high traffic pedestrian area is strategically located between Westfield Penrith, Penrith Library and the Council Chambers and the Joan Sutherland Performing Arts Centre.

Penrith Mayor Karen McKeown said the Mondo would now be a more contemporary cosmopolitan space to meet friends and family with better seating, shade and lighting.

“The new Mondo will contain a series of spaces for you to stop, rest or meet with others,” Councillor McKeown said.

“It’s all part of Council’s vision to make our City Centres more vibrant, lively and attractive investment while offering spaces for people to stop and enjoy being outside.

There will be a diversity of custom designed seating arranged for people who want to sit alone or meet in small groups and umbrellas as well as more trees to provide shade to help beat the heat on hotter days.

“And many of these features are made from recycled products in line with Council’s sustainability goals.

“This work, combined with new paving, more lighting and artificial turf will make the space look vibrant all year round.

Making progress on Queen St makeover

The Queen Street Streetscape Improvement works are progressing with the revitalisation of the St Marys Town Centre.

Penrith Mayor Karen McKeown said the transformation is taking shape.

“At the moment Queen Street is dotted with construction as Council removes the problem trees that have damaged the pavement and utility services,” Councillor McKeown said.

Council is working towards a more pedestrian friendly streetscape that includes the right species of trees for the area, LED lighting that will make people feel safe and pavement that is accessible for everyone.”

These works will result in a vibrant town centre and while there are some minor diversions with access to the businesses, shoppers can still enjoy their favourite retail and dining experiences.

The old trees caused extensive damage to the underground conduits in the Crana St to Coachmans Park section which has led to some frustrating delays in the work. Investigations are complete and a solution has been agreed to by Council and the utility providers that will avoid significant further delays and additional costs to the project.

The main focus this month is to complete the remaining asphalt and concrete paving on the western side of Queen Street. Work crews will then commence tree removal and demolition works on the Eastern side of Queen Street in early May.

Upcoming works:

CARSON'S LANE TO CRANA STREE
- Demolish remaining concrete on
  Crana St - Week ending 22 April
- Trenching & tree pits - Week ending 22 April
- Kerb & gutter remove/replace (inc. obstructions) - Week ending 22 April
- Paver install - Week ending 29 April
- Pram ramps - Week ending 29 April
- Driveway construction 2 halves - Week ending 29 April
- Pedestrian islands remove & replace - Week ending 29 April

CRANA STREET TO CHARLES HACKETT DRIVE
- Sign pole foundation demolition - Week ending 6 May
- Re-location of water meters - Week ending 22 April
- Tree stump grinding after concrete obstructions have been removed - Week ending 22 April
- Trenching and tree pits to follow

CHARLES HACKETT DRIVE TO BELAR STREET
- Tree pits - Week ending 22 April
- Telstra pit adjustments - Week ending 22 April
- Pedestrian islands remove & replace - Week ending 29 April
- Paver install - Week ending 29 April
- Paver band foundations - Week ending 22 April
- Asphalt install - Week ending 29 April
- Light pole installation - Week ending 29 April

BELAR STREET TO NARIEL STREET - STAGE 3
- Driveway construction 2 halves - Week ending 29 April
- Paver install - Week ending 29 April
- Telstra scope - new conduit/pits - TBA
- Demolish pavement section in front of pet shop & asphalt install - Week ending 15 May
- Light pole installation - Week ending 29 April
Holroyd DAs top $1B again

By Holroyd Mayor
Greg Cummings

For the second consecutive year, I’m proud to report that the value of Development Applications (DA) in the Holroyd local government area (LGA) have surpassed $1 billion.

The revised planning proposal for the former Bonds Spinning Mills site at Pendle Hill is the latest in a series of major multi-residential and commercial projects driving this unprecedented development boom across Holroyd, particularly in and around the energised Merrylands town centre.

The development has the potential to generate over $18 billion of economic activity and is projected to deliver in excess of 1,200 residential units, 6,000 sqm of commercial space, open public space and two levels of underground parking for 1,700 vehicles, which will be one of the two biggest carparks in the Western Sydney Region, if approved.

From Council’s perspective, it’s another example of how we’re meeting the housing needs of our fast-growing population, whilst providing improved public space, amenities and enhanced community infrastructure through $94 developer contributions.

Importantly for the project, there is also a strong commitment from the developers to maintain the unique heritage buildings across the eight-hectare site in Dunmore Street, which was the first commercial headquarters of the Bonds clothing brand.

The revised planning proposal is to be considered by Council this month prior to proceeding to the Department of Planning for Gateway Approval.

Stockland recently lodged a DA for a project valued at over $128 million for a mixed use development at 233, 249-259 Merrylands Road and 52-54 McFarlane Street, Merrylands. The development comprises five, mixed use buildings, ranging in height between 10 and 17 levels over 2 separate basements, ranging between two and five levels, with a total of 542 residential units, 820sqm of commercial floor space and parking for 731 cars.

Under the proposal, a skybridge will be constructed over McFarlane Street, which will connect the new development with the existing shopping centre in Pitt Street. A new road will also be built. The State Government’s Joint Regional Planning Panel (JRPP) will be the consent authority for the project.

The Stockland proposal adds to the ever-growing list of major developments currently either under assessment, or approved, by Holroyd Council or the JRPP.

Merrylands RSL Master Plan. The $5 million Stage 1 redevelopment, over 18 months, will include a new entry on Miller Street, as well as a new pedestrian and vehicle drop off point and Memorial Garden. Members and guests will also benefit from new and improved indoor and outdoor lounge and entertainment facilities.

The subsequent development concept will culminate in a complete redesign of the club, with a new multipurpose entertainment and events auditorium, new dining facilities and state of the art multi tower accommodation facilities.

A DA was lodged in October 2015 for alterations and additions to Merrylands Bowling Club. These include a new ground floor cafe, dining and terrace lounge areas and first floor function rooms with associated amenities. Cost of works is $10.982 million.

Lot 4012 Driftway Drive, Penrith. A $16 million multi-dwelling development comprising 57 x 3 storey dwellings, basement and grade level parking for 143 cars. Approved by JRPP in March this year. Valued at over $91 million, a planned mixed-use development at 224-240 Pitt Street, Merrylands, comprising 355 residential units over three separate towers, with five levels of basement parking for 464 cars.

110-124 Great Western Highway, Pendle Hill. Plans for three separate buildings, incorporating a four-storey shop-top housing development. This comprises 72 residential units and six retail units, over basement parking for 118 cars. The project is valued at $28.890 million.

A planned $160,803 million development at 224-240 Pitt Street and 4 Terminal Place, Merrylands. Stage 1 Masterplan for building footprints and envelopes for mixed use development comprising five residential flat buildings, varying in height between 6 and 13 storeys. The project includes ground floor retail/commercial units, road networks and open space, with three to four levels of basement parking.

141 – 147 Great Western Highway, Mays Hill and 1 Robilliard Street, Mays Hill. Currently under assessment, a planned mixed use development comprising 84 residential units and 4 commercial tenancies over 2 levels of basement parking for a total of 124 car parking spaces. The project is valued at $32.279 million.

172 – 184 Great Western Highway, Westmead. Approved by JRPP in January this year, this development consolidated 6 lots into 1 lot, with 109 units over two levels of basement car parking for 132 vehicles Value of works is $3.608 million.

This ongoing pipeline of DAs proves that changes to Council’s Local Environmental Plan (LEP) and Development Control Plan (DCP) continues to provide investors with real opportunities to do business in Holroyd by providing them with planning controls which allow for the delivery of a variety of housing and commercial projects now and into the future.

Council is confident that an expert review recommending changes to building heights and floor space ratios within the rejuvenated Merrylands CBD will also help achieve improved quality of developments and better integration with public infrastructure in the town centre as the Merrylands Revitalisation Project begins in the second half of the year.

Welcome to WSBC! SUPER CHARGE YOUR NETWORK
A real romance – Kiwi Cabaret style

DIRECT from sold-out seasons in New Zealand, Riverside Theatres will present the award-winning cabaret Daffodils, a bittersweet love story set to a live indie-rock soundtrack of New Zealand’s greatest hits.

Daffodils invites audiences to travel through a landscape of live music and heart-aching theatre in a beautiful love story about Eric (Todd Emerson) and Rose (Colleen Davis), two teenagers who met in a field of daffodils – their first meeting, their marriage and the New Zealand pop-rock soundtrack that shaped their lives.

Based on the true life story of playwright Rochelle Bright’s parents, Daffodils was written from a collection of private letters, interviews and family myths.

The production unfolds against a backdrop of archival family footage and fashion photography created by leading image-maker Garth Badger (Lorde, Nike, NZ Fashion Week).


Daffodils is the debut show from Bullet Heart Club, an integrated creative company based in New Zealand. After its world premiere in 2014, Daffodils went on to receive rave reviews and multiple awards including an Auckland Theatre Award.

Delivering a heartbreakingly beautiful story alongside an incredible remixing of iconic New Zealand music, Daffodils is a completely unique work that is sure to rock audiences’ indie souls!

Dates: May 12 to 14 at 7:30pm, 14 May at 2:15pm
Tickets: Adult $39, Con $34, 30 & Under $25
Bookings: From the Box Office (02) 8839 3399 or www.riversideparramatta.com.au
Venue: Riverside Theatres – Corner of Church and Market Streets, Parramatta
Video: https://vimeo.com/16209715
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IS not surprised to hear that Parramatta Eels Captain Kieran Foran has been placed on a leave of absence. The pressure that professional football players are under is enormous and constant. Add to that being the captain of a team that is under scrutiny for salary cap issues. While that on its own might be manageable, another demand on Kieran’s resilience is the volatility of his relationship; it’s enough to put any one over the edge, professional athlete or otherwise.

Think about it. When was the last time you really felt overwhelmed? I’m sure the worst times have been when you felt you were fighting (losing) battles on multiple fronts. Problems with a colleague at work at the same time that you have an injury that stops you from going to the gym and trouble paying the month’s mortgage due to a raise in interest rates - multiple issues in different domains.

Stress and pressure are accumulative. A good definition of either of these is “when the demands of the environment exceed your resources to meet them”. You see, we each have a finite capacity to manage stress or pressure.

You can think about it like revs on the car. Each demand puts the revs up and if you are not able to bring the revs back down what happens? You sit right on the red. And then it only takes a little fric- tion point to push you over the edge.

That’s when you see a massive emotional response to an event that seems trivial in hindsight. This is what “not coping” feels like. Not coping for periods of time is normal.

Is it real or is it just all in your head? Both yes and no but mostly no. Sometimes it’s our perceptions of demands that exaggerate the problem like wanting to deliver a perfect solution at work when our boss has already said “get it done; it doesn’t have to be pretty”.

Mostly though stress and pressure is objectively difficult; there is a tangible loss if something isn’t done well (e.g. your job, reputation, status or relationship). Our perceptions can exaggerate the extent to which we perceive that loss as catastrophic.

The other thing is, you want someone to care about the loss. The best footy captain is the one who cares deeply about winning, and about the squad. If he (or she) cared less, their demands would not be as high.

Reach out for help when you know you are approaching the red zone and take action. SScom likes the pressure they experience and this is true for the NRL as well as for a junior comp. So, how do I get over it? There are no quick fixes to dealing with pressure and I strongly encourage you that if you want to improve in this area, speak to a psychologist. They are experts in this field. What I tell my clients is:

- Have a good work-life balance so that all of your “eggs” are not in one basket (and that basket goes pear-shaped).
- Figure out how to switch off. This could be through practical activities like playing a sport or mastering mindfulness.
- Have friends and hang out with them. Sounds a little basic, right? But what’s the first thing you cut away when you feel you are not coping? Friends, right? Spending time with people you like is critical.
- Keep your eye on the prize. What are the long term goals you are working towards? Learn how to tolerate suffering. Can you tolerate the discomfort that comes from pursuing the goals above? If not, learn how to.
- Exercise. Your body responds to pressure like it’s facing a physical threat (e.g. sabre-tooth tiger). The best response to this is exercise.
- Make sure your tempo is sustainable and if it isn’t, make sure it’s temporary. Some people are born with the ability to manage extreme amounts of pressure, but for most of us it’s a learnt skill.
- But sometimes it doesn’t matter how hard you are the demands exceed the resources.

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Enter now for a chance to WIN a Lenovo ThinkPad Tablet 10 Model 20C30007AU 64GB Net-Tablet PC 10.1”IPS Intel Atom Z3795 1.59 GHz valued at $935.55

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WESTERN SYDNEY BUSINESS ACCESS
MAY 2016

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Leadership starts with WHO?

By Alan J Thomson

TRUE leadership starts with the leader and although that may seem self-explanatory, many in positions of leadership believe that the only change needed is in those they lead.

Whether we have climbed the corporate ladder, are thrust into leadership, or operate our own business, where we are the leader by default, it is essential to ascertain who we are and what makes us tick.

The term CPD is, in our opinion, also used to describe continued personal development as change and growth starts with ME.

By taking ownership of the matters in my life which affect others, I can position myself to be a better leader and develop others in my care into a position of leadership.

Accountability

One of the disciplines of good leadership is being accountable to a number of like-minded people, whom the leader can relate to and share personal challenges with, in order to have regular feedback on how we are going?

Networking is too superficial for this, but a mastermind where one regularly meets for a set time with like-minded leaders, is a great strategic opportunity to start this accountability.

In addition, a strong personal network can be an excellent support for those who may be fairly isolated, due to the nature of their business, or wanting to shield the family from taking work home consistently.

Key points

• Take ownership of change
• Be accountable to people
• Networking can be superficial
• Know your staff personally

Servant Leadership

A regular self-assessment, asking questions like: “Where am I at?” “What is my motivation for leadership?” and “Where can I improve?” allows for the opportunity to lead by example and be consistent in attitude and commitment.

We then see the opportunity to grow others, while forgetting ourselves for the benefit of those whom we lead.

Leaders who know who they are and why they lead give others confidence and enable them to embrace the vision for the business, work towards its success and in turn find greater satisfaction in their daily work.

When individuals know that they are valued and appreciated, they will give their best, as they see their leader give his or her best.

Strategic Coaching is one way for a leader to integrate personal and professional challenges for growth.

Unity in the workplace

This is the ultimate safeguard of an extremely successful business and it starts with ME, the leader;

As I examine the way I am working, which will affect the inner circle and finally the remainder of the staff.

It is essential that a leader spends time with individuals in the business on a regular basis and maintains personal relationships with those in the workplace.

Knowing a person’s name and something of their life is a good starting point. Strong relationships are a good foundation for unity in the workplace.

Small workshops to enhance team strength are a great way of exploring this and achieving results.

Alan J Thomson is director of Reliance Leadership. Visit www.relianceleadership.com.au
WESTERN Sydney businesses are playing a major role at this year’s National Manufacturing Week.

Held from May 11 – 13 at the Sydney Showground - Sydney Olympic Park, the event features more than a dozen western Sydney businesses, showcasing new food-grade 3D printing, cleaning, welding and other manufacturing capabilities.

Australia’s largest, longest-running manufacturing event, National Manufacturing Week (NMW) brings together hundreds of products and services from around the world that are shaping the future of manufacturing.

The NMW showcase is laid out in 12 Product Zones, with advances in Automation and Robotics, Digital Manufacturing, Advanced Materials, Electronics, Engineering and more.

NMW will also present a topical seminar theatre program, with industry experts sharing new ideas including, importantly, opportunities to partner with major agencies including CSIRO.

NMW visitors will also get a glimpse of the strategies that have propelled national companies - including Redarc, Bluglass and Cullen Steel - forwards in fiercely competitive markets.

NMW will also showcase bright new Western Sydney-based businesses whose capabilities could open up new horizons for manufacturing.

Among them will be 3D Brink, launching a 3D printer that can print items up to 600mm high in multiple materials including food-grade plastic, wood and carbon fibres.

The new machine, Trinity XL is a cost-effective tool for companies who are looking to quickly, accurately produce prototypes, models, food-grade molds - almost any CAD-based part - in just hours.

Stephen Brink, CEO of the Western Sydney University-based business says: 3D Brink is driven by a passion for this new technology. “We’re participating in NMW to meet people and companies who share our excitement for innovation,” he said.

Other local businesses participating in NMW include Springwood-based Ensi-tech, the inventor and manufacturer of the TIG Brush® Stainless Steel Weld Cleaning System, Smithfield-based Techflex, which is recognised globally for braided sleeves that manage and protect cables, hoses and wires, as well as Penrith-based Cryonomic, whose dry ice blasting provides environmentally safe, effective, hygienic and effective cleaning.

NMW 2016 will be combined with two industry leading events: the Safety First Conference & Expo, Australia’s only one-stop event for safety professionals, as well as Inside 3D Printing, the Sydney edition of the largest 3D printing event worldwide.

NMW is held only once every two years in Sydney, and registration is free for trade visitors.

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Melissa Harries is the principal psychologist at the Parramatta Psychology Clinic which delivers mental health services to individuals and organizations. 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) 9867 9776.

The Western Sydney Business Centre, with thanks to the NSW Government’s Small Biz Connect Program, provides business advice and training with offices located across Western Sydney with mobile business advisors also available to visit your place of business. Our Centre has been giving award winning business advice locally for over 24 years. In the past 12 months, our office has seen over 1,200 businesses face to face. We offer two fully subsidised appointments for you to meet with a qualified and experienced business advisor to discuss your new or existing small business needs. Meet with a business advisor at your place of business or visit one of our conveniently located offices across Western Sydney. Western Sydney Business Centre:
- Delivers business advice as a not for profit organisation for over 28 years.
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with Melissa Harries

NEW CUSTOMERS
with Glenn Anthony

HOME LOANS
with Jay Singh Ahluwalia

USING SOCIAL
NETWORKS
with Richard Wolff

BUSINESS ADVICE
with Bob Green

EVENT MANAGEMENT
with Michael Grey

CONFERENCEING
with Kylie Cleverly

CHILD CARE
with Joan Stone

Melissa Harries is the principal psychologist at the Parramatta Psychology Clinic which delivers mental health services to individuals and organizations. 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.

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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) 9834 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 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 children’ children have the opportunity to explore, discover, play, learn and grow.

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**HEALTH**

**LIFESPAN**

**Heavyweights combat diabetes surge**

The new Western Sydney Diabetes Prevention Alliance has tabled a roadmap to fight diabetes in Sydney’s west. The disease threatens to devastate community health and swamp the healthcare sector.

The alliance, formed recently in a co-ordinated effort co-led by the Department of Premier and Cabinet and Western Sydney Local Health District (WSLHD), heard diabetes will be Australia’s largest burden of disease by 2017.

In western Sydney, half of the population is either at high risk of diabetes or has diabetes, along with other serious medical conditions.

Health experts describe diabetes prevalence as a “burning platform” that would reduce lifespan in western Sydney unless better lifestyle choices were made.

“The framework for action in the Taking the Heat out of our Diabetes Hotspot roadmap links weight loss with a reduced risk of developing type 2 diabetes,” Western Sydney Local Health District’s Professor Glen Maberly said.

“You can turn the clock back on diabetes by losing four kilos.

“We need to use the Western Sydney Diabetes Prevention Alliance to manage a co-ordinated response before the diabetes situation gets further out of control in western Sydney.”

The Taking the Heat Out of Our Diabetes Hotspot roadmap supported today’s crisis meeting, which brought together WSLHD, PHN, universities, Transport for NSW, NSW Department of Education, Western Sydney Regional Organisation of Councils, Diabetes NSW, Students as Lifestyle Activists, and the Premier’s Council for Active Living.

The roadmap offers a whole-of-community approach that aims to use urban design, access to fresh food supply and prevention in priority groups to combat diabetes.

“The alliance has the backing of the Department of Premier and Cabinet in its work to reduce diabetes incidence.”

Western Sydney PHN chief executive Walter Kmet said he was optimistic the alliance could drive down the burden of disease given the strong backing from government and non-government partners.

“Unless our diabetes hotspot is addressed, within a decade we will not be able to support the cost and societal burden on our healthcare system,” Mr Kmet said.


**Key points**

- In western Sydney, half of the population is at high risk of diabetes or has diabetes.
- Health experts say diabetes prevalence will reduce lifespan in western Sydney.
- Better lifestyle choices are necessary to reduce the impact of diabetes.

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**Success tips from former CEOs**

**By Stephanie Christopher**  
CEO The Executive Connection

**Improved business conditions and confidence** have allowed for an optimistic first quarter in 2016, compared with the cautious sentiment felt in Q4 2015 following widespread global economic uncertainty.

With renewed buoyancy in the market, leaders have the opportunity to be bold and transformative.

For business leaders, strategies to refocus organisational goals and maximise new opportunities are needed; but so too are personal goals that will ensure work life balance.

At The Executive Connection, we have an exclusive group of experienced professional mentors who are experts in leadership development.

Their strategies are as diverse as they are, and all stem from the common vision to help increase the effectiveness of CEOs and business owners.

Here are some of their insights for being a better leader in the current business environment.

**Jerry Kleeman, Chair, mentor and owner of Kleeman International**

There are two strategies I believe every CEO should make. Firstly, put a real organisational focus on innovation and have an innovation focus at every meeting.

Secondly, CEOs need to invest in themselves by ensuring they exercise, get a reasonable amount of sleep and even take some time off.

Personal productivity can increase by as much as 20 per cent (sourced from Wellness expert Dr Dorian Dugmore) if you find the right work life balance.

**Lyn Harding, Chair, mentor and former Director of Work2Live**

My advice is to schedule in more time out during the year and consider it an investment, rather than a luxury. Athletes understand the importance of working hard as well as taking recovery phases.

This should apply equally for business leaders who are corporate athletes from a physical, mental and even an organisational cultural perspective.

**Adam Sleigh, Chair, mentor and Director of Total Business Innovation**

Business leaders should spend more time reflecting on ‘life learnings’. The pressure they face in the current fast-paced economic environment is real and will force them to be more agile this year.

Key life learnings are all about better balance in three key areas: family, themselves and business. Each of these areas carries its own specific ‘stress bucket’ and it is important that leaders ensure that none of these areas get to the point of overflowing.

Managing stresses in life can actually be pleasurable as not all stress is bad; it’s important to take the good ones along with the bad ones.

**Graham Jenkins, Chair and mentor in Sydney**

Be strategic quitters. Be clear about what not to do, and stop doing it. If that means resigning from a client or handing back a contract, so be it.

Use technology to reduce costs, become tech savvy and have people recommend new apps to you. There are new ideas, software and equipment constantly in development that can make doing business more effective.

Lastly, remember “turnover without profit is like eating soup with a fork; it keeps you busy but you stay hungry.”

Stephanie Christopher is Chief Executive Officer of The Executive Connection, which has more than 20,000 members globally and 1,200 members in Australia and New Zealand.

For more information on The Executive Connection, contact Georgie Duckworth, Manager, Strategic Alliances, The Executive Connection on georgie.duckworth@tec.com.au
Facebook Live is the next generation

By Richard Wolff
Social Business Consultant

SOCIAL networking services, generally referred to as social media, have been steadily growing in popularity. Over the past decade they have become increasingly important for business, government and other organisations.

Facebook was launched in 2004 and has since become the largest social network with over 1.5 billion active users.

“A picture is worth a thousand words” refers to the notion that a complex idea can be conveyed with just a single image.

Social media has made it very simple for pictures to be shared widely to promote products, services and events. As technology has improved, the sharing of video content has also grown in popularity.

Ironically, the explosion of social media along with all other forms of online content sharing has also segmented both online and traditional communication channels and is generating extraordinary levels of communication noise.

This makes it much harder for organisations to stand out, even more so if the organisation does not have a sufficient, continuous advertising budget to promote published content.

As mobile device technology continues to improve in quality and drop in price, the preference of many users is shifting to watching video content on their mobile devices.

Compared to other types of content, video content appears more likely to generate higher levels of interactive user engagement and conversation.

Engagement may be as simple as clicking a like button, or more involved such as commenting on or sharing the content.

User engagement is very important as it increases brand awareness and is a key step toward a Call-To-Action associated with the content, which may be to buy a product or service, or to register to attend an event for example.

Compared to other forms of content creating video is generally time consuming and more expensive so video may be used infrequently, especially by smaller businesses that do not have the budget to produce and promote video content regularly.

However, using only non-video content reduces the opportunity to engage with current and potential customers on social media.

Due to the preference web and social media search engines now give to organisations that share video content, not having it reduces the opportunity for an organisation to be found.

Facebook has recently updated and made generally available its Facebook Live feature which is used to stream live video.

Although Facebook Live is not the first live video streaming service, it offers many significant advantages over alternatives.

Examples of how Facebook Live has already been used by a number of local organisations include Blacktown City FC to stream live from matches at Lily Homes Stadium, Sydney Hills Business Chamber to broadcast guest speakers Jana Pittman and Mayor Michelle Byrne at the Celebrate Women in Business event at the Fiddler, and Homebase Business Network for the Hills launch of the network at Event Cinemas Castle Hill.

Future planned uses include sharing from behind the scenes at events by Western Sydney Business Access, and using Facebook Live for demonstrations and Q&A sessions with businesses and their clients to showcase products and services.

Key points
- An active user base which is larger than other social networks.
- Engaging with a live broadcast involves basic connections.
- Videos created on Facebook Live are retained rather than deleted.
- Video can be saved to the camera roll of the device used for broadcast.

Engagement may be as simple as clicking a like button, or more involved such as commenting on or sharing the content.

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Facebook has recently updated and made generally available its Facebook Live feature which is used to stream live video.

Although Facebook Live is not the first live video streaming service, it offers many significant advantages over alternatives.

These advantages include an active user base which is much larger than other social networks, viewing and engaging with a live broadcast involves relatively basic connections rather than more complex add-ons and videos created on Facebook Live are retained rather than deleted by default.

With the possibilities Facebook Live offers organisations, it should be included as part of the social media plan.

As with any new form of communication testing it on a small scale is important to ensure the quality will be high enough to enhance the brand’s reputation.

It is also very important that everyone involved in a broadcast is aware that the content will be shared live and remain available after the broadcast so that privacy concerns can be properly managed.

For users who want to edit the video after the original live broadcast ends, the video can be saved to the camera roll of the device used for the broadcast and then imported into a video editor.

Examples of how Facebook Live has already been used by a number of local organisations include Blacktown City FC to stream live from matches at Lily Homes Stadium, Sydney Hills Business Chamber to broadcast guest speakers Jana Pittman and Mayor Michelle Byrne at the Celebrate Women in Business event at the Fiddler, and Homebase Business Network for the Hills launch of the network at Event Cinemas Castle Hill.

Future planned uses include sharing from behind the scenes at events by Western Sydney Business Access, and using Facebook Live for demonstrations and Q&A sessions with businesses and their clients to showcase products and services.
MOROUS relationships in the work- place is something to just ginger about over by the coffee machine.

They are also the study of academic research.

Why, you may ask? The answer, of course, is because we are human and humans have inbuilt biases and prejudices that, however hard we may try to suppress them, bubble up at strategic moments.

Moments such as deciding who to promote and who to select for training and development. If we can be alert to these prejudices — the theory goes — the more likely it is that we can prevent them from interfering with hard, business decisions.

Hierarchical workplace romance, or HWR, as it’s known in the academic community, is when there is an imbalance in a romantic relationship at work such as a supervisor-subordinate match.

While there has been research on third-party perceptions and reactions to romantic workplace relationships, it hasn’t dug deeper to look at how third parties can have an impact on the career development and progression of these star-crossed lovers.

Suzanne Chan-Serafin, a senior lecturer in the school of management at UNSW Business School, wanted to find out whether knowledge of an employee’s workplace romance was used unfairly in the evaluation of their performance at work.

In her study, which for simplicity concentrated only on heterosexual relationships, Chan-Serafin found that if an employee was in a relationship with their boss or supervisor, their chances of being promoted or considered for internal training programs was reduced. But there was one unexpected outcome.

An unusual twist

In the study, 145 people were asked to review an application from a senior associate in a law firm, and then on his or her suitability for promotion to partner.

Study participants were shown a CV and given a brief description about the candidate. The only difference was gender (candidates had obviously male or female names).

Embedded within the introduction to some candidates, was the information that they were in a romantic relationship with their boss or supervisor.

Study participants of both genders were significantly less likely to promote candidates who were dating their boss. But, in an unusual twist, they came down harder on the men who were dating female bosses than women who were dating male bosses.

Chan-Serafin thinks that men were judged more harshly than women because they were contravening social norms.

Men who date female superiors are judged more harshly because such types of relationships are rare and violate traditional gender roles. Men are expected to be more interested in a woman than a man.

“Men who date higher status women are likely to promote candidates who were dating their boss. But they came down harder on the men who were dating female bosses than women who were dating male bosses. Possibly this is because men were judged more harshly than women because they were contravening social norms,” says Coventry.

Mentor: Suzanne Chan-Serafin

Key points

- Participants of both genders were significantly less likely to promote candidates who were dating their boss.
- But they came down harder on the men who were dating female bosses than women who were dating male bosses.
- Possibly this is because men were judged more harshly than women because they were contravening social norms.

If the consequence of a relationship rewards or penalises an individual over and above others, then conflict and complaints around unfairness emanate.

Disclosure of relationships

Transparency is the key — and something the Australian Fair Work Commission (FWC) has chosen to comment on, advising that employers should seriously consider disclosure policies to avoid conflict of interest.

It follows the FWC’s recent decision in the case of M v Westpac Banking Corporation, to reject the unfair dismissal application of a Westpac manager who failed to disclose an office affair with his subordinate employee.

“I think some cases that have involved senior people have caused boards to realise that they need to be a bit more actively interested if they’ve got a senior person who has a reputation for playing around,” said senior lawyer Kate Jenkins before she became Victorian Human Rights and Equal Opportunity Commission.

In her present role, Jenkins has backed the call for disclosure policies, noting that in the US, employers are way ahead in this regard.

“In the US, the workers would usually report it confidentially to an HR person, who will then consider: Are there other things that need to be in place so this doesn’t affect the business?”

“Australian employers should be more upfront about conflict-of-interest policies and disclosure of relationships at work. If we think it’s pretty prudish when it comes to talking about cases where our personal relationship might impact [on] employment,” Jenkins told The Age.

In California, the Supreme Court has even ruled that workers can sue when a colleague who is sleeping with the boss is shown repeated preferential treatment.

Unions and lawyers called it a victory for “the unloved”; but management reaction there hasn’t been quite so sanguine, as they now have to worry not only about who is sleeping with whom, but who is getting the plum assignments, the promotions and the biggest office — and which colleagues are getting steamed up over it.

Clear policies

Tim Greenall, Special Counsel at Madgwick Lawyers in Australia, advises that disclosure should be a confidential conversation between an employee and HR manager, who should then determine if any changes need to be made to minimise the risk of relationship-related problems.

“Employees should also be prepared to show that the relationship will not influence their work or business,” says Greenall.

Just having a disclosure policy will not guarantee that everyone abides by it, of course. Greenall says that the consequences of what happens if they don’t disclose need to be laid out in a workplace relationship policy as well, stating disciplinary actions that may be taken when an employee fails to disclose, particularly where the relationship has the potential to create conflicts of interest.

In the US, some companies have clauses forbidding relationships between managers and their subordinates altogether — which may sound like trying to hold back a wall of water — but the reason is to protect themselves from sexual harassment lawsuits when relationships go sour.

These are extreme measures that are unlikely to be adopted in the more laid-back business environment of Australia.

However, says Coventry: “It is becoming more rare to find an organisation that does nothing. In the end, however, it is a tricky situation but one that seems best handled by clear policies around transparency and reporting relationships.”

This article was first published in BusinessThink, the online business analysis journal of UNSW Business School.
Morrison as a “warrior for women”

By Hannah Piterman
Adjunct Associate Professor, Monash University

WHEN former Chief of Army David Morrison was announced as the 2016 Australian of the Year, a number of media outlets pronounced him as “warrior for women”.

Morrison, who received international attention for a stern video warning against unacceptable behaviour against women, is a member of the Male Champions of Change, an initiative which asks men “to use their immense power and influence, their collective voice and wisdom to create change for women.”

The Male Champions of Change head up companies such as Telstra, Qantas, the Commonwealth Bank, Woolworths, Citibank and IBM and hold the most senior roles in Government, Secretary of the Prime Minister & Cabinet and the Treasury.

As heads of Australian and global corporations, they exert various levels of monopolistic and oligopolistic power to influence government, market price, tax structures and the remuneration packages they (and their staff) receive.

Yet despite the power corporate figures exercise in influencing the economic, political and social tapestry in Australia and beyond, their influence has not been able to progress women’s equality.

Morrison’s ascension to being a “warrior for women” reflects a rhetorical return to an implicit position that women need men to protect them and advocate for them.

In fact, the imprimatur of powerful men has always been intrinsic to women’s success. A key finding from the Workplace Gender Equality Agency’s 2014-15 report indicates that women’s progress into leadership positions has been glacial.

The inclusion of women in senior leadership positions remains a challenge for corporate Australia in particular.

A crisis is underway even to survive in the workplace has seen women and men collide with archetypal dynamics that place men in the role of protectors. Its legacy remains subtle and covert and has been a powerful driver in workplace relations.

The inclusion of women in senior leadership positions remains a challenge for corporate Australia in particular.

The top levels of management remain heavily male-dominated, with just 15.4% of CEO positions and 27.4% of key management personnel positions held by women.

When women achieve executive status they earn less than their male counterparts. At senior levels the gap is 29%.

Most talented women are invisible to the workplace has seen women and men collide with archetypal dynamics that place men in the role of protectors. Its legacy remains subtle and covert and has been a powerful driver in workplace relations.

The inclusion of women in senior leadership positions remains a challenge for corporate Australia in particular.

Women have a smaller window of EP acceptability than men. Men continue to police the way women are expected to look and behave.

No doubt the current crop of “male champions” can use their significant influence to ensure women’s contribution is valued rather than undermined. This requires commitment for the long haul.

Sadly, history has shown that men’s support for women’s equality in the public and private sectors has been sporadic, selective and conditional, diminished when priorities perceived to be more pressing took precedence.

Despite many leaders supporting equality, Australian companies chose a path of least resistance as gender diversity initiatives took a step backwards post the Global Financial Crisis.

Women across all socio-economic strata bore the brunt. According to the 2008 EOWA Australian Census of Women in Leadership, the number of women in board director roles in ASX200 companies had dropped to their lowest levels since the agency began collecting data in 2002. Australia was not alone.

In the US the number of discrimination complaints by women to the Equal Employment Opportunity Commission climbed significantly during the recession in 2008 and 2009.

Research has found that women’s survival strategy has been to accept and collude with powerful men, albeit unconsciously, particularly in organisational settings which are highly competitive and hostile to the female presence. In a culture of “winners”, women seek to adapt to the norms of the winning group.

Does David Morrison’s attitude show that the male protector lives on?

COMMENT

For most, career progression involves navigating labyrinthine barriers resulting in women exiting organisations or accepting the limitations of the glass ceiling.

In 2006, The Economist hailed the arrival of “womenomics”, claiming “the future of the world economy lies increasingly in female hands” with a new era of women in business, bringing equality.

Refraiming the gender equality debate in economic terms brought women’s issues into a mainstream business agenda.

Psychologist Paul Verhaege writes that the tenets of the market had broken from the traditions of class, gender and race, offering the idea of a meritocracy in which “the ideal individual”, “the most productive man or woman” is duly rewarded.

Yet the promotion of “natural” winners, women with talent, has not been realised. Women remain conspiruously missing from leadership. The market has failed to dismantle entrenched male hierarchies.

At a time when women are the most educated and in a position to serve the needs of a global knowledge economy, hungry for high quality talent, they remain excluded, underutilised and undervalued.

Mentor remains a subjective phenomenon reflecting the perspective of those who control economic resources.

Rationalisation for women’s absence at the leadership table is explained by women’s lack of “executive presence”, the mysterious X factor that determines entry into leadership ranks.

According to research undertaken by Sylvia Hewlett leadership roles are given to those who look and act the part.

Top jobs often elude women and professionals of colour because they lack “executive presence”. Women have a smaller window of EP acceptability than men. Men continue to police the way women are expected to look and behave.

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The time has come to consider systemic change such as quota-based solutions that transcend a reliance on powerful men. Quotas have been introduced in Norway, Spain, France, Iceland, Italy, and the Netherlands and now Germany has legislated boardroom quotas. Why not in Australia?

Does David Morrison’s attitude show that the male protector lives on?

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Suzie Hoitink, Registered Nurse
Founder of the Clear Complexions Clinics
Associate Member of the ACCS & ACMG

You deserve a Clear Complexion

Does David Morrison’s attitude show that the male protector lives on?
Need for consistent sex education

By David Rhodes
Senior Lecturer School of Education,
Edith Cowan University

RECENT reports revealed a Victorian school allowed a Christian group to teach sex education using materials of scientifically dubious origins which would certainly be offensive to many.

The misinformation, including that females have chemicals that make them more needy and if they have too many relationships with future partners, reinforces the need for consistent sex education for all Australian schools.

Information about sex and sexuality is often plagued by irrational fears when children and young people are involved. Sex and sexuality are sometimes viewed as taboo subjects in schools. When they are discussed, there are times when rational discussion becomes elusive.

The Australian national curriculum aimed to achieve some sense of conformity across states, so that students across the country were receiving similar messages about sex, sexuality and healthy relationships.

The Australian Curriculum Health and Physical Education addresses how factors such as human biology, gender and sexuality influence the health, well-being and physical activity patterns of individuals, groups and communities.

There are some barriers to consistent messages about gender, sexual health and identity, sexuality, and safe-sex being transmitted to young people.

Anti-discrimination exemptions for religious organisations

Each state and territory has its own anti-discrimination laws. In Victoria, despite the Equal Opportunity Act 2010 making it against the law to discriminate against people, it also suggests that discrimination may be justified in certain circumstances. Even in 2015:

Religious bodies and religious schools can discriminate on the basis of a person’s religious belief or activity, sex, sexual orientation, lawful sexual activity, marital status, parental status or gender identity where the discrimination conforms to the doctrines, beliefs or principles of the religion.

That religious schools can still legally discriminate against staff and students who may not be aware of their own biology, sex, and gender in an appropriate and honest discussion in the classroom. It’s important that young people are educated about sex, sexuality and awareness about safe-sex.

That myths are still being presented as “facts” in an attempt to scare young people away from sex outside of marriage is disturbing. But it is not surprising while religious schools still have exemptions to anti-discrimination legislation.

Sex misinformation presents risks to young people

Sexuality is a poignant topic for young people and warrants attention and space for discussion in the classroom. It’s important that young people are educated about sex, sexual activity and gender in an appropriate and honest way.

There is too much at risk for young people not to be aware of their own biology, sex, sexuality and awareness about safe-sex. Sexually transmissible infections are on the rise in Australia among young people. The Kirby Institute estimates the chlamydia diagnosis rate in the age groups 10–14 years, 15–19 years and 20–24 years, increased every year over the past ten years, from 2002 to 2011.

Young people need facts about sex education and sexuality, to enable them to make informed decisions and to develop healthy relationships. Wrapping messages about sex and sexuality in vague and negative metaphors is unhelpful.

Extreme examples like that seen in Victoria are dangerous:

Having multiple sex partners is almost like taping that loses its stickiness after being applied and removed multiple times. So the more you have the harder it is to bond to the next.

As a society we are grappling with issues related to violence against women, largely perpetrated by men, with staggering statistics about domestic violence, sexual assault and sexual harassment. We also seem to find it challenging to conceive of two persons of the same gender being legally allowed to marry. Australia seems caught in a time-warp of sexual and gender taboos.

The road to progress can only come through rational, honest and accurate educational information.

It is perhaps time that religious exemptions to the anti-discrimination acts in each of the Australian states and territories were ended. There are problems with misinformation and fear-mongering.

If one parent at one school had the courage to come forward and openly expose the misinformation that is being transmitted, then it can be imagined that this propaganda is being transmitted elsewhere.

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I want my IPAD!

Are kids addicted to technology?

By Joanne Orlando

Are kids addicted to technology? There’s certainly a lot of media hype to suggest that they are. And there’s no question the footage of small children breaking down when their tablet is taken away is unsettling.

A montage of technology-induced tantrums.

Footage such as this is often aimed at showing the evils of technology and the myriad ways digital devices engender bad behaviour among children.

Viewers are often put in a position where they naturally try to apportion blame for such behaviour. In this case, the apparent targets are the technology and even the parents.

Scare tactics

As an expert in children, technology and learning, I question the purpose and proper interpretation of content such as this, regardless of whether it’s presented on prime time TV, headlining a newspaper or a new addition to a parenting blog.

In recent years society has been inundated with scare tactics around children’s increasing use of technology.

To date, media articles have blamed technology for various ills in society such as obesity, insomnia, violence, aggression and language development issues.

Unfortunately, these scare tactics often succeed because they cause a sense of guilt among adults and perpetuate a sense of loss of control.

But this type of thinking doesn’t make sense. It suggests that by removing technology from their lives, children will be fitter rather than overweight, and mental health problems such as aggression and depression will diminish.

Children’s health and happiness are essential goals, but magic wand thinking is not going to get us there.

The other obvious target of blame when watching the above footage are the parents themselves, and their seeming lack of ability to control their children’s use of technology.

But, as any parent knows, young children can have tantrums over many things. At this age they’re often not psychologically equipped to delay gratification, so we shouldn’t be surprised at their response to technology.

In addition, just because they can’t delay gratification now doesn’t mean they won’t develop the capacity later in life.

Embracing technology

Blaming parents for indulging their children is easy, yet many parents correctly recognise that technology is an essential part of modern life. Many professions now require the use of multiple devices over the course of a working day.

In addition, much of our social lives have migrated online, requiring us to make use of technology to stay in touch with our friends and colleagues. Even government support agencies require individuals go online to make a claim or submit an enquiry.

Forbidding children to use electronic devices hampers their ability to engage with the modern world. Research shows that technology offers many educational benefits for children.

These include encouraging them to work with more complex ideas from an earlier age, promoting skills in collaboration and problem solving, accelerating learning in the first year of school, helping children with learning challenges and enhancing mathematics learning.

School curricula around the world rely on technology for this very reason.

Children can get a lot out of technology if they engage with it in a positive way.

Balance is key

For many parents, it seems we are damned if we do and damned if we don’t. We have to weigh the risk of our children growing addicted to their devices against living a technology-free lifestyle and falling behind at school or with their peer groups.

My advice is to shift attention away from the blame game and instead consider our children’s world as it truly is, to focus on facts and reality.

Technology has changed our lives, sometimes for the better and sometimes for the worse. Children’s love for digital technology is obvious, and mirrors the devotion many adults have for their devices. Try to restrict an adult’s access to their mobile or tablet and see how they react!

Balance is the key. We must understand how technology can be properly managed so that the main activities in the home are not family members isolated in their own technological cocoon.

To encourage positive interactions, parents should provide an opportunity for a wide variety of tech-based experiences that support children’s learning but also develop realistic and consistent messaging about screen time.

Parents also need to model controlled uses of technology themselves. A parent who consistently tells a child to get off their device when they themselves are always on one will not go unnoticed by the child.

Balance is important, and in our tech-based society, it’s important for children and adults alike to maintain a healthy balance of activities in their life.

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

I want my IPAD!

Are kids addicted to technology?

By Joanne Orlando

Researcher: Technology and Learning, Western Sydney University
Could a robot do your job? Short answer: yes

By Toby Walsh
Professor of AI at UNSW, Research Group Leader, Data61

HERE’S a game to play over dinner.

One person names a profession that they believe can’t be taken over by a machine, and another person has to make a case why it’s not so future-proof. We played this game on an edition of SBS’s Insight on the topic of the future of robots and artificial intelligence.

The first profession suggested was musician. An argument often put forwards against artificial intelligence (AI) is that computers can’t be creative. But there are plenty of examples to counter this argument.

For instance, computers can take plain sheet music and turn it into an expressive jazz piece.岸 de Mantaras has shown.

The second profession suggested was human resources. Naturally, this came from an HR consultant worried for her future job prospects. However, the bureaucratic side of HR is likely to be easier to automate.

So, jazz musicians watch out. Your jobs might not be safe from robot incursion. The next option was police officer. It’s often said that computers can’t or won’t behave ethically. Unfortunately, Hollywood has already painted a very dystopian picture here in movies like Robocop and Terminator.

And, as the current UN campaign to ban autonomous weapons demonstrates, we could easily end up there if we aren’t careful.

The third profession put forward was human resources. Naturally, this came from an HR consultant worried for her future job prospects. However, the bureaucratic side of HR is already easily automated. Indeed, we spend much of our lives on the phone already, talking to machines. Can I speak to a real person, please?

On the other hand, the more human-facing side of HR is likely to be harder to automate. But as we argue in the next answer, it’s not clear that this will be impossible.

The fourth challenge was psychiatrist. Again, the human-facing nature of this would seem to offer significant resistance to automation. Nevertheless, there’s an interesting historical precedent.

A well-known computer program called Eliza was the very first chatterbot. It unintentionally passed itself off as a real Rogerian psychotherapist. Eliza was not very smart. Indeed, the program’s author, Joseph Weizenbaum, meant it more as parody than as therapist. However, his secretary famously asked to be left alone so she could talk in private to the chatterbot.

So, shrinks watch out. Your jobs might not be safe.

The final challenge was Prime Minister.

On the one hand, this is a good answer, as one assumes there’s little routine to being Prime Minister but a lot of tough high level decision making that would be tough for a machine to handle.

On the other hand, it’s a poor winner of our little game. It may be the only job in the whole country that’s safe from robots.

In one final, beautiful irony, this forthcoming episode of Insight has the robots up on the stage. We, the supposed expert commentators were in the audience. So, even TV pundits should watch out. Your jobs might not be safe too.

Net effects

What this discussion highlights is that the middle classes are likely to be increasingly squeezed by machine labour. Professions that we used to think were quite safe – like doctor, lawyer or accountant – will be increasingly automated.

Whenever technology takes away jobs, it tends to make new jobs and industries elsewhere. For example, printing removed the need for scribes but created the vast publishing industry in its stead.

And publishing went on to create many traditional jobs in the printing industry, like type setters. But we now see many new jobs in areas like self-publishing and web design.

Economists continue to argue over the net effects of technology. Does technology create more economic activity so we are all better off? Or does it put more people out of work, concentrating wealth in the hands of the few?

One thing seems sure. It requires us to adapt. And for this, we need an educated, high tech workforce. This brings the conversation back to higher education and the stalled reforms that now trouble this sector in Australia.

If there is one policy we need to get right, to future-proof Australia against machines and other disruptions, I would argue, this is it.
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Closer look at driverless cars

By Gordon Hughes and Andrew Sutherland
Davies Collison Cave

Automated driving technology is constantly evolving. A major stumbling block to the introduction of advanced driverless systems is not necessarily technology-related, but rather the need for a regulatory framework to underpin the introduction of automated vehicle activity.

This requires consideration of the adequacy of design and manufacturing standards, a revision of road rules and a review of privacy laws.

The progress of automated vehicles to date is more advanced than many may appreciate.

The evolution of automated vehicles involves the introduction of various levels of automated driving systems.

In Australia, Rio Tinto uses remote-controlled trucks at its Yandicoogina and Nammuldi mine sites in the Pilbara region, controlled largely from an operations centre in Perth, some 1,200 kilometres away.

The attraction of automated vehicles in many countries, are a more immediate reality. These trains will begin running on Sydney’s North West Rail Link in 2019.

One reason why the introduction of fully automated trains has been less problematic than the introduction of automated vehicles is that their operation is not regarded as giving rise to significant regulatory challenges.

Legal challenges associated with automated vehicles need to begin with a consideration of the framework required in Australia to address the legal challenges associated with automated vehicles.

The framework needs to be well designed and to contain adequate protections and safeguards which at the same time do not unnecessarily constrain further technological innovation and development.

A number of issues need to be addressed in this context, including the liability of owners, manufacturers and system operators, and the responsibility of governments and other agencies in managing the personal data which will inevitably be generated or collected by a centralised monitoring and control authority.

The progression from current technologies to conditional automation and to more advanced categories revolves around the development and integration of more sophisticated GPS systems (comprising gyroscopes, altimeters and accelerometers), combined with sensors (including radar, ultrasound, laser and optical technologies) which recognise and enable the navigation of dynamic, changeable road conditions such as traffic lights, speed limits, road signs, weather conditions and of course, other vehicular and pedestrian traffic.

1. Conditional automation

The lowest level of automation which is classifiable as an "automated driving system" is "conditional automation". A conditional automation system (such as an automated freeway driving) drive the vehicle for sustained periods of time and monitor the driving environment. A human driver only intervenes in response to a request to do so from the system.

2. High automation

With the implementation of appropriate technology, "conditional automation" metamorphoses into the next category, "high automation". This essentially describes a vehicle which is able to come to a stop without a human driver intervening – for example, if it encounters inclement weather and its sensors fail. The shortcoming is that highly automated vehicles remain restricted as to the roads on which they can effectively operate.

3. Full automation

The ultimate category in the evolution-ary process is the "fully automated" vehicle. Full automation removes all elements of the human driver, with the system driving the vehicle and monitoring all weather and road conditions, with no requirement for human intervention. Realistically, fully automated vehicular traffic will not appear on our roads in the foreseeable future.

It is clear that any consideration of a regulatory environment for automated vehicles needs to begin with a consideration of the anticipated level of automation.

We look forward to keeping you informed on this topical issue and should you wish to discuss any of the points raised in this article, please feel free to contact Dr Gordon Hughes or Andrew Sutherland: 03 9254 2582.
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