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FUND TO EASE NORWEST CONGESTION

Hills Mayor, Yvonne Keane, said this was a win for residents, workers and visitors using Norwest Boulevard on their daily commutes.

“Traffic congestion at the intersection of Lexington Avenue and Norwest Boulevard is the single biggest inhibitor to further expansion of employment opportunities for the world-class Norwest Business Park,” Mayor Keane said.

“The proposed vehicle activated traffic lights will significantly relieve traffic congestion in the peak AM times, especially between 8am and 9am.”

The RMS will be seeking public comment on the proposal.

GOVERNMENT AWAITS FORMAL APPROVAL TO GIVE GRILLELOCK INTERSECTION A WAKE-UP CALL

The National Australia Bank (NAB) has leased office space in the new Parramatta Square.

The move is part of the bank’s plan to consolidate its seven existing offices into two locations – Parramatta and the Sydney CBD – in 2020.

NAB beat several blue chip tenants to take up the entire 40,000 square metre tower at 3 Parramatta Square – part of the three hectare commercial, residential, education and public space project by Walker Corporation – on a 12 year lease.

Parramatta Council administrator Amanda Chadwick said NAB’s tenancy in the city was a message that Parramatta was the place to do business.

NAB’s decision is a beacon to the rest of Sydney that Parramatta is truly a compelling place to work and live, she said.

“This is a great day for the people of Parramatta to know that a household name like NAB has shown such confidence in the future of our city.” NAB acting chief technology and operations officer, Matt Lawrence, said the move to Parramatta and Sydney was part of the bank’s plan to prepare for the workplace of the future.

“Also delivers on our commitment to support small and medium businesses in Sydney’s West, an area with immense opportunity and growth,” he said.

NAB’s decision to have a presence in Parramatta comes after the Commonwealth Bank last year announced it would not renew its leases at Parramatta.

GoVt confirms Parramatta Square

PARRAMATTA City has welcomed the State Government’s commitment to take up a major tenancy in Parramatta Square.

The Government has confirmed that it will relocate at least 4,000 public sector jobs, taking up more than 63,000 square metres of A-Grade office space in 3 Parramatta Square, one of the twin commercial towers being developed on the Square by Walker Corporation.

The move will create a Government planning and environment ‘hub’ in Parramatta, bringing together 2,500 staff from the Department of Planning and Environment Authority. Around 1,600 staff from the Department of Finance, Services and Innovation will also be located in the new building, with the move set to occur by 2019.

The move is the largest ever Government agency leasing commitment in Western Sydney and follows National Australia Bank’s recent announcement that it will take up residence on Parramatta Square by 2020. The State Government will also relocate 1,800 jobs from the Department of Education to new premises in Parramatta at 105 Phillip Street in 2018.

When complete the $2 billion project will include three A-Grade commercial towers, Western Sydney University’s vertical CBD campus, which is due to open in February, the tallest residential building in NSW, and Council’s iconic Civic and Community building – all centred around 250 metres of world class public domain.

Funds to ease Norwest congestion

OUR ROADS

Hills Shire Councillors have voted to give the grillelock intersection at Norwest Boulevard, Elizabeth Macarthur Drive and Lexington Drive in Bella Vista a much-needed makeover.

The upgrade will include installing vehicle activated traffic lights which will operate in morning peak times to reduce traffic entering and exiting Norwest Business Park.

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Two events not to miss

Vision Board Workshop
12th January 1-4.30pm
Create the Vision of 2017 that you want to be do and have.
Visions become reality. Come an invest half a day in creating your future with likeminded people in an inspiring environment.

Investment: Only $330* per person - boards, magazines, scissors, glue, inspiration, visualization and afternoon tea provided.
Come be in a room with other like-minded people to create a GREAT 2017.

The event will be on Thursday 12th January, 2017, Circular Quay Boardroom, 71 Macquarie Street, Sydney.

This workshop will set you up for success with the right Mindset and planning to make 2017 ROCK.
Limited to only 30 people, this will set your year up beautifully!

For Western Sydney Women and Success Women's Network Members: use the code SWN for a $35 discount off the ticket price!

Your Workshop Leader is Jen Harwood:
Business Person of the Year 2016 - North Shore Business Award, Published Author of 3 Books, CSP - Certified Speaking Professional - National Speakers of Australia.
Award Winning Business Coach 2010 - Jen has coached over 1400 business owners in 20 years. Jen knows her stuff and gets the best out of people.

Register your Spot at: https://vision-board-workshop-2017.eventbrite.com.au
for more information contact: The Jenerator on 1300 791 291 or email jen@jenharwood.com

Women’s Wealth Circle 2017
Goals, Money, Mindset Bootcamp
Friday 13 January 10:30 am to 3:30 pm or Saturday 14 January 12.00 to 5:00pm
Suite 202 Level 2/34 Charles St Parramatta NSW 2150

Powerfully create 2017 aligning your Goals, Dreams and Wishes with your Money and Mindset.
- Start with your Dreams and Wishes to Create SMART Goals
- Get Wealth Education
- Put all your wealth to work.

What you will get from the Bootcamp:
- SMART Goals drawing on your hopes for the future and grounded in your current reality
- Workshop and work out how much money you need to achieve your Goals
- Understand your Money Habitudes and your relationship to Money to empower you to strategies and actions.
- Get Financial Wisdom and Wealth Education on
- Building Wealth through Investments and Superannuation
- Protecting Wealth through Insurance and Estate Planning
- Managing your Money and Wealth

Her professional credentials include:
- Certified Financial Planner Practitioner, Financial Planning Association, 2000
- SMSF Specialist Adviser, SMSF Association, 2011
- Registered Tax (Financial Adviser) Agent, 2012
- Fellow, Tax Institute of Australia, 2014
- Greater Western Sydney Area Mentor, Success Women’s Network, 2016

Get started on a Financial Plan to achieve your Vision and create your Financial Independence.
Investment: Only $330* per person including your Women’s Wealth Circle Workbook, Lunch and Afternoon Tea.

Your Workshop Leader is Sheila Cabacungan:
Sheila Cabacungan is the Responsible Manager for Carnegie Financial Planning an Australian Financial Services Licensee No 389528.

“My role is to empower my clients with financial wisdom, strategic advice and solutions to achieve their wealth goals and live a life they love. “ Sheila Cabacungan.

Western Sydney Women and Success Women’s Network Members get $55 discount off the Bootcamp price!
Call Sheila Cabacungan or Alan Larrondo on 02 96871966 to book.
Ken Bailey appointed Reserves Chairperson

By Michelle Pozo

GLENMORE Park’s Ken Bailey will bring both military and business experience to his new role of supporting and highlighting the vital work of Australian Defence Force Reservists, as the Defence Reserves Support Council Western Sydney Region Chairperson.

The 49-year-old former regular Army paratrooper and current sales manager at iFly Penrith, took up the three-year appointment in November.

“My role is about communicating to employers the benefits of employing Defence Reservists, not just the quality of people and the skills they bring to the business, but the government support available for the employers of Reservists,” he said.

There are thousands of Australian Reservists, both men and women, who usually serve 20 to 100 days a year in roles ranging from administration and artillery light gunners, to carpenters and civil engineers, to cooks and dental assistants.

Mr Bailey said Reservists came from all walks of life and the time served - which could include overseas deployment as well as short-notice call-ups to natural disasters - depended on their role.

“This loss of staff could become a challenge for employers, he said, so the Defence Reserves Support Council hosted activities like Exercise Boss Lift giving employers the chance to see first-hand the important work of Reservists, and the skills they developed, at exercises and operations.

“Since 1950 the Australian Army has had a force of infantry, Rifle Company Butterworth based in Malaysia. The company rotates every three months through this. When I was in the Army only regular soldiers rotated through, now its Reservists.

“Last month, he said, one employer was given the opportunity to see his electrician employee in action as a Reservist, leading his people, making quick decisions and attacking and capturing a hill.

“A lot of employers are not utilising the full skills of their staff. This fellow showed skills of leadership, project management, decision making under pressure, ... these skills can translate into the business world.”

Mr Bailey’s new role will complement his work at iFly, which is owned by former soldiers and employs Reservists who work as indoor skydiving instructors and in customer service.

“I would like to increase awareness of the value of Reservists to businesses in Western Sydney, that’s the key need. They get paid by the government for the time their people are taken away but it also gives those employees skills they won’t get in any other environment,” he said.

To find out more about Defence Reserves Support and the Supportive Employer Program, call 1800 803 483.

LIVERPOOL

By Red Dwyer

IVERPOOL City Council is taking steps to build the new businesses of the 21st century.

It is aiming to position Liverpool as the destination of choice to attract business and investment in South Western Sydney.

Digital disruption and the economic change caused by technological progress is expected to significantly alter the nature of the employment market, according to a council report. “Jobs and skills are at risk of automation or offshoring over the next 20 years,” the report said.

“Council has a role to play to ensure that local workers and businesses are equipped with the right tools and infrastructure to be supported in this transition.

“Super fast broadband is a key driver of innovation in many different industries in the digital economy.”

Currently, there are areas within Liverpool LGA that have do not have access to adequate internet speeds due to the federal coalition government’s short-sighted preference for a fibre-to-the-node (FTTN) network, the report said.

To assist with the aims of improving jobs for local Liverpool residents, the report said council should look how it could provide infrastructure to support people who have the ideas and motivation to put together a small business or social enterprise but are unable to access the required infrastructure.

These facilities could take the form of small work-hub or hot desking facilities and provide equipment such as 3D printers, cutters, soldering and welding equipment and sewing machines.
Western Sydney zoo step closer

By Red Dwyer

A MULTI-million “zoological facility” in Western Sydney has faced its last hurdle and is awaiting the decision by the NSW Government’s independent Planning Assessment Commission.

This follows a recommendation, with conditions, by the Department of Planning and Environment on its favourable assessment to the commission of the privately-funded $28 million Sydney Zoo in the Blacktown local government area – and its boost to the tourism economy of the region.

The three-member panel heard the last of the public submissions on the proposal at a meeting in December at the Rooty Hill RSL.

The proposal is for a zoo on a 16.5-hectare site located within the Western Sydney Parklands’ 216-hectare Bungarribee Precinct, which has the capacity to become a recreational and tourist hub for Western Sydney.

A concern of the department of planning was the potential impact of the proposal on the long-established Featherdale Wildlife Park, with both venues within several kilometres of each other in the Blacktown local government area.

The 5.1-hectare wildlife park, which opened in 1972 on a former poultry farm at Doonside, has evolved into the largest exhibitor of Australian wildlife in the world, with 1700 creatures of the bird, mammal and reptilian variety, and is an industry leader in the medical care of koalas.

To draw a distinction between the venues and to alleviate a negative effect on trading at Featherdale, Australian native animals at the zoo would comprise less than 1.6 hectares of the overall exhibited animal collection and be displayed as part of the Aboriginal Heritage Experience.

The remainder of the zoo would include a wide range of international species in a safari-like setting thus with a lesser focus on Australian native animals.

The department’s assessment said an economic review indicated a sufficient market existed within greater Sydney to sustain both Sydney Zoo and Featherdale Wildlife Park.

Given discernible differentiation from that of Featherdale opportunities might exist for the facilities to co-exist – collaborate rather than compete – thus creating a tourist destination within Western Sydney.

Should approval be granted, Sydney Zoo Pty Ltd – John Burgess, founder of Sydney Aquarium, at Darling Harbour, is managing director of the privately-funded company – expects construction to commence this year providing 160 jobs, with 59 positions when operational in 2018.

The partnership between Sydney Zoo, Western Sydney Parklands Trust and Blacktown Council is expected to bring 745,000 people per year out to Blacktown, as well as a $5.5 million boost to the NSW economy.

The Planning Assessment Commission is yet to hand down its determination.

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WHAT'S ON

Parramatta’s prestigious Artists Studios is celebrating more success after Coordinator of the Studios, Sophia Kouyoumdjian was announced as guest curator of the Museum of Contemporary Art Australia’s (MCA) Primavera 2017: Young Australian Artists exhibition.

Going into its 26th year, the nationally-acclaimed annual exhibition showcases works from young and early-career Australian artists and curators aged 35 and under, many of whom go on to exhibit their work throughout Australia and internationally.

A highly respected figure with more than 15-years’ experience in the Western Sydney arts sector, Ms Kouyoumdjian has been Coordinator of the Parramatta Artists Studios since 2011.

Recently celebrating its 10th anniversary, the Parramatta Artists Studios has provided creative work spaces for more than 100 artists during its first decade, from Parramatta, greater Sydney, interstate and overseas, some of whom have won prestigious awards including the 2017 NSW Visual Artist Fellowship from Arts NSW.

“The Studios and its support for emerging, mid-career and established artists has played a crucial part in Parramatta’s transformation into a true cultural destination with a flourishing arts scene. Sophia’s appointment as guest curator with the MCA is not only a strong endorsement of her own talent and ability, but also an acknowledgment of the Artists Studios’ ongoing success,” Council’s Administrator Amanda Chadwick said.

PARRAMATTA SQUARE ATTRACTS MORE MAJOR TENANTS

The news that National Australia Bank is consolidating its existing seven Sydney offices into two new locations, including on Parramatta Square, sends a clear message that Parramatta is the place to do business.

Over the next five years economic growth in Parramatta is projected to almost double and its workforce is set to swell to 186,000, with a strong emphasis on a growing financial sector.

“NAB’s decision is a beacon to the rest of Sydney that Parramatta is truly a compelling place to work and live,” Council’s Administrator Amanda Chadwick said.

City of Parramatta has also welcomed the State Government’s commitment to take up a major tenancy in Parramatta Square in the heart of Sydney’s Central City.

The Government confirmed that it will relocate at least 4000 public service jobs, taking up more than 62,000 square metres of A-Grade office space in 4 Parramatta Square, one of the twin commercial towers being developed on the Square by Walker Corporation.

The move will create a Government planning and environment ‘hub’ in Parramatta, bringing together 2,500 staff from the Department of Planning and Environment, the Office of Environment and Heritage, and the Environment Protection Authority. Around 1,600 staff from the Department of Finance, Services and Innovation will also be located in the new building, with the move set to occur by 2019.

The move is the largest ever Government agency leasing commitment in Western Sydney. The State Government will also relocate 1,800 jobs from the Department of Education to new premises in Parramatta at 105 Phillip Street in 2018.

WHAT’S ON IN PARRAMATTA

SYDNEY FESTIVAL
7-29 January 2017
sydneyfestival.org.au

AUSTRALIA DAY
PARRAMATTA
Thursday 26 January
6am-7pm
Parramatta Park
ausdayparramatta.com.au

LUNAR NEW YEAR
Friday 3 February
4.30pm-9.30pm
Centenary Square
For information on other Lunar New Year activities visit discoverparramatta.com/lny

PARRAMATTA ARTISTS STUDIOS COORDINATOR TO CURATE MCA’S PRIMAVERA 2017

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Professionals approach to rebranding

By Ilana Stillitano

THE Professionals Real Estate Group has launched a new look in time for its 40th anniversary.

And instead of discarding its old promotional material, the company has donated helpful items to a local school.

The new look, principal of Professional Outer Western Sydney – which boasts offices in St Marys, Plumpton and Erskine Park – uncovered many A3-sized multiplication tables that had been previously printed for a company promotion.

Mr Hansen recently offered them to his former school, Bennett Road Public School.

“I have some very fond memories of the school and of my time there,” he said, adding he was keen to help out.

Leading branding and marketing company, Traffic, designed a new image and logo for the Australian and New Zealand group.

Since its inception in 1976 by six independent real estate agents, the Professionals logo has evolved from a simple black and white design to its well known multi coloured, five pointed star.

Professionals CEO Shane Kempton said the update, for its more than 300 branches across the country, was a contemporary take on the star, reflecting the modern trends in the real estate market.

“Each chevron represents the roof pitches of the many homes we continue to sell and manage, with a smaller version of the star forming the dot over the letter ‘i’ Professionals,” Mr Kempton said.

“Our star has always reflected our strategic mission of delivering unrivalled value to our members and clients through remarkable service and marketing excellence.”

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“The new look Professionals logo on the St Marys office.

Boyuan acquires Bringelly site for $70M

PROPERT Y group, Boyuan Holdings Limited has strengthened its development portfolio in the Western Sydney development corridor with the acquisition of a 40.5-hectare development site at Bringelly for $70 million.

The acquisition is consistent with Boyuan’s September 2016 prospectus that it would continue to explore property development opportunities in Australia.

The property on the Northern Road, Bringelly is located 14 kilometres south of Badgery’s Creek, surrounded by housing diversity and significant infrastructure, including the proposed second Sydney airport at Badgerys Creek.

It is also located within five kilometres of the Oran Park town centre and the proposed Oran Park rail station.

Chief Executive Officer of Boyuan, Caden Wan, said the acquisition was consistent with the company’s strategy to pursue further growth opportunities in the Australian property market, particularly in high growth corridors.

“This is a strong complement to Boyuan’s existing Western Sydney development portfolio where we have development sites at Marsden Park and Aurral,” Mr Wan said.

“We are rapidly building a quality land bank in the highest growth area of Sydney, adjacent to strong housing demand and existing and proposed infrastructure.”

This specific site at Bringelly is particularly compelling given its close proximity to the proposed second Sydney airport and strong, ongoing demand for housing.

“We’re excited to work with our partners to bring this project to life,” Mr Wan said.

The directors of the Company believe this will be a valuable accretive acquisition with significant upside for shareholders over time.

Boyuan expects to develop a village centre of approximately 70,000 square metres, with around 600 housing lots at an average lot size of 400 square metres.

Boyuan will also have conditional first and last right of refusal to purchase the adjacent 40.5-hectare site.

Boyuan will fund the acquisition through a combination of existing facilities and also through its majority ownership of managed funds provider, Integer Securities.

A $7.5m deposit was paid on signing of the purchase agreement, with a further 10% payable in September 2018, and the balance payable on settlement in June 2019.

BHL is not intending to seek shareholder approval for the acquisition unless the ASX requires such approval under ASX Listing Rule 1.1.2.2.

BHL is applying to the ASX for a determination as to whether shareholder approval is required under the ASX Listing Rules.

Human element the biggest cyber risk

THE human element of cyber risk presents one of the biggest challenges in the security environment, security expert, Mario Bekes says.

While many businesses will rightly focus on the digital elements of cyber security and attack prevention, such as ensuring server security or malware protection, staff training is just as important.

Phishing-type cyber-attacks utilising ransomware are now commonplace and the impact they have on Australian businesses can be devastating.

The person that receives an email or accepts an online scenario at face-value is often the weakest link in the security chain, said Bekes, managing director of Insight Intelligence.

Bekes said no IT system can protect a business from ignorance.

He said that companies need to invest in their ‘human firewall’ to help protect against attacks which are becoming ever more sophisticated in their use of social engineering.

“We have seen a growing awareness from firms of the need to look at their cyber security from a people perspective and not just an IT perspective. However, there is a long way to go for firms to act on this effectively,” Bekes told WSBA.

Bekes said that all businesses should consider cyber cover and stressed that the industry has an important role to play in the cyber security market.

It is often said that any business with an internet connection is at risk of cyber attacks and experts across both the cyber security and cyber insurance industry have said that ignorance is no longer a defence.

The rise of the Internet of Things (IoT) will see more threats created in 2017 and beyond. One recent attack, which shut down major international sites such as Twitter, PayPal and Venmo, was facilitated by utilising security cameras and other IoT devices, points to the future of cyber attacks around the world.

Bekes sees the development of IoT-based attacks as a key issue for the cyber industry over the coming year. By utilising smart devices, hackers will be able to attack more businesses with more frequency, highlighting the importance cyber cover will increasingly have.

Visit: www.insightintelligencegroup.com.au

Dyldam’s CEO is person of the year

A WELL-known Parramatta businessman and chief executive officer of Dyldam developer Dyldam Development Group, Joe Khatar, AM, is the Urban Taskforce’s 2016 Property Person of the Year.

He has led Dyldam from a small operation 47 years ago into one of the main providers of apartments in Sydney with a special focus in Western Sydney,” said Urban Taskforce CEO, Chris Johnson.

“Joe Khatar’s life is a fascinating example of a migrant working his way up in Australia. He arrived from Tripoli in 1967 at the age of 17.

“Just two years later, having studied at Arthur Phillip High School [in Parramatta] Joe became the third generation of the Khatar family to work in the construction industry.”

“In 1969, he joined forces with his father Naim Khatar to build a humble red brick six unit walk-up – establishing what was to become one of Australia’s leading high density residential developers.”

Peter Daley, chairman, Urban Taskforce, said, “It is impressive to see the number of projects that Joe Khatar’s Dyldam are developing across Western Sydney (and) I am very impressed with Joe’s commitment to the community.”

May of the region showing he purchased parcel.

ACCOLADE

Boyuan’s commitment to the community. "

Dyldam’s outer western sydney principal Terry Hansen (far right) presents Bennett Road Public School principal Glen Leaf and students Beau Warren-Tibbets, Ricky Crow and Tyler Bernie with useful multiplication tables.

Photo: David Taylor

www.wsba.com.au
NORTH WEST

Private investor sells
A PRIVATE investor has sold a 2,370-square-metre site, a 1 Rayben Street, Glenedenning, for $4 million to a local investor.

Logos buys facility
MACQUARIE-backed funds manager, Logos, has bought a 88,555 square-metre logistics facility occupied by Woolworths, at Minchinbury, for about $180 million, from Lendlease Industrial Fund.

Sold for $4.36 million
TWO fully serviced industrial lots totaling 14,531 square metres, at 8 Kilto Crescent, Glendenning, within the Glendenning industrial estate, have sold for $4.36 million.

Investment site sold
A fully leased investment comprising of an industrial building of 2,917 square metres, on a site of 6,125 square metres, 16 Christie Street, St Marys, in the St Marys industrial precinct, has been sold for $3.52 million. The current tenant, MCM Frames & Trusses pays a rental of $226,600 annually.

Site passed in
A DA approved development site, at 49-53 Essington Street, Wentworthville, was passed in at $4.53 million. A DA has been approved for 32 units on a site of 1,979 square metres which contains three houses.

SOUTH WEST

Swedish firm opens store
SWEDISH clothing retailer H&M has opened a 3,300-square-metre store at Macarthur Square, as part of the shopping centre's $240 million redevelopment expected to be completed in 2017.

New stores for centre
MECCA Maxima, Peter Alexander, Mancos and Swedish mega-store H&M are new stories as part of Macarthur Square's $240 million upgrade.

Games firm leases
LET’S Play Games has leased a 1,300-square-metre office/warehouse, at 123-124 Hannell Street, Wetherill Park, from the PJ Sas Family Trust, on a gross annual rent of $122 a square metre, for five years.

Firm to expand
KITCHEN Trend has leased a 80-square-metre office and 1,500 square metres of space, at 2,108 Newton Road, Wetherill Park, for three years at $105 square metre, from a private investor. The company proposes to expand its business.

Site sold for $5.1 million
ALFRED and Helen Marano have sold a 7,524-square-metre office and warehouse, at 174-178 Hartley Road, Smeaton Grange, for $5.1 million to an undisclosed buyer.

CENTRAL WEST

128,000 titles
ONLINE retailer Booktopia Group has an inventory of 128,000 titles at its head office and distribution centre at Lidcombe. About 40 per cent of its sales come from local authors.

Partnerhips buys site
SILVERWATER Partnership has purchased a 4,116-square-metre site at 95-101 Wetherill Street, Silverwater, from a private investor, for $7.8 million.

Two new directors
JLL has appointed Scott Colman, formerly with Taylor Constructions, and Derek Erwin, formerly with Knight Frank, as senior directors of its industrial and sales and investment team, and will be based at its Western Sydney office, in Parramatta.

Jamie Oliver buy-back
CELEBRITY chef, Jamie Oliver, has taken over six of his Australian Italian franchises, including the Parramatta restaurant, from the failed Keystone Hospitality Group and brought them in-house under direct management of the Jamie Oliver Group.

Project underway
DEXUS Property Group has commenced the development of a 25,000-square-metre office tower, at 105 Phillip Street in the Parramatta CBD The Bates Smart-designed structure is being constructed by Built with completion due in March 2018 and is expected to accommodate 1,800 NSW Department of Education employees relocating from the Sydney CBD.
Parramatta Park • 11 February 2017

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**Corporate Group Training Package**
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- Each corporate member receives a free Step into Life training shirt and water bottle
- Pay no membership fee (normally $27.50 for lifetime corporate membership)

**Individual Membership Option**
- Corporate Triathlon participants get 1 month training free when they join Step into Life!
  - Choose from a wide range of training programs, including cardio, boxing, toning, Pilates/yoga and more
  - Complimentary trial session
  - One month training is free when you join as a Step into Life member

*Terms and Conditions apply. All details for training offers including terms and conditions can be found at: www.corporatetriathlonseries.com.au/training-partner/
Welcome

What do FBs need to plan?

DYNAMICS

Two family businesses are the same. They each have their own unique mix of family dynamics and business challenges. The dynamics and challenges also aren’t static and change over time depending on the maturity of the family and the business.

However whilst all family businesses are different, they are also the same. There are predictable family business events or scenarios which the family will need to address as the family and the business grow.

This is why we strongly advocate to family business clients the importance of transition and succession planning, in concert with pre-agreed family rules, to pre-empt how the family will deal with the predictable events or scenarios if - but more likely when – they occur.

One of our family business clients put it best when he addressed his siblings in one of our family business workshops.

“No surprises... we need to discuss and agree now, so that when something like this happens, this is how we will deal with it.”

So what do family businesses need to plan for?

It’s what we often refer to in our family business workshops as the ‘what if’ and ‘what happens when’ scenarios.

Whilst far from an exhaustive list, family businesses need to plan and agree on rules around:

- what happens if a family member wants a job? What conditions should we have in place for the benefit of the family member whilst also acting in the best interests of the business?
- as a family how do we prepare and equip family members to be considered for future management and leadership roles in the business?
- what happens to family ownership if a family shareholder divorces?
- what happens on the death of a family shareholder... what happens to their shares?
- what if a family member wants to sell their shares and exit the family business?

We are not suggesting that there won’t be disagreements and tension along the way. But by planning and having clear rules, the family is far better placed to lessen the chance of tension and conflict ‘paralysing’ the family. The family will also be best equipped to constructively manage change.

We are often asked, when is the right time to plan and what size does the family business need to be? Based on our experience, the challenges of family business aren’t limited to ‘large’ family businesses.

Positioning your business for success

LEADERSHIP

Reparing for an uncertain and complex future in business requires strong leadership and understanding, according to Dominic Pelligana, Partner, KPMG Enterprise.

Introducing Bernard Salt, KPMG Partner and demographer, Dominic says gathering new information and considering it from fresh perspectives is key to navigating change. Bernard Salt, KPMG Partner and demographer, highlights key trends, challenges and exciting opportunities in the private and family business sector.

“Should I invest my youth, my energy my capital, my family and my career into the Australian continent and the economy?” - Bernard Salt, Partner, KPMG

Bernard Salt forecasts the future in terms of social movements and trends, rather than pure statistics. “It’s always about the story – the narrative behind the numbers,” he says.

In his presentation, The Future Business Landscape, Bernard considers high level demographic information to predict how the future might appear for Australian business.

He argues it’s necessary to look at the Australian obsession with ‘lifestyle’ – whether that be residential property, a sea change or a tree change, for example.

“Is there a lifestyle element to your business?” he says. “That’s the business to have been in over the last 25 years or so, and I do not see it changing in the next 25 years or so.”

For Australian entrepreneurs seeking a niche, he recommends considering this love for lifestyle in the choice of products and services offered. This could mean building or financing apartments, providing the stylish appliances for them, or even selling the manufactured stone for the bench tops in those apartments.

Education and skills, such as a University degree or technical qualification, are vital to participate in Australia’s business future, he warns. But if Australia doesn’t shift its focus to engineering, science, technology and mathematics, it could fall behind.

“Young you go to Japan and India and they are all over those types of subjects,” he says. Bernard says entrepreneurial drive should be celebrated, and those with family businesses should harness their unique position.

“There is a tremendous advantage to be had in family business because of that focus and that longevity, but there’s also some risks associated with that, where you need to be very, very firm to make sure you have that broad spread of experience going into the management team.”

Welcome to the first edition for 2017, hope you were able to have some time to relax over the Christmas period and are recharged ready for the year ahead. KPMG brings you three interesting articles this month. If you would like to discuss these features please feel free to contact me on 9455 9996 or davidpring@kpmg.com.au
Do your FB meetings add value?

**COMMUNICATION**

A common misconception in family businesses is that if they can communicate effectively amongst the family members, they are well positioned for efficiently managing the business and achieving their goals.

Central to the operation of any business is bringing the management team together to work on the business. However, what would your response be to the following questions regarding meetings in your family business?

On a scale of 1 to 10, rate the value the meeting adds to the business? In what ways does it add value?

“Zero” (Response from a family member when in meetings with his sibling and parents)

What we often see is the “one in, all in” situation. All the family members coming together to have their say on everything... and I mean everything. The ‘attitude’ of the front reception person; why cousin Steve should be employed in the business; the purchase of a new commercial building; the date and location of grandma’s 90th birthday; and the declining trend in monthly profits.

“Our family board meetings run for about 5 hours. There is a lot of information but little discussion, debate and decision making” (Response from a family member in board meetings involving 10 family members)

In frustration to the situation, some family businesses adopt the ‘us and them’ approach. Only family members actively working day to day in the family business meet to make decisions on the future of the business.

But what about those family members who are shareholders but not working in the business? Should they be privy to what is happening and having a say in the future?

**What is structure?**

It is a combination of:

1. **The right composition of attendees** – the people who should be at the table making decisions regarding the business are those who have been charged by their stakeholders (if a board meeting, they are voted by the shareholders, if a management meeting, those appointed by the board and CEO). Having the wrong composition of people at the table will destine the meeting to failure.

2. **Regular meetings with a clear purpose and agenda** – in the family business we often help families establish two meetings with clearly different purposes. One being the business advisory/board meetings which focuses exclusively on the business issues and decision making. The second is a Family Council meeting which focuses on family issues that relate to the family business.

3. **Fewer family members with a seat at the table** – in the context of the business advisory/board meeting, those family members with the appropriate skills, experience and insights discussing and making business decisions in the best interests of the family business, and ultimately for the wider family. Similarly for the Family Council, the mix of family members who represent and make decisions in the best interests of the whole family, not just family shareholders.

4. **Tools and rules** – these are important for any formal gathering of people to: direct the discussion; set the boundaries (or guidelines) in terms of what topics are discussed and what decisions can be made; and outline how contentious issues or scenarios will be resolved. In terms of a family business these take the form of Family Rules (or often referred to as a Family Agreement or Family Charter).

**Leadership** – to set a positive tone and ensure the meetings are focused and remain ‘on topic’. Often this leadership comes from a non-family member until the family becomes familiar with the new structure and meeting behaviours.

In our experience, most families need support to make the distinction between the role of the Family Council and the Business Board of Directors – for many families these bodies have always been ‘one and the same’.

Once the family understands the distinction and embraces the new structure they benefit from a non-family member chairing the meetings so they run smoothly and the family can focus on new behaviours and new conversations.

How receptive would your family be to an independent and objective non-family member chairing your family meetings?

Another challenge on a daily level is family members understanding which hat to wear and when to wear it. Some family members may have multiple roles in the family business or businesses (i.e. they wear multiple hats). These family members have the added challenge of recognising which ‘hat’ to wear in different conversations and making decisions.

“My daughter now runs the day-to-day business and I talk to her every day. I need to stop and think before the conversation: am I offering advice as a father or am I talking to her as a shareholder”. (Comment from a first-generation family member)

“The trick is to structure and frame the conversation/communication before going into it. Now thinking about you… ask yourself before the next conversation:

- Is it a family topic or an ownership topic or a business topic?
- Should I be making the decision as a family member; an owner of the asset; or an employee/director of the business?
- If family members individually and collectively exhibit effective communication and embrace structure then the family is well on the way to good family governance.

Are your family meetings a ‘one in, all in’, an ‘us and them’ or a clear structure which all family members understand and observe?

This is where structure is an important element to success. Structure ensures the ‘right’ people come together in the ‘right’ forum to discuss the ‘right’ things, at the ‘right’ time.

Another challenge on a daily level is family members understanding which hat to wear and when to wear it.”

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Legal side of handing over control

**SUCCESION**

By Justin Dowd

Family business owners work tirelessly to make a success of their commercial entity, often pouring their heart and soul into the job.

So what happens when they want to pass the torch on?

Handing over control and ownership of a family business can be fraught with legal complications but the roadblocks can be avoided if you take careful consideration and preparation in several key areas.

Among the countless issues that will need cautious attention is whether to sell the business and if so for how much? How to manage the tax liabilities? If a child is to become your successor, are they mindful and capable to take on the role? How to take care of existing staff, many of whom may have been part of the business for some years.

While it may be exciting to think about the next phase of your life after years of hard work and sacrifice, it is important to have an exit strategy early on - whether passing the reigns to the next generation or someone outside of the family.

Firstly, be clear about what it is you’re trying to achieve so that all parties involved can work toward the same outcome.

If you’re exiting a business, it is highly probable the business already has an accountant so it is important to bring that person into the discussion to get expert advice. For example, what would be the tax complications of any new structure? A professional can help navigate those uncertainties and properly put your plan into effect.

If you’re trying to sell the business to someone separate to the family, then you would want to maximise your return and, of course, comply with any statutory requirements like the transfer of the trading name and assets.

However, often in a family business situation, an owner’s exit would be in favour of a child taking over and so it is important to note that these considerations are a little different because you’re not necessarily seeking to maximise the end price. Arrangements need to be carefully made for ongoing employees. This can be both tricky and personal as often in the case of a family business, staff may have been part of the business for a long time. Don’t overlook things like long service and holiday entitlements.

Very often an owner would remain on in some capacity for a while to be able to slowly transfer the business to its successor. This would enable the owner to train the successor and pass on their experience and valuable knowledge of the business and its clients.

If that is to happen, be clear about how long you intend to stay on for, in what capacity and whether you expect to be paid.

If the business is to be taken over by a child, get separate legal advice from the outset. It is a mistake to use the same lawyer because you need to know that the person giving the advice is not only being impartial but is thinking solely about your interests.

When discussing all of these key points, make sure you have your exit strategy clearly outlined in writing. Situations are more likely to become heated if parties aren’t aware of the expectations from the start.

If you get it right from the beginning, it is less likely a lawyer will need to step in.

An owner’s exit would be in favour of a child taking over and so it is important to note that these considerations are a little different because you’re not necessarily seeking to maximise the end price.”

– Justin Dowd

Justin Dowd is a partner at Watts McCray family law specialists. Visit: www.wattsmccray.com.au
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Public Art revealed in Blacktown

Blacktown City’s latest piece of public art ‘Kaleidoscouter’ Velo’city’ Wheel was recently revealed by Mayor Stephen Bali.

The large and imposing work is on a council reserve at the intersection of Balmoral and Richmond Roads, Blacktown.

It was commissioned by the Council and has been designed by artist Graham Chalcroft to celebrate the site’s history.

Located beside the original Blacktown showground, this sculpture celebrates Blacktown and the history of the showground’s agricultural events and amusement rides, Mr Chalcroft said.

The colours reflect the show’s prize ribbons and our cultural diversity, and the lighting evokes the rides and dynamic evolving motion of Blacktown.

“Standing as tall as the trees of the Cumberland Plain Woodland that once covered this area, the kaleidoscopic pattern of leaves and atoms in the canopy remind us of our connection to each other through our shared atomic beginnings.”

Mayor Bali said the artwork was an important and creative addition to the city’s streetscape.

“Public art is an important and egalitarian way for a city to show its commitment to artistic endeavour,” mayor Bali said.

“There’s a lot going for it. There’s no admission charge, there are no tickets, people don’t have to dress up to see it and you can view it alone or in groups. It’s open to everyone,” he said.

“What’s most important is that there will be a difference of opinion about it.

“Some will like it, some won’t be as keen, but by prompting discussion it achieves one of its aims – the attract attention and create reaction.

About the Artist

Sculptor Graham Chalcroft is best known for his environmental public art in Sydney. London born, his tertiary education included the study of sculpture, graphic design, painting and drawing at the Canterbury College of Technology in the mid-eighties and he returned to complete a Master’s degree in Public Art and Design from 1995 to 1996.

Chalcroft has formed his own studio under the name Vertebrae. His projects consider sustainability and the ecological context of the sites through permanent site-specific artworks as well as temporary and ephemeral installations, often working within a multidisciplinary team.


Blacktown is ‘Fit for the Future’

Blacktown City Council has been assessed by the Office of Local Government (OLG) as ‘Fit for the Future’.

“We see this as a vindication of our stand that last year’s finding that we were ‘not fit’ was the result of a flawed process,” said the Mayor of Blacktown City, Stephen Bali.

“At the time, we pointed out shortcomings in the assessment process and made a lengthy submission which suggested more reasonable assessment criteria.

“No matter what the State Government thought, we have always considered ourselves ‘fit’ and this has been emphasised by the 25 national and state awards for excellence we received in the last year.”

Mayor Bali welcomed the OLG’s about face, but repeated his concern that the State Government continued to make it increasingly hard for Councils to serve their residents and ratepayers.

“It seems as if the State Government is trying to strangle the finances of local councils,” he said.

“There is an irony in the latest assessment by the OLG, which found that Blacktown City Council did not meet the benchmark for own source revenue.

“Everyone knows the major source of own source revenue for Councils is rates; and we are prohibited by the State Government from increasing rates by more than 1.5 per cent next year.

“Effectively, while one part of Government is saying ‘you need to increase your rates’, the other isn’t even allowing councils to match rising costs.

“The rates increase limit of 1.5 per cent is not even enough to cover the inflation rate, let alone fund the massive amount of work we need to do to provide for the new suburbs we are creating.”

“Another major issue is that the State Government has taken away funding we once had to build community facilities in new suburbs,” he said.

“Blacktown City Council no longer gets developer contributions for community facilities, but only for roads and drains.

“It’s not as if the funding was frittered away. We used what are known as Section 94 contributions to build award-winning community centres and recreational facilities for our residents and ratepayers.”
The Access News Australia Regional Roundtable is an invitation-only forum of influential people that have an interest in developing business excellence, exchanging ideas and networking. The ANARR meets in a private boardroom setting. Following is an edited transcript of the latest Round Table session which was held at Sebel Resort and Spa Hawkesbury.

8-page lift out section
Strategy Round Table in action at the Sebel Resort and Spa Hawkesbury.

Anthony Moss: Good morning everyone – ladies and gentlemen. Thank you to Michael Walls, Publisher of Access News Australia for organising today’s event. Thank you to David Pring and KPMG for being our sponsor for the event, and also thank you to David for being our host of the event today, in this luxurious Sebel hotel, resort and Spa Hawkesbury which is excellent. We want to have a robust discussion today about strategy, it’s relevance to business, what’s a good strategy, what’s a bad strategy, how do businesses drive and develop new strategies, why should they bother anyway – So, only a couple of simple rules which is 1, please jump in, please engage, and 2, every idea is valid. Sound reasonable? Are we ready to jump in – everybody feeling pretty cool and relaxed and happy to share their ideas and their views? David Pring, can we start with you, with an introduction if we may?

David Pring: Hi, I’m David Pring. I have the great privilege of leading the KPMG office in Western Sydney. For us, Western Sydney is an absolute unprecedented growth market that we think is unparalleled in Australia in terms of growth, diversity and talent pool. There’s no other market like it, so, from our point of view, we’re helping companies to grow, become relevant in a global economy, as opposed to just in a domestic economy, and looking to provide an opportunity for our people that is very different from the other opportunities that they might have.

Anthony Moss: Thank you. Michael?

Michael Walls: I’m Michael Walls. I’m a journalist and publisher. We publish Western Sydney Business Access which most of you here know of. WSBA has been going now for about six years. We also do assorted custom publishing projects. Western Sydney is far and away our biggest focus. As David says this region is experiencing unprecedented growth unlike anything else in Australia.

Ben Smith: I’m Ben Smith, a colleague of David’s at KPMG. I’ve recently joined the company to help build out an enterprise advisory consulting capability across Australia. And, as David said, it’s a massive opportunity for us across the GWS region. I’m really excited to help build up a practice with David and share some of my experiences, having done a lot of consulting work, most recently in Perth and also across Europe and the US.

Peter Higgins: My name is Peter Higgin. I am the Co-Founder and Director of Mortgage Choice. I have a company called Mainlinepower.com which is a manufacturing company which I started in 1993. I have three factories in China and we distribute power and data products, creating the world’s first universal power system, into over 100 countries. I am also the Chief Executive Officer of the World Polo Championships which we are holding here in the Hawkesbury in late October 2017. I also own Sydney Polo Club on 400 acres in Richmond which is in the business of Agriculture, Hospitality and Tourism, where I see significant potential growth.

Alex Hezari: Good morning. Alex Hezari from Taylor Nicholas. I’m the Managing Partner of Taylor Nicholas, Hills District which is a franchise of Taylor Nicholas group of seven offices spread out through the Sydney Metro area. A bit like David. I see a lot of opportunity in the property sector in the North West and the Hills District of Sydney. Exciting times. And I see our role as – what I have been doing with our clients is just providing the intelligence and the information data because I believe that, over the next five or 10 years, there’s going to be some significant changes in the area. And I think as individuals who have their fingers on the pulse, we could potentially play a significant role in sort of facilitating that growth and making sure that the growth meets the demand and we make the best out of this what I call once in a lifetime opportunity.

Anthony Moss: Excellent. Thank you, David. I should introduce myself too, because I might not have done that right at the beginning. My company is Leader Your Industry Pty Limited. I work with high growth, privately owned businesses really to assist them to develop an inspiring vision, develop a winning strategy and to assist them to navigate global opportunities. I’ve been doing that for many years, both here and also in the United States. And I also have the privilege of being the Chairman of the Sydney Hills Business Chamber. So, that’s me, Justin.

Justin Herald: Hi, Justin Herald. I sort of sit across a lot. I’ve just launched – well, about a year ago – a brand new way that any business can get their customers to refer for them, by putting their referral system on their phone with their brand. That’s done global, and it’s tapping into all of your customers’ reabeh, like we were talking about before, and growing businesses in a huge way – ‘cause referral has to be the No: 1 way of getting business. I speak at 100 conferences a year. And I have another company call Customer Culture, which is a service and sales training company. I’m all about customer service which seems to be rare these days in Australia. But – and then I have another 12 business, but I don’t have that long to talk about them.

Jacqui Gibbs: Jacqui Gibbs. I’m the Director of Sales and Marketing at the Sebel here. I’ve been here about four months. And I am looking forward to positioning this property as a key component of the Hawkesbury and also helping to drive the Hawkesbury as a destination for people to come, to do business, to holiday, leisure.

Steve Sebbes: I’m Steve Sebbes and I, too, have a number of companies. 17 years with Telstra – don’t hold that against me. We won’t bring that up today. However, I can offer you some telecommunications perspectives for small to medium businesses right throughout this region. The company I represent today is PBO Global, which is an international outsourcing organisation which also supports medium businesses to grow and develop. Thank you.

Shaira Ixmi: Thank you. So I’m Shaira. I’m from KPMG’s R&D Incentives business. I work out at Parramatta with David and with Ben. So my focus area is really on innovation within business and how they can harness that to grow. Unfortunately, I don’t run many businesses. But hopefully, there’ll be some good insights that I can offer from an innovation perspective.

Anthony Moss: Excellent. Great, everybody. Thank you. Well, you can see that we’ve got a wealth of talent in this room. We’ve got lots of people that either own, drive, and have built many businesses by the sounds of things. So this is a topic that everybody is extremely familiar with. The 5 Strategic ideas that Businesses Can Implement Today. So that’s our objective to work through. This session is really around strategy, what are the elements of a great strategy and I guess the thinking process around that. So, let’s put this subject into context if we can. Why do we need to worry about strategy? What’s the relevance of strategy to business? So, I’d put that into context in the sense of what are the challenges and what is the wellspring of challenges and opportunities that are happening in the market in Australia today, and even beyond, that really ensure that strategy is something that businesses should be thinking about. David Pring, I thought you might have a comment about that, given your experience with many businesses.

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David Pring: My points on this one are pretty brief in terms of why have strategy. Without a strategy, we'll end up doing a whole lot of things without necessarily having focus and without necessarily ending up with a result that we may want. I sort of come back to a fairly simple process around – you know – if our strategy is to catch yellow buses, then we know it's pretty clear what we're out to do. Without that, we don't know whether we're chasing cars, trucks, buses, motorbikes or in fact something else. So, for me, that whole strategy piece comes back to having a plan, knowing what you're trying to achieve, and then how do you keep that adaptive and alive.

Anthony Moss: The economy, the environment, the world’s an interesting place at the moment, isn’t it? And that’s not a reference to the change of Donald Trump, the President-elect in the States. But I mean, there’s lots of activity, lots of change happening in the global economy. Even with a plan and a strategy, what are the things that are affecting business today, what are the changing dynamics? You might have to jump in, Ben?

Ben Smith: I can probably add something to this. We get the opportunity to work across many industries and many companies of various size, from high net worth individuals up to quite large companies. And we’re seeing a common thread across all of those. And that is, that the world is a much smaller place. We hear words like “disruption”, “innovation”, being thrown about a lot. And it’s really impacting on every size company of any age. How that relates to the development of a strategy is we’re no longer seeing that horizon, but really breaking it down to very small segments and opportunities and being a bit more agile about not only defining then execution of strategies.

Justin Herald: I think one of the weak-nesses we have with our strategies in medium to larger size businesses is the fact that it’s not nimble enough that you can change it quickly. So a lot of businesses will stay to their path, and then eventually get shoved in a direction without having any clue that it’s happened. And they’ve dropped off that wave. And then they face a whole lot of change that they don’t want to put forward. Smaller business probably is forced in a direction moreso because of lack of money

where the larger businesses will have a little bit that they can back them. And then, with the medium to larger size business, the other issue then is that you already communicate to a whole lot of staff that don’t make decisions or even follow that practice through. So, it does take a lot longer. So that whole – the theory about strategy, there’s no strategy, is probably interesting right now – especially in the hospitality and retail sectors where right now we are all talking about the fact that it’s all very last minute business, it’s not typical business, patterns are not long patterns. So you can basically throw a lot of things in the bin.

Justin Herald: Does that mean, then, you would consider more entrepreneurial type employees when you’re interviewing?

David Ross: Virtually, each area becomes that entrepreneurial kind of thinker. And you try to grow them because that’s the only way you can survive.

Steve Sebbes: One of the main issues I see in small business is that incredibly passionate people build a business and get caught up in doing and not actually business building. They maintain momentum and grow but along the way they forget to measure and monitor their business. Most small businesses lack the tools to effectively manage their business and this is contributing to a high number of business closures across the country.

Anthony Moss: In fact, we’ve certainly going to work through all those points that you’ve identified. But I’m going to come back to this definition of what strategy is again because it’s one of those words that’s banded around a little bit, but do we really know what strategy means? And Shara, you’re nodding at me. So you obviously trying to communicate on that. So to perhaps frame that, what’s the difference between a strategy and a plan, is there a difference between them?

Shara Ismail: Well, I’ll go back to how I look at a strategy – especially in this era. And I think it’s almost bringing it back to the individual. It’s understanding where you want to get to. And, I don’t know about everybody else, but these days everyone’s doing everything differently and exploring every opportunity. It’s very easy to get distracted from where you know you want your business to go to. So, having a strategy of a kind of a broad one that allows a little bit of change and flexibility along the way, is important. It’s a goal. And that way, when you get all those meetings, coffee catch-ups and ideas coming at you, you have a way of filtering it for what’s important and where you want to take your business. And there might be an opportunity that could take your business in a different way. But then you need to revisit your strategy to see if that’s the right way, instead of spreading yourself so thin that you’re not moving your business forward. You’re just keeping busy.

Anthony Moss: OK. Anyone else like to comment on that?
Thinking Beyond today

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Alex Hezari: Well, what I’d just like to add I guess, for me strategising is very important, regardless of the size of the business, in my opinion, I think – the difference being is you probably don’t get the time to sit down and have a strategy session. I think small business is a lot more flexible and versatile. And I guess that’s about the only way you can survive in such a competitive market. In terms of strategy, I see strategy as – if I may call it a ‘sub-vision’ of a business. So it’s sort of like the concept of beginning with the end in mind. And it gives, not just the leader of the organisation, but the people involved within the organisation, some clarity and vision and foresight into what they’re actually trying to achieve. So having strategies that are in sync and in line with the vision of the business I see as critical. And in terms of, I guess, the challenges for most business – and this probably goes back to a previous point, technology these days is the major disruptor. And a lot of the larger organisations – and I haven’t had exposure to that sector – but from what I have seen from the spectator point of view, is decisions and the implementation phase take much longer. So, by the time a strategy has actually gotten to the point where it’s expected to come to fruition, it’s expired. And that’s the challenge. And that’s why the approach when it comes to taking on new team members – and they’re looking for more leaders as opposed to managers, because even in a larger organisation environment, they’re required to make quicker decisions and probably eliminating some of those – if you want to call it “meetings” – those processes involved with coming to making those critical decisions because what’s working against them is time, and it changes in the way business is carried out.

David Ross: So, a strategy versus planning. So, if I was to sit with my team and have a coffee and break it down into nuts and bolts, I’d say strategy is the decision you made that you’re going to sell apples, pears and oranges to a certain group of people that may be a bit slightly different. And the plan is, OK, how are you going to go about those steps, internally/externally, who you need to use to get to your end goal. Anthony Moss: Thank you, Great. I think that’s well said, David. I would also posit that I think strategy is around choice. The execution of a strategy is all around the implementation. But strategy defining in itself is around ‘choice.’ And I would encourage everyone, if you haven’t read it, to read an excellent book called Playing To Win: How Strategy Really Works, by Lafley and Martin. That is about making the higher level decisions. And that separate strategy from what typically happens and I see it very often where strategy sessions within organisations are really “business improvement sessions.” They’re mostly about, ‘How do we get slightly more revenue, how do we reduce costs slightly better, and how do we enter those kind of markets’ – which are valid and appropriate, but are not necessarily strategic. Does that make sense? I think the way David summed it up as the two different things was good.

Justin Herald: I think it’s surprising. So, the two businesses that I have, we cover about 30,000 small-medium businesses right throughout Western Sydney. And the one big observation – well, I’ve written a stack of observations, really – but, when we go into businesses, you can sell most business any stuff you want to sell them, right? A decent sales pitch and a reasonable price will get you across the line in most instances. But, having a reasonable business discussions and understanding how their businesses work and operate, the people within them, their customers, their target audience, takes a greater conversation. I don’t believe that in most instances small to medium business are actually well positioned to have those conversations. I honestly don’t believe that. And there are plenty of examples of great distances – both small, medium and large. But we’ve got examples on a daily – almost hourly basis where we’ve got no measurements in a business, no CRMs in a business, no regular communication in a business. The lack of technology that they have in their business, they don’t even use it. And then they’re grabbing applications for three bucks off iTunes to see if they can run something, which will probably work for about three minutes before someone in the business gets bored of using it and stops using it, and then they throw that out and then a clever sales person comes in and sells them a $50,000 package. So, no-one has the idea how to implement, execute, roll out, train people on. So strategies, for me, in small to medium businesses there are some people that run by the seat of their pants, and they do it really, really well, because they’re reactive and they’re quite as-tute to the market and their business. But I’m with Peter. Without the strategy and without someone guiding a small business through strategy – because it’s one thing to even have a great strategy session, and the execution is a real problem, but staying on track and being able to react to your strategy. So, it’s not five years or 3 months. It’s, I’ve got a strategy, and a whole heap of things are going to happen to me, and the business, and the people, and our customers. And it’s OK to still have that strategy, and the end goal, but how do we navigate? And I don’t know that small to medium business have a very good understanding around that navigation process.

Peter Higgins: I’d like to add to that, Anthony. I think Shaira is the only one that really said this – and I think it needs to be included in strategy discussions – more goals. If we talk about Mortgage Choice, for example, we’ve just finished a strategic planning meeting over the last two days. And it’s all about increasing market share. We process around $2 billion in home loans every month, and we’ve only got 3.5% of the National market. In some regions we have 1%. Some regions we have 20%. How do we increase our national market share? So, our goal is to increase our market share. It’s got to be timebound, by when and how. What’s the goal, by when, how are we going to do it? It’s really simple. It’s not complicated. And it hasn’t been any different to that for the last 20 years. I mean the company’s been going for 25 years. The first five years was creating the model. What’s the model we set up? What are the KPIS? Increase the distribution and the productivity within the distribution – organically and through acquisition. It’s about goals. So, it’s not complicated. And if we complicate it, then it’s going to be difficult to achieve. And if you don’t have a strategy, then you are like a ship without a rudder, as they say. So I think it’s about: What are the goals? By when? How are we going to do it? Keep it simple.

Anthony Moss: I think that point about simplicity is very valid. A lot of businesses get distracted by the detail of looking at the elements of their business. I guess that’s the point about choice. The choice is: What goals do we want to achieve? And then, how do we want to achieve those – which is really the kind of elements of strategy.

Shaira Ismail: I mean just in terms of simplifying things, for you to really achieve your strategies, you need your entire organisation to be onboard and understand what they need. Simplifying it means everyone – all the worker bees down the bottom – understand what you want of them.

Justin Herald: I think the issue, too, on that is there’s a lot of people – and you will see this – a lot of people in business that don’t know how to manage staff, that are accidental business owners and they shouldn’t be in business in the first place, to be very honest. Back in the olden days, you went into business and it was deliberate. Now, sometimes it’s by default that they end up in a business and they’ve got to manage staff. They don’t like people, so they can’t manage those types of scenarios. So, I totally agree with that.

Anthony Moss: So, if we think about context again – so, there’s a macro context in a sense of there’s disruption, there’s innovation happening – our markets are changing, customers’ preferences are changing, etc – those things are happening around every business anyway. And we have certainly a sense that the speed of those things is happening faster now than perhaps they have in the past, which is one of the aspects. And the reasons for that is technology, etc. We’ve also got a sense of the old planning days of taking three years to develop a plan for the next three years probably isn’t relevant any more, and there needs to be a better process around...
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that. So, can we think about what are the elements that make a successful strategy? What are the key elements that need to part of that process?

Ben Smith: Clarity and simplicity, we've covered. I think accountability as well is important. So, making sure that everyone's aware of the strategy. It should be simple, so everyone gets it. And then making sure that any actions that are required within the business are clearly owned.

David Ross: It also has to be outcome based.

Michael Walls: Should be realistic, too.

Jacqui Gibbs: And measurable.

Anthony Moss: So, clarity, simplicity, outcome based. What do you mean by that, David?

David Ross: When you put a strategy in, you've got to decide what the outcome is. Is the strategy going to be about awareness, communication? Is it financial? Is it change management? So, there's got to be some sort of an outcome. You don't want to put a strategy in play, it costs you money. So, you've got to have something from it. It may be just people sitting at a table. That but costs money as much as someone pumping $1M into a brand.

Anthony Moss: So how do businesses approach developing a strategy? Do we just sit around and say: OK. Well, let's figure out what a strategy is now? What are the inputs that have to be there to the leadership team, ownership team, to be thinking about strategy?

Michael Walls: I'm curious in people's personalities to the extent that how much people's personalities influence the shape of a strategy. Like you mentioned before, Justin, your business is actually your personality a large extent.

Justin Herald: Well, how you execute might differ because personality types have a point to plan execution. I'm not a detailed guy, but I come up with a lot of ideas. I drive people very hard and, from a measurements perspective, we measure everything. We can't help ourselves.

Steve Sebbas: You can't manage what you can't measure. We live by it, all aspects of our business are measured, from profitability, labour, normal expenses, customer service levels, right down to how many calls are made, conversion rates and how long we spend on the phone. It's not always possible for a small business to measure everything but reviewing the critical success factors and always holding you and your leadership team to these is the only way to ensure your business will compete.

Michael Walls: Is that good, though, to measure everything?

Justin Herald: Well, I think you can't really make clear decisions if you don't have enough data. Now, people can procrastinate. So then, there's the personality piece coming in again. So, if you're someone that likes to get into all the detail, and then you struggle to make decisions for all the detail, then you've got a different problem. But, leaders have got to have data really quickly, so they can pull the right levers to change your business.

Anthony Moss: What I'm hearing, Michael, when you're saying that too is there's an inherent bias. How do organisations ensure that they're not myopic? Can I throw that out to the table? Myopic, in the sense of when we drive a business, when we run a business, we get to know what we do, we know where our markets are, etc. But how do we ensure that systems, processes, and information is necessary for a leadership team that's going into a strategy session to answer the question: Do we really know what's happening in the market?

Justin Herald: I employ smarter people than myself.

Anthony Moss: OK.

Justin Herald: I'm probably very similar to you. I'm a stop/go guy. I'm the big picture guy. Like, owning a software company, I just know how to turn a computer on. So, I know what I want it to do. I have no idea how it's going to be done. And, it's been quite interesting because we obviously are with tech people and code is - they're all detail type people. So, if I said to one of them: How is your day going, four hours later they're still talking - right? So I've had to learn how to manage that. But then, they've also looked at how I manage the whole thing. And they've started to adapt to that a little bit. But they're the smart people. So, they've got their own little things that they did. So I think it's about allowing them, and giving permission for your staff, or ... your team - whatever you want - to be able to do it somewhat their way, because they should be smarter than us. So, to me, what you just said makes sense, because I didn't need another me. And I needed someone that had that thing - to me, that was just a common sense approach to it all. So, whether I fell into it or not, I'm not too sure. But that's the same way that I now employ. If we get two people coming for the same or different positions, and the same type of person applies, well, we don't need that. We need some bit of difference there. So otherwise it becomes a nightmare to manage that.

Jacqui Gibbs: I was just saying you're now talking about the attributes of a good leader, which is a little bit like you're talking about. So, if you're a good leader, then you are going to do all these things, which is why you can know your strengths, know who you are, have your own posture and move forward. I think the myopic comes from small businesses, because usually it's the one person, and they're not able to reach out and say: I need help with finance, or, I need help with IT, or, I need help with these sorts of things. And they try and do it themselves. And that's where they come a cropper.

Anthony Moss: I think that I have a very common theme for small businesses - as I would be positive that it equally applies to larger businesses too. David, your business?

David Pring: I was just going to jump in there. So myopic thinking - I think to avoid it, organisations need to be very well connected to markets, to people who are different from themselves - be it a small business sole operator, to a larger organisation that has a management team or a leadership team that all thinks the same can very much end up with that same myopic view. So I'm always looking for people who are well connected outside of each other, but also well connected to market and will bring different viewpoints. Whereas that whole sensing piece, then that different information coming through gives you an idea on how the market itself is actually moving and changing and how you need to adapt to or to sense where opportunities may be coming up.

Peter Higgins: I have set up in three ways. We have a Management Team, an Advisory Team which are really the foot soldiers, and a Board.

Anthony Moss: Are they part of your strategy review team?

Peter Higgins: Absolutely. So, it's a matter of challenging the status quo all the time. And they all come from different perspectives with their experience. Now I think that is a good way of doing it - by having the independence, if you like. Everyone has a different experience, but heading in the same direction.

David Pring: It still requires the organisation to be willing hear and to take some of that stuff on.

Peter Higgins: Yes.

David Pring: I've seen organisations that have been set up that way, where it's surprisingly, over time, all of the information that's coming back from independent sources converges.
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Peter Higgins: But these are all internal. There are all within the group for me.

David Pring: Oh, for you.

Peter Higgins: We only go external if we really need intel that we don’t have access to.

David Pring: But I mean to say it doesn’t matter whether it’s internal or external.

Peter Higgins: Yes.

David Pring: If you’ve got a leadership group that doesn’t hear, then it doesn’t matter what’s coming in.

Peter Higgins: I sak them.

Justin Herald: But then you go back to Michael’s point around the personality traits of a leader. So, a strong leader is going to be able to take all that stimulus from different departments, different boards and gather enough data internally or externally to make some great decisions. But we come across so many businesses that are literally frozen, because the leader can’t make a decision. And it’s not just happening at a leadership level. It’s happening in multiple departments. So, no-one’s providing the correct information because they’re too afraid of what might happen. And it’s not the fear of being sacked. It’s the fear of looking silly which is crazy.

Peter Higgins: That comes back to culture does it?

Justin Herald: It comes back to culture and that leader at the very, very top, driving that culture down the team, and the various team members pushing that culture back up.

Peter Higgins: Be careful where you get your intel, but, is the message that comes out of that.

Steve Sebbes: Ensuring that you are communicating effectively and enabling your leadership team or manager is critical, you will not always be there and you need great decisions to be made for your team, business or customers. Growth, development, new markets only comes from clear thinking and fresh air, without that space because you have capable people in place you are likely to become stale, stagnant and risk failure. Without having your eyes on the ball your competitors are likely to work faster, better and more effectively and before long your customers will move.

Anthony Moss: I think that’s the key. The point that I was trying to make is my own perspective is, for a strategy to be useful, it has to be focussed externally, not just internally – not just getting internal information. There has to be a source of external perspective onto a strategy, just to minimise that potential for myopic bias, because we can get very good at analysing our own activities and how well we’re doing right? And success in business is not necessarily the greatest teacher.

Justin Herald: And then they start blaming their internal staff.

Anthony Moss: There are plenty of examples of very successful businesses that all of a sudden didn’t see the disruption happening in markets.

Shaira Ismail: So it seems to be good to have a mix of a team leading the organisation, and then back that up with good data insights on how you’re tracking, which markets are doing well, which sectors are doing well, internal and external data.

Justin Herald: And then to Peter’s point, taking in some of that and also then going: Well, what other external data are we getting to chase a new market or a new target or a new goal?

Anthony Moss: OK. Excellent. So we’ve got external perspective, we’ve got data management, we’ve got leadership – these are all the elements of what would make a successful strategy. Obviously, the success of a strategy is only dependent upon its implementation. But, in terms of the elements of developing a successful strategy, we’ve captured those things. Clarity and simplicity, so that the strategy can be understood by everyone within the organisation, and also externally to the organisation.

Alex Hazari: If I may just quickly add a point to that. Sort of an important niche is the why behind the strategy. I find that with, particularly in the small to medium sized business, that will come into play down the track when it comes to the implementation phase, because the rest of the team will be singing off the same song sheet, so to speak. So there will be more buy-in if there’s a reason and they can relate to the why for the particular strategy.

Anthony Moss: OK. Great. Excellent. Any other comments on that – on successful elements of a strategy?

Ben Smith: I think it’s important to define boundaries for the strategy development if you like, but also allow some scope for disruption and innovation. I think Peter mentioned earlier the need to do a SWOT analysis, a competitor analysis, are fairly traditional elements of a successful strategy. I think, looking forward, you also need to think about what are the potential disruptors for your organisation. If you look at the most talked about disruptor in Uber, as an example.

Michael Walls: But you couldn’t have predicted that.

Ben Smith: That’s right. You’re right. Well it’s certainly disrupted the taxi industry. Everyone knows about that. Think about what’s going to happen in the future, though, in terms of disruption as a result of Uber, as a result of Uber moving into driverless cars. So, a good one is the insurance companies – insurance market.

Justin Herald: There’s some really interesting disruptor trends taking place at the moment.

Peter Higgins: Consumers will no longer get car insurance. The insurance will be between the manufacturer and the taxi company, let’s call it – but not the consumer.

Anthony Moss: Or on an hour by hour basis.

Peter Higgins: And the manufacturer won’t be an automotive manufacturer. It’ll be a computer company.

Justin Herald: It’ll be a tech company.

I think the risk though is, because this disruption thing is now the big thing, that everyone’s going to start trying to find the disruptive way of doing something, just to be a disruptor and then miss out on just the normality of just doing business well, I think.

And I see that a lot. You look at some of the larger organisations. They’re all trying to come up with the next Uber. Just do your job well, look after your customers, and then your business will grow – and have a better plan than just getting by.

Ben Smith: But Justin – the term itself – disruptor – OK, it’s a modern term. But if we go back a few years, all it was was great entrepreneurial change.

Justin Herald: But it was after the fact.

Ben Smith: It was just called something else – right?

Justin Herald: But it was more after the fact. Now it’s before the fact. So you’re trying to do that instead of doing something and you look back. Yeah, that was quite entrepreneurial or that was quite disruptive. I think it’s more they’re putting that in the forefront now: Let’s come up with a strategy inside our business to disrupt the norm, instead of. Let’s just do what we do now, better. And if that disrupts, that’s great. You know what I mean? It just seems to be this big push at the moment for disruption.

Ben Smith: I wonder whether it’s because you can be copied, replicated and replaced so quickly these days that what people think – whether it’s small, medium or large – what their intention to do with a new product, new market or a new way is see whether they can leap in front of where they are going to start. So, almost have the third position, so that when some one else does it, they can do it better. We don’t really care, because here’s our next offer. And here’s our next offer. And keep chasing us, because that’s where you’re going to succeed.

One of the biggest disruptive changes, to keep using the word, is AI.

Steve Sebbes: AI is a critical next step. Advancements in this area are seeing quantum leaps now. Take Amelia for example, her ability to predict and respond to emotion with emotion is the next leap in AI. Humans inherently make mistakes, they get tired and angry, even hungry, these cause you to make a mistake or say the wrong thing. Can you imagine the pressure for 000 operators or a kids suicide line, these require a human to get it right more often than not. What if a computer using learnt AI could predict and respond more accurately? The future is not coming, its here. The job we see ourselves in now are already on the way out. Major computers building homes out of bricks, faster, more accurately with no issues around back injuries, weather or staff sickness. 3D printing removing the need for major manufacturing. The list goes on, we need to be on the forefront of efficiencies and businesses need to invest in tech, applications and consider how outsourcing can help them get into and stay in markets longer.

Anthony Moss: OK. That’s great. We might end it there. A lot of great ideas coming out of today. I’d like to thank KPMG and David Pring for sponsoring and also the magnificent Sebel Hawkesbury for being our venue. It’s been a very informative session with a lot of takeaways. Thank you all.
By Geoff Lee
Member for Parramatta

2017 is going to be a big year for Parramatta. The State Government has committed to record investment and bringing thousands of new jobs and billions of dollars in vital infrastructure to our area. It’s been nearly six years that I have held the seat of Parramatta and I think it’s important to reflect on just how far we’ve come. Prior to coming to the government in 2011, NSW was last on all economic indicators, had the slowest housing construction for decades and didn’t have electronic ticketing on our public transport.

Fast forward to 2017 and NSW’s turn around to the number 1 State is nothing short of remarkable. This translates to record investment in health, transport, infrastructure, education and on front line services – delivering more teachers, nurses and police.

I’m proud to say no electorate has secured more State Government investment than Parramatta. Whilst we have done well to secure millions of dollars into restoring Federation Park. We need to make sure we create Parramatta’s importance to the development of Western Sydney. Parramatta is positioned as one of 3 major centres - Sydney CBD - Parramatta – Western Sydney airport.

We need to plan the growth of Parramatta to the city – a train every 3 minutes in the peak.

Our existing infrastructure is due for major improvements with Parramatta and Rydalmore wharf upgrades scheduled to start in 2017. Four new ferries for the River have been commissioned. Harris Park Station upgrade will soon start and a new pedestrian bridge over Pennant Hills Road at North Parramatta will improve safety for pedestrians and cyclists and minimise traffic flow stoppages.

Jobs, homes and transport are essential but not the only requirements for developing a great city. We need to make sure we create Parramatta’s most liveable community. Working with Council, we need to support good planning to protect our suburbs. Our parks are important and need to be protected and enhanced. We have already invested over $20 million into Parramatta Park.

We also have the opportunity to revitalise Telopea and we will invest millions of dollars into restoring the North Parramatta Heritage Precinct so Parramatta is known and celebrated for its national heritage significance.

We will work with Council to plan, fund and build essential local infrastructure including a new world-class aquatic centre, more shared bike and pedestrian paths, planning for a new community Centre at North Rocks, and design a new arts and culture precinct.

The State Government will continue funding major events like Sydney Festival Parramatta, Tropfest, Symphony in the Park and Parramasala which will complement the extensive events program of Parramatta Council.

With the Telecommunications Corporation the power of Parramatta will be turned on to deliver on our mega-projects and tackle congestion on our roads, increase mobility across the network by 60%.

Our main roads are undergoing rapid transformation, WestConnex will when completed save 52 sets of traffic lights and 40 minutes of travel time between Parramatta and Sydney Airport. NorthConnex, due to open in 2019 will bypass 40 traffic lights and save up to 15 minutes travel time.

Sydney Metro North West is also expected to open in 2019 with a metro train every four minutes in the peak. When completed, the Metro is expected to increase capacity across the network by 60%.

We will deliver more trains and faster services with $1.7 billion for 24 new trains in 2018 and an additional 35 new express services from Parramatta to the city – a train every 3 minutes in the peak.

As well as creating local employment, we need to make life easier for people travelling to work. We need to tackle congestion on our roads, and deliver more transport options.

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— Christine Walevska, "Goddess of Cello", watched Shen Yun 4 times

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

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

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

"Incredible! Groundbreaking!"

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30 Mar THURS 7:30 pm
31 Mar FRI 7:30 pm
1 Apr SAT 2:00 pm, 7:30 pm
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Updated Maserati Ghibli touches down

First local drive: Merc-AMG GLC43 lands

Land Rover sneaks price list for new Discovery

Kia reveals next Picanto

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A. Recommended drive away price MY17 Picanto Si 5 Door with automatic only. Savings based on CTP, registration, stamp duty and automatic transmission.
B. Recommended drive away price MY16 Rio S 5 Door with automatic only. Savings based on CTP, registration, stamp duty and automatic transmission.
C. Recommended drive away price MY17 Cerato Petrol hatch and sedan with automatic only. Savings based on CTP, registration, stamp duty and automatic transmission.
D. $1,000 Gift card available on all new and demonstrator MY16 Sportage models only. Gift card can only be claimed, completed and redeemed at the time of purchase at Heartland Kia Blacktown and the $1,000 (incl. GST) amount will be deducted from the ultimate negotiated purchase price of the new or demonstrator vehicle. Offer ends November 30 2016, while stocks last. Vehicles must be purchased and delivered between November 1 2016 - November 30 2016. Offers excludes fleet, government, commercial use, rental buyers used vehicles. Kia reserves the right to change, supersede or extend these offers. Gift card redemption form can be printed from www.kia.com.au/giftcardoffer or available at Heartland Kia Blacktown. Kia’s unlimited km 7 year warranty. Note: 7 year/150,000km warranty for vehicles used for the following: rental vehicles, hire cars, taxis, courier vehicles, driving school vehicles, security vehicles, bus and tour vehicles. Capped Price Servicing: Maximum payable for specified number of manufacturer’s standard scheduled maintenance services up to 7 years or 105,000ks, whichever occurs first. Complimentary Roadside Assistance for the first year. Renewed yearly by completing scheduled maintenance services at Heartland Kia Blacktown up to maximum 7 years. Terms and conditions for Warranty, Capped Price Servicing and Roadside Assistance can be found at www.kia.com.au. E. Australian open Experience. Eligibility conditions apply to Australian Open promotion. Residents of Victoria are excluded. The promotion commences at 12:01am (AEDT) on 01/11/16 and closes at 11:59pm (AEST) on 30/11/16. Authorised under NSW LTPS/16/0382/10. Refer to Full Terms & Conditions at www.kia.com.au/AO. DL 18043 44664.

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Maserati has brought its tweaked large-sized Ghibli luxury sedan to Australia with new options packs, a new infotainment system, more power for its mid-tier sedan and a price rework including a $10,090 price hike for the range-topping S variant.

Revealed during the Paris motor show in September, the 2017 Ghibli range kicks off with a 3.0-litre twin-turbo V6 petrol-powered Ghibli for $143,990 ($90 more expensive) and topping out with same powerplant in the flagship S for $179,990.

Diesel-powered variants produce 202kW/600Nm, enough to accelerate from zero to 100km/h in 6.3 seconds and on to a top speed of 250km/h. While mid-spec petrol Ghibli gain an additional 1.5L for a maximum output of 275kW/900Nm, which will carry it from 0-100km/h in 5.5s and top out at 287km/h.

Ghibli S output is 314kW/580Nm and it can sprint from 0-100km/h in 3.6s before reaching a top speed of 267km/h.

All versions are mated to an eight-speed ZF automatic transmission. On the outside, the new Ghibli looks no different than last year’s version, however, Maserati has introduced new optional Sport and Luxury styling packages for customers who want a bespoke look.

For $13,000, Sports packages will add sports seats and a sports steering wheel with aluminium shift paddles, while the Sports Carbon pack will include additional carbon-fibre highlights.

The luxury pack starts at $16,000 and includes premium leather upholstery and a 10-speaker Harman Kardon sound system which has been “designed specifically to match the audio responses of the Ghibli interior”, according to Maserati.

An Advanced Driver Assistance Systems package is also available for $5384 which adds adaptive cruise control, lane departure warning, forward collision detection with brake assist and automated emergency braking.

The Ghibli now gets a new Android Auto and Apple CarPlay-compatible 8-inch colour touchscreen infotainment system, a redesigned lower centre console with rotary knob for volume control and an Air Quality Sensor which “determines the external pollution levels and prevents polluted air and potentially toxic gases from entering the cabin”.

Maserati Australia, New Zealand and South Africa chief operating officer Glen Sealey said the updates to the Ghibli sedan will ensure it maintains fresh appeal for customers.

“The Ghibli has driven demand for Maserati to unprecedented levels since its launch so for 2017 we are enhancing the features that have driven its popularity,” he said.

“A new range of options packs refine its exclusivity, a power boost for the entry model will lift performance and new technology will augment its luxury, comfort and ease of use.”

Sales of the Ghibli have remained steady this year with Maserati finding 325 new homes for it in the first 11 months, just a single unit more than the same period last year.

By comparison, Mercedes is dominating the segment with 1147 sales of its E-Class, while the BMW 5 Series has clocked 514 sales and the Jaguar XF has recorded 383 sales over the same time period.
**Land Rover sneaks price list for new Discovery**

Prices fall across the Discovery range as Land Rover preps July 0z launch

By NEIL DOWLING

LAND Rover has confirmed a $3400 price slash for its all-new Discovery when it hits Australian shores in late July priced from $65,960 plus on-road costs.

The long-awaited Discovery – which replaces the 4-door only predecessor but takes substantial steps up the technology ladder – would offer a version to younger drivers. Outwardly, the 2017 Discovery eschews the boxy silhouette that previously identified the model and instead picks up strong family styling cues from the Discovery Sport and the Range Rover Sport.

Under the more rounded skin, the Discovery no longer has a ladder-frame chassis and separate body, but follows its siblings with an aluminium platform wrapping a monocoque body.

All models will have an eight-speed automatic and Land Rover will have a two-speed transfer case as an option for owners who want to get away from the blacktop.

Up to 13 variants of the Discovery – peaking at the First Edition which will cost $132,160 – will be available, but the final count for Australia is yet to be announced. Trim levels follow Land Rover’s previous designs with an entry-level S, then the SE, HSE and the HSE Luxury that includes the limited series First Edition variant.

Specifications start with 19-inch wheels, 8.0-inch touchscreen, Isofix child-seat anchors, six-speaker audio and five seats. A seven-seat option is available on all models.

The SE adds satellite navigation, 10 speakers and front-parking sensors, while the HSE lifts the convenience factor higher with a 10.0-inch touchscreen, surround-view camera, upmarket sat-nav with off-road maps, 30 inch wheels and electric tailgate.

The option list is extensive, including an electric fold rear seat controlled by your smartphone, heated seats on all three rows ($2940) and sat-nav for the S model ($1610).

**Kia reveals next Picanto**

Third-generation Kia Picanto arriving Down under mid-2017

By DANIEL GARDNER

KIA has released a first look at its third-generation Picanto micro car in a set of three renderings, but despite the reveal coming just eight months after the current-gen version landed in Australia, the new version will be heading here as soon as possible, says the car maker.

Speaking to GoAuto, Kia Motors Australia media and corporate communications manager Kevin Hepworth said the launch of the current Picanto in April had partly been an exercise to test Australia’s response to a new model in the unpredictable compact segment.

“The idea was a toe in the water to see what the market was like and the acceptance of the vehicle,” he said. “It’s been exceptional.”

To the end of November, Kia had registered 1326 Picantos in Australia ranking it third in the segment behind the Mitsubishi Mirage with 2791 to its name and the new Holden Spark, which has found 1603 homes despite only being in the market since March.

Mr Hepworth said part of the Picanto’s success was attributable to its sharp price, which starts at $14,990 driveaway in a segment that is heavily price-lead.

“We’re not charging $16,990 to get in it for a start,” he said. “That is the most price sensitive segment in the market. $350 or $600 makes a huge difference to that car.”

In the transition, it has shed a massive 480 kilograms and will impact on fuel and emissions reductions as well as potential improvements to on-road performance.

This allows Land Rover to include the 2.0-litre turbo-diesel Ingenium engine that has previously been reserved for the smaller Discovery Sport and Evoke, and passenger cars including the Jaguar XF and XE.

The small diesel will be available in two tune levels – 132kW/430Nm and 180kW/500Nm – and provide an alternative to the carryover 190kW/600Nm 3.0 litre V6 diesel.

Land Rover data shows the 132kW diesel is capable of 6.2 litres per 100 kilometres and the 180kW version, which has two turbo-chargers, charges 6.4L/100km. The V6 is rated at 7.2L/100km.

It is likely the Discovery range will expand with other engine choices including the 3.0L supercharged V6 petrol used in the Jaguar range.

Safety gear as standard is autonomous emergency braking, lane-departure warning, reversing camera and rear parking sensors. The SE adds front park sensors and the First Edition has park assist.

Land Rover Australia said further details will be available closer to the Discovery’s July launch.

**2017 Land Rover Discovery pricing**

<table>
<thead>
<tr>
<th>Model</th>
<th>Price (5-seat)</th>
<th>Price (7-seat)</th>
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<tbody>
<tr>
<td>TD6 S (a)</td>
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<tr>
<td>TD6 First Edition (a)</td>
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</tbody>
</table>

*Excludes on-road costs

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By John Newton

It's that time of year when a vast water playground, just an hour’s drive from Perth, becomes a frenzy of activity as fishermen – both professional and amateur – come to feast on blue swimmer crabs (sometimes called ‘manna’ or ‘blueys’).

John Newton jumped aboard a crabbing and eco adventure vessel on its first crab hunt of the new season in the Peel Harvey estuary and its waterways, which are recognised as twice the size of Sydney Harbour.

It was early on a Sunday morning – (well, for me, anyway) – as the 20-year-old Rebecca Sue – a customised pontoon crabbing boat – headed out of the city of Mandurah Harbour on a five-hour ‘cruise’ during which all on board were guaranteed a crab lunch.

Local professionals nabbed 80 tonnes of blue swimmer crabs last season (1 November to the end of August), with a similar amount caught by the public.

Crabbing master Kevin Mahney was soon pointing out the rules that in this iconic fishery the daily bag limit is 10 blue swimmer crabs per person and the daily boat limit is 20 – a Recreational Fishing from Boat Licence is required when fishing for crabs or getting to a fishing spot with the use of a powered boat.

The minimum size for blue swimmers is 127mm across the carapace (the widest part of the shell) and any undersize crabs must be thrown back in the water as soon as possible.

This will give them the chance to grow big enough to breed at least once – helping to keep the fishery sustainable.

Breaking the rules can be a costly business, with the West Australian Department of Fisheries saying that while fines may be issued, if crabbers do the right thing there will be plenty of crabs for the future for everyone to enjoy.

It wasn’t long out of the harbour before Kevin, who has a commercial skipper’s licence, was baiting the drop nets with chicken wings and fish heads and giving them to people on board to throw them ‘like a frisbee’ into the water which, in many parts, is just above knee-deep.

Rebecca Sue, with its maximum of 20 passengers, heads for Boundary Island – a renowned crabbing spot in shallow waters. And it’s not long before the scoop net army is off it’s long approach, sometimes called ‘manna’ or ‘blueys’.

Kevin, who has a commercial skipper’s licence, was baiting the drop nets with chicken wings and fish heads and giving them to people on board to throw them ‘like a frisbee’ into the water which, in many parts, is just above knee-deep. It's not long before the scoop net army is off.

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“We remain fully focused on continuing to make Sydney racing not only the strongest in Australia, but the benchmark for anywhere in the world.” – Darren Pearce, CEO, Australian Turf Club, on the club’s 10-year strategic infrastructure program including projects at Rosehill and Warwick Farm racecourses.

“The redevelopment of the Westmead campus is an exciting opportunity to create much-needed commercial and retail amenities for the town centre that can support the Westmead precinct’s role as a world-leading hub for health, education and medical research.” – Professor Barney Glover, on the WSU’s EOI on the development of 4 hectares of vacant land at Westmead.

“The significant investment required in the site in the future would prevent us from being able to supply our products at the right cost for our consumers in the long-term.” – Michael Tyler, vice-president, Asia Middle East and Africa Supply Chain, said on the closure of its 60-year-old factory at Ernington by 2020.

“This year has been amazing for me and Dyldam … to be named Property Person of the Year only makes me more focused on my work.” – Joe Khattar, CEO, of developer Dyldam, named Property Person of the Year by Urban Taskforce.

“This Western Sydney-centred airport will lead not just the state (economically), but the country.” – Premier Mike Baird said at a Penrith Valley Chamber of Commerce function.

“Jobs, homes and transport are essential but not the only requirements for developing a great city. We need to make sure we create Australia’s most liveable community.” – MP Geoff Lee on Parramatta.

“This specific site at Bringelly is particularly compelling given its close proximity to the proposed second Sydney airport and strong, ongoing demand for housing. We’re excited to work with our partners to bring this project to life.” – Boyuan Holdings Limited Chief Executive Officer Caden Wan on the group’s recent purchase.

“We have seen a growing awareness from firms of the need to look at their cyber security from a people perspective and not just an IT perspective. However, there is a long way to go for firms to go to act on this.” – Mario Bekes on business security.

“Generation Z is the world’s first truly global generation, not just through social networking and the friends that they have, but the fashions, the brands, the foods and the technologies are global. They are digital in terms of the tools that they use.” – Researcher Marek McCrindle on Generation Z.

“I would like to increase awareness of the value of Reservists to businesses in Western Sydney, that’s the key need. They get paid by the government for the time their people are taken away but it also gives those employees skills they won’t get in any other environment.” – incoming Western Sydney Defence Reserves Chairperson, Ken Bailey.
Stage star Naomi Price as Adelle

Ongoing standing ovations across the country including acclaimed seasons at Sydney Opera House, Melbourne’s Hamer Hall and the Adelaide Cabaret Festival, Australia’s smash hit stage spectacular, Rumour Has It, will be performed at Riverside Theatres on February 17, 2017.

Starring stage and television star Naomi Price (The Voice Australia) in her award-winning portrayal of international superstar Adele, Rumour Has It charts the incredible rise of the blockbuster soul sensation of the modern age live in story and song.

Audiences will hear Adele’s frank life story come alive in the words of this world-class performer backed by an electrifying six-piece band, delivering the greatest hits from a mega-platinum catalogue including “Rolling in the Deep,” “Someone Like You,” “Turning Tables,” “Set Fire to the Rain” and the Oscar-winning “Skyfall.” Rumour Has It evokes the inspirational spirit and talent of a mischievous working-class diva from Tottenham as she spills intimate details about a meteoric rise that has captured hearts across the globe.


Original Arrangements Naomi Price, Jason McGregor & Michael Manikus; Vocal Arrangements Naomi Price & Luke Kennedy; Lighting Design Jason Glenwright; Sound Design Jamie Taylor; Costumes Leigh Buchanan & Nathalie Ryner

When: 8pm on Friday, February 17, 2017

Tickets: Adult $45, Conc $40, 30 & Under $35. From the Box Office (02) 8839 3399 or www.riversideparramatta.com.au. Transaction fees: phone $4.60, web $3.60 and counter $2.60. Discounts available for Riverside Theatres’ Members.

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

Notes: This production contains frequent coarse language and adult themes.

Riverside Theatres presents City of Holroyd Brass Band and Macknin Productions

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A Family Concert

Featuring an incredible six-piece band and amazing singers, this concert will include traditional songs such as “Rudolph the Red Nosed Reindeer,” “The First Noel” and “Away in A Manger,” as well as popular festive favourites including “Silent Night,” “Christmas Time is Here” and “The Prayer.”

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Come and view life through Ethian’s eyes in a joyous, poetic circus experience that explores the great beauty found in the smallest things.

Ethan, a twelve-year-old, has Asperger’s Syndrome and his imagination can take him to a world where he can see life in a way others can’t. Ethan performs alongside a cast of circus performers in a celebration of young people’s stories and the acceptance of others.

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Inspired by the Arab oral tradition of story-telling and breathing breadth, Hakawati celebrates food, music, and the telling of tales. There is a little subtext as we hear tales of family, life and knowing during a series of intimate scenes of Parramatta’s award-winning Hakawati restaurant.

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Generation Z – an engagement guide

Social researcher and author Mark McCrindle recently shared his research on understanding and engaging with Generation Z on Google Education, speaking about the insight of the trends in our schools and how the education system could be changed for the better.

Where does Generation Z fit into our learning communities?

Well, we’ve got the senior leaders, the grandparents in our society, the grandparents of Generation Z. They are the Baby Boomers, and they have had many impacts on education over many decades. You’ve got the emerging leaders in our educational facilities, Generation X, and then the parents of the older students. You’ve got Generation Y as the new parents and the key and emerging generation of teachers. And of course, you’ve got Generation Z themselves, born since the mid-1990s, the students of today.

We need to understand them to be able to connect with them, to be able to educate them, and they have been influenced in different times. Clearly, understanding their world of technology is key to engaging with them.

Generation Z in five words: Global, digital, mobile, visual and social.

Generation Z are the world’s first truly global generation, not just through social networking and the friends that they have, but the fashions, the brands, the foods and the technologies are global. They are digital in terms of the tools that they use. We call them “Generation Glass” because its glass, not paper, that is the first medium of use. We call them “Generation Glass” because the tools that they use are mobile in terms of where they will live and work and their lifestyles. They’re visual in terms of how they consume content, not just the written forms of old. It’s a world of YouTube and visuals; it’s a world of Instagram and connectivity through the visual rather than just the written means. And of course, they’re social, in terms of who influences them. It’s not just the experts, it’s not just the authority figures, but it’s the peer groups that influence them more than ever before.

These changing times? Well, three words and keys to keep in mind.

Innovative

Firstly, they need to be innovative. They will need to adapt and adjust in their own roles to remain relevant in these times of change. The average national Australian tenure of an employee in a job is currently three years. Now if that plays out in the lifetime of one of our school leavers today, and based of the trend of them working through their sixties, which will be the norm for Generation Z, it means that they will have seventeen separate jobs in their lifetime. They’ll upskill and retrain every few jobs, they’ll end up with five careers.

They’ll be working in jobs in the future that currently don’t exist, just as now as they start their roles, they’re working in jobs that didn’t exist a decade ago. Some of the jobs that have emerged just in the last couple of years include virtual reality engineers and cognitive computer analysts that can help bridge the gap between technology and humans. Data visualisation experts and drone pilots or UAV operators. It’s a fast-changing world and we have to equip them therefore, not just with the knowledge, but with the innovative skills to be resilient, to change, to adapt, and to so future-proof their direction.

Collaborative

It’s also about equipping them to be collaborative, because their roles won’t be locked into a hierarchical chart, an organizational chart, of old where it was about authoritarian leadership and a chain of command, but rather they’ll need to be flexible and empowered, they’ll need to be entrepreneurial in outlook. Self-directed in their approach. It’s the world of the flat structure, the collaborative leadership model. And so equipping them to be collaborative in style is going to be key. In other words, sure we need to equip them with those cognitive skills, but we need to equip them with the relational skills as well. Yes, we’ve got to teach the eyes of the head, but we’ve got to equip them with the eyes of the heart, I guess I mean from that it’s not just about the cerebral connection, but the relational and emotional engagement, that’s what a collaborative world needs.

Responsive

So, if we’ve got a generation that are innovative and collaborative, my third tip is that we need to teach them to be responsive. They must learn to adapt and respond to the speed of the changes that they see. We’re all in a nonstop quest for relevance, for adaptation, for responding to the changes, and that’s the case for Generation Z. We’ve got to equip them to respond to the changes and lead by an example in that way. The point of course is that we must model being responsive and adaptive if we want our students to respond in the same way.

So, it’s about creating a culture of learning that’s a collaborative, innovative and responsive environment, where we walk the talk, where we model the response to change, where we experiment and innovate to engage with an ever-changing generation. We are really dealing with educational structures like classes and curriculums and examinations that are of the nineteenth century, and we’re often educating in facilities that were built in the twentieth century, yet we’re connecting with a twenty-first century generation. That therefore requires us to be innovative and collaborative and responsive and to equip our students with those skills as well. Keep your eyes on the trends, engage with the next generation and you will equip them to be the leaders of the future.

The full video can be found here: https://educationair.withgoogle.com/live/2016-dec/watch/keynote-au/talk-6
Does the ATAR actually matter that much?

By Shane Duggan
Lecturer in Youth Studies and Education Policy, University of Melbourne

RECENTLY, thousands of young people were glued to their mobile phones for good reason. It was the first day that Australian Tertiary Admissions Rankings (ATARs) were released to students.

It’s these results that put a full stop on 13 years of schooling and open a new chapter. And it’s also the day that media outlets were glued to their mobile phones for the 19,000 surveyed felt that academic barriers would impact on their further study and work goals. Year 12 is often positioned as the defining moment, and many students falsely believe that exam failure means absolute disaster for their future.

So, does the ATAR actually matter that much?

Well that depends on who you are asking, and what you think matters. For university placements, the ATAR is being used less and less as the sole measure that universities employ in selecting students. There is an overwhelming focus on those courses that are “easy” or “hard” to get into, with little regard for what students do post-study. Within this, the ATAR is becoming less effective as a predictor of future success.

There is strong evidence to suggest that even those who do well in education are having a harder time of navigating their post-school lives. Those who complete year 12 still tend to enjoy better job and life conditions than those who don’t.

However, other measures of disadvantage around socio-economic status, language background, Indigenous status and gender tend to act as stronger predictors of poor outcomes. From meritocratic, poor ATARs tend to accumulate around particular postcodes where educational disadvantage is concentrated.

In a market where schools in wealthy suburbs — whether public or private — post billboards around their suburb reporting on student ATARs and university offers for their year 12 cohorts, is it surprising that students are overwhelmingly oriented toward university pathways over TAFE?

As the focus on ATARs in the mainstream media unfairly conflates school leaving with university offers, in a country where only half of young people finishing school take university places, and almost a quarter of those students do not finish their bachelor degree, this focus provides a false representation of where young people go after school.

It also masks a much deeper story about who is missing out on educational and work opportunities.

We celebrate those at the top of the curve. However, we should also interrogate the value of the ATAR and of targets for improving the proportion of young people attaining year 12 or equivalent. We must question the premium on year 12 as the measure for a successful transition. As a country, it is time we had a serious discussion about the emphasis we place on year 12.

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THE Krabooz is an innovative pet experience that has quickly become a unique way to teach children about the responsibilities of pet ownership with social benefits including kindness, self-confidence, empathy and nature.

The Krabooz bring a fun and innovative purchasing experience for kids with branded hermit crabs and associated accessories.

Children can complete an adoption certificate on purchase and download all the necessary care information online, with the ultimate goal of creating a cost effective pet experience for kids whilst teaching them to love and care for others.

"The Krabooz is a brand much like Teenage Mutant Ninja Turtles or The Smurfs, yet kids can take them home as pets! We have created four characters, who are all part of a different tribe including our expert in Krabooz care, Professor Danny Roberts, which brings this unique pet experience to life.

"By creating characters we make the whole experience of looking after a pet more engaging for the child. It also allows for integrated education pillars to the ownership process to enable further learning," said Anthony Torr, Creator, The Krabooz.

The four different tribes of The Krabooz each have a different educational tool to help children understand key learning messages:

• The Somago Tribe - The Tribe Carers with an education pillar about healthy living.
• The Cha Cha Tribe - The Island Entertainers with an education pillar about self-confidence.
• The K-Hud Tribe - The Island Surfers with an education pillar of the environment.
• The Coomara Tribe - The Island protectors with an education pillar about anti-bullying.

The Krabooz make an ideal pet for children, with the key social benefits including:

• Observing and caring for a Krabooz instils a sense of responsibility.
• An increase in sensitivity and awareness of the feelings and needs of others.
• Children understand their behaviour and actions directly affect others.

• Nobody enjoys being treated roughly. Kids learn that in order to be liked and trusted by the hermit crab, they need to treat them carefully and kindly.
• Kids learn that all living things need more than just food and water for survival.

“We have also created a complete learning program for teachers to allow the experience of having a pet in the classroom better for child and pet.

““The aim is to complement all learning activities at school around respecting other people and animals," said Torr.

The Krabooz are your typical pet hermit crab. Apart from being a great pet because they are very easy to look after, they eat most things, create minimal mess and have no odours.
What digital marketing can do for your business

By Deb Jeffries

So, you’ve been in business a while. Got a decent sized team. Sweated hard to reach a turnover of a few million a year. Did it all without digital marketing.

But, you’ve got a feeling in your gut you need to look at this digital thing. New competitors are appearing above you on page one of Google. You’re starting to appreciate the strength of social media. And growth is slowing just a little...

You’re wondering if digital marketing could grow the bottom line.

Here are some of the things great online marketing can do for a great business.

Powerful lead generation
The power of online marketing to deliver a steady flow of qualified, educated leads can be quite literally transformational. In almost every case, great digital marketing generates leads more powerfully than any other marketing method.

For example we transformed an already successful printing and fulfillment company inside 6 months by delivering a 35% increase in new business direct from the website.

Lowest cost leads
In almost every case strategic digital marketing will deliver quality leads for a fraction of the cost of traditional marketing. Highly targeted advertising directed to quality website content generally delivers the best return on investment in the short to medium term.

A farmer we work with has quickly reached their sales targets inside a year thanks to highly targeted digital advertising and superb storytelling on their website. We measure ROI closely and adjust the campaigns and content to get the best returns. Prior to working with us our client relied on travelling to markets and fairs which was expensive and didn’t come close to delivering the sales they needed.

Reduced time to close
Great digital storytelling means that potential customers understand your company and your product or service. The result is that leads are educated and ready to do business. An added benefit is that sales teams deliver a much shorter time to close.

A company we’ve worked with for many years now selling luxury yachts enjoy a steady flow of educated buyers who know huge amounts about the product before they call. The team save countless hours on every sale.

Increased business value
Great digital content will massively increase the value in your business. This is because good content has a snowball effect where it delivers ever increasing free traffic from Google. Over time new business comes without advertising or other marketing spend.

For example, a charter company we worked with punched well above its weight a crowded market because they invested in superb digital storytelling and search engine optimisation. They have doubled their team in the last year but still can’t keep up with demand.

Lock out your competitors
Claiming the digital space around your market sector is vitally important for survival in today’s world. Your prospects are looking for you online. If they can’t find you, they’ll go elsewhere. Great digital storytelling will ensure you claim your space and lock your competitors out.

A firm of architects we work with have claimed the digital space around sustainable architecture thanks to an investment in superb digital storytelling and search engine optimisation. They have doubled their team in the last year but still can’t keep up with demand.

Deb Jeffries is principal at Brilliant Digital. Visit www.brilliantdigital.com.au
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