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PARRAMATTA CBD will become a vibrant hub – a hive of activity night and day – because of economic growth over the next five years, a new report by PricewaterhouseCoopers (PwC) has forecast.

The report estimated that Parramatta would have a total workforce of 186,000 by 2021, up by 29,000, with almost three-quarters of the jobs growth coming from the financial services, health and government sectors.

It said commercial floor space would increase by more than one-third of current levels, and that an extra $1.2 million would be spent on retail each day by workers, residents and visitors in the next five years.

City of Parramatta Council Interim General Manager Greg Dyer said Parramatta’s future would be exciting, with many organisations and government departments already moving to the CBD.

“Parramatta is already a significant economic hub and a major employment and retail centre, and the completion of projects such as Parramatta Square will take our city to the next level,” he said.

PwC Economics and Policy Partner Jeremy Thorpe said PwC had forecast an investment boom of more than $10 billion, which would stimulate new jobs and attract people to Parramatta.

“As we get more people working and living in Parramatta that will transform the area, it will enable the CBD to become more vibrant,” he said.

Mr Thorpe said Parramatta CBD would become denser, with newer, taller buildings and would be better connected, with the introduction of Light Rail to other hubs such as Homebush and Westmead.

KPMG Managing Partner, Western Sydney, David Pring, said Parramatta’s potential for growth was finally being realised.

He said Parramatta would become more “activated” with a business feel during the day and a developing night life.

“The $3 billion Parramatta Square development will change the look of the CBD and add to its bustling feel.

While a lack of office space in Parramatta is a concern, Mr Pring supported strategies like that at Parramatta Square, which would provide space for more diversified tenants.

However, he said as Parramatta grew it was important to get the infrastructure right.

“Light rail on the cards (for the east-west traffic flow in Parramatta) but there is no north-south flow to traffic. There is a big spend on infrastructure coming up but more needs to be done over the next 20 years.”

Western Sydney University (WSU) will lease the first of the commercial buildings completed as part of the Parramatta Square development, the 14-storey One Parramatta Square.

Western Sydney University Assistant Vice-Chancellor, Strategy and Projects, Dr Andy Marks, said Parramatta would become an important centre of activity.

“Moving to the heart of the Parramatta CBD is about making sure WSU is right in the middle of where business is happening,” he said.

“We’ll be integrating teaching and research with the local business community.”

Dr Marks welcomed Parramatta’s vision for a “smart city” with innovative, technology based business. “This is a real opportunity to showcase how universities and cities can work symbiotically,” he said.
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Back my airport curfew: President Bali

BADGERYS CREEK

By Ilana Stillitano

BLACKTOWN mayor Stephen Bali is calling on Western Sydney councils to back his push for a curfew at Badgerys Creek airport.

The newly elected president of the Western Sydney Regional Organisation of Councils (WSROC), which represents nine councils across Western Sydney, said he wanted to start “a mature debate” on the merits of Sydney’s second airport, starting with the need to impose a curfew to abate noise issues for residents.

Without it, the airport should not go ahead, he said.

“(Former federal transport minister) Warren Truss said there would be no curfew so where does each council stand?”, Mr Bali said.

“If it’s a showstopper, let’s talk that issue out.”

And if councils are split on the subject?

“Well I guess it’s majority rules,” Mr Bali said.

Western Sydney Director of the Sydney Business Chamber, David Borger, disagreed, saying Western Sydney would be stronger for the airport.

“Most airports around the world don’t have a curfew,” he said.

“The location is very distant from residential neighbourhoods and a curfew would only restrict the operations of the airport.

“It is a good driver for change and will be a catalyst for rail infrastructure,” he added.

But Mr Bali said Western Sydney residents were being let down by a lack of detail in the plans for Badgerys Creek airport.

“There are merits (to Badgerys Creek) but they fall down when there is no official plan,” he said.

“No flight paths have been locked in, we have three options for a runway, no detail on a fuel line to the airport and the official studies don’t agree on the number of jobs that will be created nor can they demonstrate where those jobs will be.”

“WSROC is going through a review of its position on Badgerys Creek and it’s saying there are a lot of question marks.

“If we’re going to invest billions of dollars, it has to be a successful project. We don’t want another Avalon,”

Mr Bali said his appointment last month came at a time when planning focus had rightly turned to Western Sydney.

“The biggest issue is being fair dinkum about having a transport plan for Western Sydney. Our population growth is the overarching challenge and we need real action and a properly thought out map and funding to be able to move people around,” he said.

“The state government has mandated an extra one million people coming to Western Sydney. We have to connect these large communities through culture, sport, community groups, because when they feel connected they feel valued.”

Mr Bali said he would also draw attention to the need for better health resources across the region.

“The Western Sydney basin has higher respiratory illnesses, higher diabetes rates and higher rates of all cancers. That has to ring alarm bells to the state and federal government.”

And on the proposal to move NSW Parliament from Sydney to Parramatta, Mr Bali said: “It makes a lot of sense but don’t stop there. Parramatta is the engine room for Western Sydney but Western Sydney doesn’t start and end at Parramatta. Why not spread Parliament’s ancillary services across Western Sydney from Parramatta to Liverpool and to Blacktown?”

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The Western Sydney economy is the third largest in Australia and the fastest growing economy in the country. It’s a $90-$100 billion economy that is growing between three and five per cent a year. Advocates for an airport say we need an airport. I say demonstrate how,” she said.

Badgerys Creek airport will be “game-changer” for Western Sydney, delivering jobs, new public transport and better roads, said Liverpool mayor Wendy Waller.

The new airport, along with new public transport and roads has the potential to create sustainable local jobs for our region,” she said.

In May 2015, Penrith Council resolved to accept the Federal Government’s decision to build an airport at Badgerys Creek, recognising that it offered great potential for increased infrastructure, jobs and investment across Western Sydney.

A spokeswoman said the council welcomed the airport, especially the significant federal investment in roads and public transport infrastructure the project would deliver, including $3.6 billion in the Liverpool local government area.

“My personal view is that the hours of operation need to be looked at very carefully,” she said.

“The people of Western Sydney need to be treated with the same respect as the people of the inner west and eastern suburbs.

“I am seeking more advice on how noise impacts will be adequately addressed. ”

Unfortunately, Westmead Children’s Hospital receives less funding than the Sydney Children’s Hospital and because we are a family business and our emphasis is on nurturing the next generation of kids, our focus is aligned with the hospital,” he said.

Mr Turner’s grandfather, Bernie Webb started the family business in 1966 as Fair Motors in Parramatta. Six years later, he purchased Boyded Holden which remained a major force in the Sydney Holden Network, and then in 2001 Heartland Motor Group was formed.

Although Mr Turner started working at Heartland Motors in 1994, his training started much earlier.

“My grandfather used to do one-on-one sessions with me when I was in Year 10. He would sit us down and quiz us and teach us everything is a cycle. ”

People do still like to see an owner walking around the floor, it shows they care about the business.”

Mr Turner said his family had seen many changes in the industry, particularly since the advent of the internet.

“Online has been the big game-changer. It is the major form of enquiry these days whereas 10 years ago people would walk in to negotiate the purchase of their car,” Mr Turner said.

“A salesman used to have a book of customers but now consumers have a lot more choice and they’re not loyal to a brand anymore.

Mr Turner said the family was excited to celebrate 50 years in business, saying tenacity had been key to their success.

“Our family is a very tenacious bunch and we don’t look short term either. Our long term strategy is the kids and grandchildren. We look beyond the current generation,” he said.

“And we’ve weathered a couple of recessions in our 50 years but we’ve hung on and rode it out knowing everything is a cycle.”

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Heartland CEO Kieran Turner
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Featherdale Wildlife Park has long been a destination of choice for local and overseas visitors looking to get up close to our Aussie native animals.

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Featherdale Wildlife Park annual pass are available to purchase online and would make the ideal Christmas gift – for an animal lover, that hard to buy for person who has everything or as the perfect prize in the staff Christmas party or corporate auction.

Starting from $49 for a child pass to $255 for a family of four, an annual pass offers the opportunity to make unlimited visits for 12 months to the park to interact with the largest collection of Australian native animals in the world. Pass holders also receive discounts on purchases from the souvenir shop and on food and drinks.

As one of the major tourism venues in Western Sydney, Featherdale is home to more than 1700 Aussie native animals including koalas, kangaroos and wombats and crowd favourites like the Tasmanian Devil, echidnas and penguins.

More than 400,000 people wander through the seven-acre park every year to walk through the new Koala Sanctuary that gives plenty of photo opportunities with these furry favourites.

With more than 260 different species of animals to see, it’s easy to understand why locals make up the bulk of domestic visitors.

There are no stairs at Featherdale, making the park an easy visit for parents with prams.

Annual passes offer great value at less than the cost of three visits to the park. And if you bring a guest, they receive 20 per cent off the entry price. Passes are available online at www.featherdale.com.au Or at the park. Make your online order by December 18 to receive your pass by Christmas.

Featherdale Wildlife Park is open 9am-5pm daily and is at 217 Kildare Road, Doonside - 10 minutes from the M4/M7 junction. Details: 9622 1644.

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Activation job fails to activate

LIVERPOOL

A MOTION to manage two prioritised “flagship” projects is languishing in limbo following a Liverpool City Council meeting.

The projects, Macquarie Mall and Bigge Park, are regarded as critical to attracting private investment to the CBD.

Being identified as key precincts that needed substantial upgrading to encourage the development of a “well-integrated and thriving city centre”, council prioritised them for public domain improvements.

These public domain improvements were seen as critical to attracting private investment as well as allowing residents, workers and visitors to make maximum use of the city, both during the day and throughout the evening and on weekends,” a council report said.

In all, funds of up to $104M were allocated for these projects over 2015/16 and 2016/17.

“To manage its major assets professionally a place based strategy represents an important investment in ensuring these assets are used optimally,” the report said.

The report nominated a management model similar to that used in Parramatta, Fairfield and Wollongong councils.

“The model of place management for major assets represents best practice in ensuring full utilisation of facilities and a focus on responding to evolving community needs,” the report said.

The proposed model included the position of a place manager for the city centre to manage a recurrent annual city centre activation program.

“A place manager and activation programs will ensure public domain improvements are fully utilised ... $200,000 per annum will be required to ensure a [dedicated place manager] position and implementation program, the report said.

The report recommended a recurrent annual funding of this amount be approved by council to create the position and an activation program to commence February 1, 2017 – the motion lapsed for want of a mover.

Mall sold for $197m

THE Perth-based Peron Group has sold the Campbelltown Mall for $197 million to Charter Hall Group in an off-market transaction. The sub-regional shopping centre has a total gross lettable area of more than 42,200 square metres and occupies a prominent 7.2 hectare site, with convenient car parking for 1788 vehicles.

The centre is 98 per cent occupied, anchored by Coles, Woolworths, Kmart, Target and Aldi together with 10 mini majors and 84 specialty tenancies.

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LIMITED AVAILABILITY
Save pool group engages crowd funding

**COMMUNITY**

By Iliana Stillitano

**CUSTOMERS**

By Michael Walls

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**RESIDENTS** have vowed to continue the fight to save Parramatta pool from demolition to make way for the new Western Sydney Stadium.

North Parramatta Residents Action Group (NPRAG) has called on the state government to “press pause” on its plan to build a new state-of-the-art stadium and replace it with a larger venue.

The group has commenced crowd funding to hire an architect to draw up plans for a site that would accommodate both a stadium and retain the existing pool.

“We are not against a new stadium,” said NPRAG president Suzette Meade. “We will be carrying out a study to show how the stadium and public pool can co-exist.”

NPRAG’s plan comes a week after Parramatta Federal Labor MP Julie Owens issued a petition calling on the state government to preserve Parramatta Pool.

Parramatta State Liberal MP Geoff Lee described the petition as “disingenuous” and said NPRAG was “anti-development”.

He said he had apologised to residents for the pool’s closure but conceded it had to close to meet security requirements and for pedestrian and vehicle access on O’Connell Street.

Mr Lee said: “The council has devoted $40,000 to make sure enough money to do a scoping study and the community would receive a replacement swim centre after no funding had been allocated beyond Parramatta Council’s commitment to a $50,000 assessment study of a new site.”

Mr Lee said: “The state government seem to be on a trajectory of selling every community or public asset.”

Ms Meade also questioned if the community would receive a replacement swim centre after no funding had been allocated beyond Parramatta Council’s commitment to a $50,000 assessment study of a new site.

Ms Owens said: “We received 160 signatures in one day alone. They are not signing the petition in numbers because they are politically motivated. That is ridiculous.”

Parramatta Council administrator Amanda Chadwick said the council was investigating interim swim arrangements for patrons who would be displaced by the closure of Parramatta Pool from the end of March next year.

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**RESEARCH** commissioned by Customer Service Institute of Australia (CSIA) reveals a generational shift in Australian’s customer service satisfaction.

The data shows that grumpy old men are a disappearing, replaced by unhappy young couples.

Australians over the age of 65 were much more positive (92%) about the level of friendly customer service they receive from Australia’s major companies, while young childless couples had the highest levels of dissatisfaction.

In addition, 36-45 year olds recorded the lowest average scores for all of their customer service experiences (79%).

The research, conducted by Antenna, one of Australia’s leading consumer insight specialists, surveyed 2,000 Australians to gauge public perceptions of customer service and friendliness provided by major Australian companies across 15 industries.

Customer Service Institute of Australia CEO Anouche Newman said the generational shift in satisfaction is because Australian businesses are struggling to deliver authentic and friendly customer service.

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**LIVERPOOL CITY COUNCIL**

New face for Sydney Olympic Park

By Michelle Pozo

The NSW Government has unveiled plans for the biggest revitalisation of Sydney Olympic Park in its history.

The new vision combines world class sporting and entertainment infrastructure with new homes, jobs and parklands.

Planning Minister Rob Stokes and Sports Minister Stuart Ayres released the Sydney Olympic Park Masterplan 2030, for public comment, on October 10.

Mr Stokes said the draft plan identified how the precinct could be transformed into a vibrant town centre where residents, workers and visitors could enjoy some of the best that Sydney had to offer.

“This will guarantee a future for Sydney Olympic Park as a thriving, sustainable seven-day a week destination,” he said.

Mr Ayres said Sydney Olympic Park would be “buzzing” with sporting events, concerts and entertainment, amid lively streets bustling with shops, cafes, parks, open space and shared pathways for cycling and walking.

Under the plans, the NSW Government will investigate infrastructure improvements including a new high school in the area, as well as progressing road and transport upgrades such as the Parramatta Light Rail.

Sydney Business Chamber Western Sydney Director David Borger welcomed the plan saying a “big vision” was needed with more housing and jobs to meet the needs of greater Sydney.

Sydney Olympic Park holds some massive events like the NRL finals and State of Origin, the Royal Easter Show and international conferences,” he said.

“We need to find ways to make the precinct a place to do business and visit outside of the big events,” Mr Borger said.

A new metro rail and light rail will be essential in addressing these issues. Road improvements also need to be made,” he said.

The Sydney Olympic Park Master Plan is open for public feedback until November 15.


Future park
- Sydney Olympic Park 2030 will provide facilities for up to:
  - 23,500 residents (an increase of almost 22,000)
  - 10,700 homes (an increase of almost 9900)
  - 34,000 jobs (an increase of about 16,500)

**Liverpool is the next big thing**

**EVENT**

Liverpool is the focus of the next Sydney Business Chamber, Western Sydney State of the Cities forum.

The forum brings together guest speakers and panelists to provide insights into western Sydney’s regional cities.

Mayor Wendy Waller said Liverpool City Council will be represented by acting CEO Kiersten Fischburn, who will talk about the Great South West capital’s emergence as a key player in the Sydney economy.

“Liverpool is a young dynamic city which is capitalising on its diverse youth culture and innovation,” Mayor Waller said.

With two universities establishing themselves in our city centre, home to Liverpool Hospital, the Ingham Institute, and Sydney’s second international airport, Liverpool is on a stable trajectory for growth.

“We are building a strong foundation in health, education, transport and logistics to support our growing population.”

Sydney Business Chamber’s Western Sydney Director David Borger said the State of the Cities forum offered guests an insiders’ understanding of each regional city.

The forum will be held on Wednesday November 9, 10.35am. For more information call KerrieAnne McLeod on 8838 0403 or email eventswestsyd@nswbc.com.au.

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SMEs are confident
SMALL to medium sized businesses in New South Wales are the most confident in all of Australia, according to the Sensis Business
Index. Small business confidence is at its highest level in five years.

Politics cause cost blowouts
COST overruns of approximately $28B have been identified in transport infrastructure projects in Australia. The report by the Grattan Institute of 836 projects concluded that decisions based on politics rather than public good led to extreme levels of waste. The report said that politicians are listening to accountants who provide a budget figure, but accountants aren’t experts in scoping infrastructure.

Manufacturing improvement
MANUFACTURING activity improved in September, according to the Australian Industry Group, rising 2.9 points to 49.8 (any figure less than 50 represents contraction). It was led by food manufacturing which leapt 4.1 points to 52.8, the same number shared by the large machinery and equipment sector.

Armoured vehicles
THE Federal Government’s Australian Industry Opportunity Roadmap was unveiled as a means of helping companies to get involved in the multi-billion-dollar Land 400 defence program to build 225 armoured vehicles.

In 21st place
AUSTRALIA is in 21st place (it was 16th in 2013) out of 40 nations in Deloitte’s 2016 global manufacturing competitiveness index and is predicted to fall to 22nd by 2020.

Self-driving car
AUSTRALIA’s first autonomous self-driving car has been unveiled. It is based on the shell of a Tesla car and its makers claim its technology is 10 years ahead of other autonomous vehicles.

Making smart polymers
UNIVERSITY of Melbourne engineers have discovered how to make smart polymers - using a basic 3D printer - which perform a variety of functions such as removing pollutants from water and controlling water flow.

Zip considers float
ICONIC Australian manufacturer, Zip Industries, the makers of hot water delivery systems, is considering a $500M float on the ASX. Zip is based in Sydney and exports to over 70 countries.

Innovation Centre opens
THE new Horticulture Innovation Centre for Field Robotics & Intelligent Systems has been opened in Sydney to spearhead new methods of farming using autonomous equipment and robots.

R and D Centre
US company Ambri (formerly known as Liquid Metal Batteries) has announced it is looking to establish an R&D centre in Australia.

As Samsung struggles
AT the same time as Samsung is struggling with phones catching on fire, Apple is investigating an incident in Australia in which an iPhone left inside a vehicle caught fire and destroyed the vehicle.

Indoor solar cell
A SOLAR cell which works indoors has been developed by an Israeli technology company.

Steel industry support
THE Australian Government has provided a $49.2M loan to troubled South Australian steel manufacturer, Arrium.

Fined $240,000
A METAL fabrication business has been fined $240,000 after a work experience student suffered partial blindness from welding without eye protection.

Social media counts
ONLY 29% of small businesses make use of social media to connect with their customers.

Our jobs future
ACCORDING to the CSIRO’s Manufacturing Flagship the fourth industrial revolution - Industry 4.0 - has started and in 15 years’ time 40% of the jobs we know today will not exist.

Drone-based system
THE world’s first autonomous drone-based postal centre has started a pilot program to determine its effectiveness. Software-controlled drones (there is no human interaction) operate alongside self-driving vehicles to sort postage.

Stress and finance
MORE than a quarter of workers feel financially stressed and only 48% feel confident about their finances according to a national study.

By Craig Hingston
Manufacturing
EDITOR

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Family, Adult and Child Annual Passes available. To order please visit www.featherdale.com.au/annual-passes and download an order form!
Parramatta’s economic growth is set to almost double over the next five years and the City is on track to become a leading financial hub according to a new report produced by professional services firm, PricewaterhouseCoopers (PwC).

The ‘Parramatta 2021’ report, commissioned by City of Parramatta, found that the economy of Sydney’s dual CBD will grow by $7 billion by 2021, to $30 billion.

“Over the next the five years our CBD will grow to be one-third larger than it is today and the retail sector is expected to reap the benefits of this growth, with an additional $3 billion in turnover estimated during that period,” said City of Parramatta Interim General Manager Greg Dyer.

By 2021 it is estimated Parramatta will have a total workforce of 186,000, up by 29,000 from 2016, with almost three-quarters of the jobs growth coming from the financial services, health and government sectors.

Most of the growth will be concentrated in financial and insurance services, giving Parramatta significant clout in this sector and continuing a clear shift in the makeup of the City’s economy.

Parramatta is also set for a significant population boom. An additional 41,000 people will call the City home by 2021, with Parramatta’s population expected to grow at nearly double the national rate.

PwC Economics and Policy Partner Jeremy Thorpe said the next five years will undoubtedly be a period of growth and realignment for Parramatta as it becomes a more significant and sustainable place to live, work and do business.

“We have forecast a doubling of economic growth, an investment boom of more than $10 billion, and significant growth in commercial floor space. PwC itself has recognised the opportunities Parramatta offers and we are opening a new office there too, said Mr Thorpe.

“The growth we are expecting over the next five years is just the beginning, with exciting projects such as Parramatta’s new Museum of Applied Arts and Sciences, Light Rail, the Parramatta North Urban Transformation, and the Western Sydney Airport due for completion soon after that period. The ‘Parramatta 2021’ report is a valuable snapshot of where we are now and where we are headed, and Council is excited about the very bright future ahead for our City,” Greg Dyer said.

City of Parramatta will encourage the growth of live performances in the CBD with a series of new initiatives to create a vibrant music scene.

In partnership with the Live Music Office, Council recently delivered the free one-day ‘Live and Local’ event where musicians performed in cafes, bars and a range of other local businesses such as hairdressers and clothing boutiques. Council will also introduce the ‘AMPLIFY’ program – a 12-month plan to engage and collaborate with local operators to add live music to drive increased patronage.

A recently appointed Live Music Programming Coordinator will spearhead Council’s push to foster the growth of live music in businesses and spaces throughout the city, and develop a long term policy to ensure its success.

“A thriving live music scene has the ability to further boost Parramatta’s night-time economy, which is already estimated to be worth more than $858 million a year. It will complement the development of small bars and bring increased trade to our popular restaurant precinct,” City of Parramatta Administrator Amanda Chadwick said.

“The benefits will also extend beyond the night-time economy. Live music enlivens a city and has the potential to be used innovatively by a wide range of businesses, and to provide an enjoyable atmosphere for residents, visitors and workers.”

Live Music Office Policy Director, John Wardle, said he had seen many examples of how live music can transform a city.

“These initiatives will provide jobs and opportunities for local artists, connect new venues with wider audiences, and represent the cultural and linguistically diverse make-up of Western Sydney,” Mr Wardle said.

WHAT’S ON

LOY KRATHONG
Saturday 12 November, from 4pm
Parramatta River Foreshore
Visit parramattaloykrathong.com.au

CHRISTMAS IN PARRAMATTA
Thursday 24 November, from 4.30pm
Centenary Square, Parramatta
Visit parracity.nsw.gov.au/events

www.cityofparramatta.com.au

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Western Sydney gets the right focus

The Greater Sydney Commission (GSC) has successfully shifted the focus to Western Sydney from a fixation on the East. It is vital all levels of government follow suit and contribute to the realisation of these plans. Blacktown City Council thanks the GSC, Commissioner Lucy Turnbull and CEO Sarah Hill for changing the debate to a sensible discussion about what the entire area needs.

The “string of pearls” analogy is appropriate, but the string itself needs a lot of work if the pearls are going to hold together. At the moment, the infrastructure (string) linking the major centres of Western Sydney (the pearls) is woefully inadequate and in no position to meet the “30 minute city” criteria. Our railway system is unchanged since the 1800s and needs a massive expansion to meet current let alone future demands. Our roads are clogging fast: to the point that suburb-to-suburb is becoming a major journey, let alone the trek that is Blacktown to the CBD. As with the rest of Western Sydney, Blacktown lacks the resources which successive governments have chosen to lavish on the east.

Western Sydney has a population of 1.7 million people and an economy of $95 billion. That’s larger than Tasmania and not that much smaller than South Australia. It will soon have a population of more than 2 million people and before long reach 3 million.

There is a deeply ingrained historical discrimination against Western Sydney that needs to end if the proposals of the Greater Sydney Commission are to be realised.

The barriers to achieving equity in Western Sydney and Blacktown are enormou. A simple example is the level of arts funding. Western Sydney represents nearly 30% of the NSW population, yet receives 5.5% of the arts budget. Eastern Sydney gets 87%. Moving state parliament to Western Sydney is something we’ve wanted since 2013. It makes a lot of sense to move decision makers and their support structure to the commuter centre of Greater Sydney. But don’t stop there.

The State Government currently has about 40,000 office-based public servants located in Sydney CBD, a couple of thousand in Parramatta and only 800 office-based public servants in Blacktown. Blacktown City Council is making its plans for 2050, and these include multi storey office and residential developments in our CBD. The smart developers are already taking advantage of this. The state government needs to move now if Western Sydney is truly going to be a string of pearls with the proper links.

Blacktown calls for domestic violence prevention

Blacktown City Council has called on the local councils of NSW to take a preventative approach to domestic violence. “We are asking our fellow councils to develop and implement specific family and domestic violence policies and procedures,” said the Mayor of Blacktown City, Councillor Stephen Bali.

“Quite simply, family violence destroys families and undermines communities. Within those communities there is recognition that existing policy responses have been insufficient to reduce the prevalence and severity of the violence.

“As a result there is a growing expectation that those in authority will take action,” he said.

Blacktown City Council became the second Council in NSW to gain White Ribbon Workplace Accreditation last year and has instituted a series of policies designed to increase awareness about and help victims of domestic violence.

It has successfully put a motion to the Local Government NSW Conference in Wollongong, calling on its fellow councils to follow suit.

“Blacktown Council’s call comes at the same time the union movement is campaigning for universal workplace entitlements and support for women experiencing domestic violence,” Mayor Bali said.

“Thousands of workers are covered by a union negotiated workplace agreements which provides specific leave and support measures for women experiencing domestic violence.

“Unions are campaigning to see this extended to all workers by providing 10 days paid domestic violence leave in the National Employment Standards and are also running a case in the Fair Work Commission to have the paid domestic violence leave included in all workplace awards,” he said.

Blacktown Council and White Ribbon

“One of the most significant milestones in our White Ribbon work has been the development of a Family and Domestic Violence Procedure for our employees,” Mayor Bali said.

“The procedure applies to anyone who works for council and is designed to provide assistance to anyone affected by domestic violence.

“It’s an important piece of work that allows the Council to support its employees by offering temporary changes to hours of work, relocations, changes of phone and email contact,” Mayor Bali said.

“As community leaders, local government can play a powerful role in influencing behaviours and attitudes within both the workplace and the community,” he said.

“That influence can positively contribute to creating a violence-free community by modelling non-violent, equitable and respectful gender relations and a zero tolerance of family and domestic violence.”
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Iconic corporate triathlon moves to Penrith

SPORTS Media & Entertainment 360 will be bringing one of Australia’s largest and most popular corporate events to Penrith next year.

The Australian Corporate Triathlon Series is celebrating its 36th year and for the first time the event has relocated from Sydney Harbour to the International Regatta Centre on April 23, 2017.

Two thousand corporate participants are expected to take part in the fun triathlon.

The event provides the opportunity for participants to meet industry counterparts, local community, business owners and enjoy all that Penrith offers.

Athletes are looking forward to the friendly swim, beautiful outdoor amphitheatre surroundings and convenient parking that is unique to the Regatta Centre. The iconic race has teamed up with charity partner beyondblue to raise funds and boost awareness around mental health.

Corporate participants will swim, ride and run in a team event to achieve their triathlon goal. The post race celebrations will be a highlight of the day. Companies will be able to choose from a range of delicious catering options and drinks to enjoy in their very own marquee.

Companies such as PricewaterhouseCoopers, Commonwealth Bank, KPMG and Wood Mallesons, Travelex & NHP Electrical have been long time competitors. The Corporate Triathlon has been running for over 30 years with 12 percent of the field having participated for more than 10 years.

“It’s fantastic to see so many companies involved in promoting workplace health and wellbeing. We have companies such as Deloitte, who have organised a fully catered marquee for their teams, because of their involvement in promoting workplace health and wellbeing. We have companies such as Deloitte, who have organised a fully catered marquee for their teams, because of their involvement in promoting workplace health and wellbeing.”

Penrith has a lower rate of unemployment than Australia, NSW and Greater Sydney.

The unemployment rate in Penrith in the June quarter 2016 was 4.13% down from 5.41% in June 2015.

Unemployment in Penrith has reduced over the past 2 years by 2.6% and in the past year by 1.28%. This reduction contrasts with the Australian, NSW and Greater Sydney rates which have been steadier.

Surrounding Council areas unemployment rates June quarter 2016:
- Liverpool: 5.4%
- Blacktown City: 6.72%
- Parramatta: 5.99%

According to the Bureau of Statistics in Penrith City there were 100,543 residents employed in the year ending June 2015, this is an increase of almost 2000 from the previous year.

Every day 65,000 Penrith residents spend hours travelling to jobs outside Penrith on congested roads and via inefficient public transport that only sends them east.

Council surveyed residents about their travel times and asked what a potential north to south rail link would mean to them.

Better work life balance, improved health and reduced travel costs were the main benefits people saw from improved transport links.

Reducing commuters on Sydney’s major roads will help Sydney, as well as the workers, their families and communities.

Penrith Mayor, John Thain said Council is dedicated to finding partners to help it deliver innovative and remarkable results for our growing community.

More than 700 people recently took part in Council’s community activation and registered submissions to the government’s Rail Scoping Study - choosing option 6 - a North South rail link.

Penrith unemployment rates lowest in region

JOBS MARKET

Penrith has the lowest unemployment rate in the region.

The Penrith unemployment rate is expected to reach new lows in the upcoming year.

Unemployment is expected to continue to fall over the next 12 months, with a significant decrease in the jobless rate predicted for the coming year.

The Penrith unemployment rate is expected to reach new lows in the upcoming year. The Penrith unemployment rate continues to fall over the next 12 months, with a significant decrease in the jobless rate predicted for the coming year. Penrith has the lowest unemployment rate in the region.
Getting phone access for homeless

FORMS and job applications while trying to find emergency accommodation are even tougher. To help develop solutions for people facing homelessness in the 21st century, researchers at Western Sydney University have joined with councils, charities, libraries and other agencies to find ways to provide emergency digital access to those who need it the most.

“If you’re a person facing homelessness or in extreme poverty, being digitally connected can mean the difference between getting out of homelessness, or living on the street,” says Dr Justine Humphrey, from the Institute of Culture and Society.

“When you’re on the streets, not being digitally connected exposes you to increased harm, it means that you can’t access emergency services, you can’t stay in contact with your family members, and increasingly you can’t access government support.”

To address this problem, the Making Connections project, funded by the Young and Well Research Centre, met with young people from a range of youth-based homelessness services in the Sydney and Parramatta CBDs.

They brainstormed ideas with homeless youth on ways to address digital access gaps, and came up with ways to improve access to support services and social networks.

The next key step is to gain the support of telecommunications companies to help provide access to voice and data services for homeless Australians in their times of need.

Vineyard caravan park sold for house project

EADING Australian property group, Ingenia, has acquired The Avina Village at Vineyard, for $33 million.

The Avina Village, one of the last family-owned freehold caravan parks in Sydney, has 180 existing income producing sites and the potential to develop 150 new homes on land acquired with the purchase.

Unconditional contracts have been exchanged for the acquisitions which were announced as part of the group’s capital rais-

ing in June.

Ingenia, has an option over an additional four hectares of land capable of supporting a further 95 new homes.

This option expires in three years and has an exercise price of $6.6 million.

Ingenia’s “core business is affordable sen-

sible housing”, the company’s chief executive Simon Owen said.

“We’re planning to put a bit more money into the village and the tourism side of the park.”

He said Ingenia planned to invest $20.5 million in the caravan park to upgrade it, along with developing the homes.

The caravan park has a number of perma-

nent residents living on site, but Mr Owen said the residents should not be alarmed by the purchase – “the residents’ tenure is protected under legislation”.

He said the company’s plan was to add around 240 homes over the next five to six years.

The company, which owns, operates and develops a growing portfolio of lifestyle communities, has properties worth $350 million in its lifestyle portfolio.

Workers rate culture over money

ESEARCH released recently by re-

cruitment organisation Robert Walters reveals that 63% of Australian workers are leaving their job due to poor cultural fit.

“A staggering number of Australian employees are leaving their jobs every year because company culture does not match their own values,” said Robert Walters, Managing Director ANZ, James Nicholson.

The research findings reveal that finan-

cial indicators are no longer the main draw card for prospective employees with 70% of employees choosing their job due to non-financial cultural indicators including how performance is managed, level of teamwork and workplace flexibility.

“The age of the remuneration package as the key selling point is behind us. More important to prospective employees are the conditions of their employment. A com-

pany with a strong workplace culture has gone from a nice to have to something that is now widely viewed by the marketplace as a competitive advantage,” Mr Nicholson said.

Other research findings:

• 96% of employees believe cultural fit is an important factor when weighing up career opportunities.

• However, 53% of Australian workers are misled about company culture during the recruitment process.

• 60% of employees have seen poor cultural fit lead to conflict within their organisation.

• Employees in larger workplaces (68%) value cultural fit more than those employed in SMEs (62%).

• Women (71%) value cultural fit more than men (66%).

Mr Nicholson believes the challenge for organisations to avoid poor cultural fit experiences is to address it before prospective employees sign on the dotted line.

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Managing the FB generational shift

HANDOVER

Handling over a family business from one generation to the next can be a point of pride. Unfortunately, it can also be a source of conflict. How can family businesses maintain a smooth transition of power and responsibility?

Running a family business is no mean feat. Turning it over from one generation to the next is another challenge altogether. Unfortunately, it’s one that can result in conflict.

Each generation of a family business carries different priorities when it comes to ownership, governance, management and future strategy. When priorities aren’t aligned, or come into direct opposition, it can threaten the stability of the business – and the family.

According to Dominic Pelligana, Partner, KPMG Enterprise, who is actively involved with Family Business Australia, managing the different expectations of each generation is crucial to ensure a smooth transition and a prosperous outlook.

Successful family businesses may feel that their challenges are unique to them and their family dynamic,” Pelligana says. “In fact, most are normal and predictable and are solved by considering independent and experienced perspectives.”

The challenge of the first generation

The founding member of a family business may not think of their venture as a ‘family’ enterprise. They simply start a business and support the family.

From a family perspective, the first generation puts an emphasis on the business, and the family is there to help serve the business. The priority is to keep them close to the business, and they often live on premises or nearby.

The founding generation has a strong vision for what they want the business. Subsequent generations often look back to the founder to determine what strategies they should pursue based on their values.

The first shift in power

The most difficult and important transition is the first to second generation, and there are a number of reasons for this. These include:

- Businesses started by entrepreneurs are successful because they can exploit gaps in the market by being very nimble. They can make quick decisions and take risks unburdened by internal bureaucracy.
- Generation two usually wants to implement more formal structures and management to grow and scale up. This can be at odds with the first generation’s natural leadership and management style.
- In this scenario, tension between the entrepreneur and management can be exacerbated when it is parent and child – not to mention if it transfers to a partnership of siblings.
- “The focus in the second generation is more about what keeps the family together as a team,” Pelligana says.

Expanding the family circle

Adding a third generation brings the need for even more improvements. This will be time for a sophisticated analysis of resources, the establishment of leadership succession plans, and a detailed shareholder relations plan.

However, Pelligana says the third generation also have challenges – particularly in that some family members may want to join the business, but lack experience.

Other family members may feel pressured to join, worried if they are not personally involved or could lose their financial share.

By the third generation, you might have a consortium of cousins who are involved in the business. How do you give the family members the freedom to pursue what they want to do?

What are the solutions?

It is clear there are two main problem areas: the handing over of responsibilities from the first to the second generation, and then again from the second to the third.

Pelligana says to counter this, family businesses need to build common and shared values – informed by the first generation – and have a Family Constitution to embed them.

“Sometimes, family members think the business is there to serve them, as opposed to them serving the business,” he says. “Creating a set of values and a Family Constitution can stop that from happening.

When it comes to the second generation passing to the third, building a board of directors and a Family Council is recommended. Additionally, setting clear expectations for involvement is vital. Some members may not want to be involved in management, but want a seat on the board. This is common in large businesses such as BMW or Samsung, which still have some form of family control.

“Part of these pre-agreed rules could involve the next generation gaining outside work experience at other successful businesses before joining the family business,” Pelligana says.

Managing generational shifts in family business is an important and delicate process. Successful family businesses recognise this – and start planning early.

Anticpate tomorrow. Deliver today.

By David Pring

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How to avoid conflict in a FB?

**DYNAMICS**

Family dynamics are often bad enough in the home but let them seep through into the office and you know you’re in trouble. When you are working alongside siblings and parents, it’s only natural that there will be some squabbles. However, if these are not controllable, they can have a devastating effect on the growth and success of the business.

Just like families, family-owned businesses need to have a governing structure. When businesses start out, they tend to have an informal management practice but this can both inhibit the business’s growth and sustainability and impede conflict resolution.

Not only that, family conflict impinges on non-family employees. The latter employees will often think that the real potential influences involve family members – in other words, there is the perception that nepotistic rules, which takes away any motivation for non-family employees to advance their careers. On the flip side, family members may feel that they are under constant pressure to set an example, or that they have been unfairly marginalised simply because they are family.

This makes it imperative for family businesses to follow a formal management structure, one that has standard policies and practices.

Conflicts between family members tend to revolve around three issues:

- Family issues.
- Business issues.
- Ownership issues.

Should any of the above turn the work place into a battlefield, it would be wise to seek the services of a family counsellor.

This outside mediator will quickly comprehend the family dynamics and will act as a negotiator, coming up with practical resolutions.

These resolutions are not cookie-cut, they are unique to the business at hand as each family business, just like the family unit, is unique. That said, certain common rules may still apply. Follow these and you can stave off the next family business conflict.

1. Only put members of your family on the payroll if they are, in fact, making a positive contribution to the business. Ensure that every family member has a clear idea of his or her role and responsibilities, and hold them accountable. Family (and employees) can’t care about their expectations if they don’t know what they are. Make sure the following is done:
   - Each person has a title.
   - Job function.
   - Compensation.
   - Performance review.

2. When it comes to awarding contracts, make sure they are awarded on merit, not because the individual is part of the family. Otherwise, you may find yourself open to problems, both concerning the family member and non-family employees.

3. Never show family members special treatment. Favouritism towards family members will demotivate non-family employees. Non-family employees should feel that they have the same opportunities of advancing their careers as members of the family bloodline.

4. Don’t reward or punish a family business member purely on the basis of family history. Make sure everything is democratic when dealing with both family members and non-family employees. Praise when it is deserved, no matter who the person is, and discipline where necessary, irrespective of family status.

5. Be honest and open with ALL employees. Be transparent about having family members and/or relatives working for you. If you don’t, your secret will be discovered soon enough and you will appear deceitful. Ensure that non-family members are as aware of what is going on in the business as family members. It is essential that you communicate well with all members of your company, irrespective of if they are related to you. Always have an open-door policy and two-way communication. Someone is going to consider to get family (and non-family) members to attend industry workshops and conferences that enable people to work together and communicate well.

6. Separate family from business. Don’t give family members special benefits that you wouldn’t also give other directors or members of staff. Don’t write off family vacations as business expenses. Don’t give family members’ access to the company car unless you offer the same to non-family employees. In short, be fair and accountable.

7. Boundaries are important in any relationship. Make sure you establish these early on in your business. Agree and keep to a system. The worst offenders are often spouses who run a business together. If this is your situation, you may want to drive to work in separate cars and then agree on a cut-off time when you do not discuss business, allowing yourself quality family time in the evenings, over weekends and when on holiday. You have to nurture your relationship outside of work: otherwise you will have a fractured relationship at work. Don’t infringe on personal time (including your own) after work.

8. If you have family issues within the business, call in a mediator.

**CLARITY**

Something like meditation is not normally associated with business, but research is increasingly pointing towards the fact that it should.

Not only does it allow executives to clear through the clutter before tackling that important decision, but puts them in a calm space from which they can approach a situation objectively – and not emotionally.

**Fully assess the big picture**

Effectively, mediation allows you to take a step back and out of a thought process that could be spiralling out of logic. Often business owners get so invested in projects that they stop seeing the wood for the trees.

Few are able to happily walk away from a project that’s going south, because it feels like they’re completely wasted their investment.

When you’re attached like that, it becomes easier to think you can save the project by investing even more – even if to just prove to yourself that you didn’t make a mistake – than to walk away.

This dilemma is referred to as a ‘sunk cost bias’, where the business person becomes transfixed around the amount of money already lost, rather than seeing the mistake in increasing the investment.

Research shows that the more we invest in something (financially, emotionally, or otherwise), the harder it is to give that up, and the more important it becomes to us. “It’s called ‘committing to a commitment’, Andrew Hafenbrack notes in his 2013 paper with Zoe Kinias and Sigal Barsade, Avoiding Mindless Mediation: Mindfulness and the Sunk Cost Bias. "In many cases negative emotions, fear, anxiety, regret, even guilt or worry over past decisions, subconsciously play a part in the decision-making process.”

Active mediation allows a person to walk away from the emotional mind, to correct a mistake at any cost, and instead see the clear and logical way forward – away from the sunk cost.

**Increasing Mindfulness**

Hafenbrack, Kinias and Barsade’s research discovered that the human mind is partial to filtering through thoughts, as well as the past, present and future.

This is how we tend to be functioning on a daily basis, and it’s in this state that people make decisions taking into account too many factors – some, like possible future consequences, that aren’t even true.

Practicing active mindfulness allows people to channel their thoughts on the exact situation at hand and assess for what it is, nothing more and nothing less. When the mind is clear, the possible outcomes will align then a person can make an unbiased decision that will more likely than not be a more healthy decision – for the business and for their own peace of mind.

**A clear mind is a healthy mind**

It can be exhausting taking every variable into account for every decision. It can also lead to much unwarranted stress to continue with a project that isn’t yielding the returns that were expected.

Such actions don’t remain isolated either, causing a knock-on effect to other areas of the business or not being managed properly and increasing worse decisions being made from the wrong space.

Mindful decision making through mindfulness, and the rest will soon follow. You will also find that stress levels within your business could decrease, as the added clutter could be causing a lot of the stress all by itself.
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Parents, adult children and property

By Justin Dowd
Partner Watts McCray, Norwest

The high cost of housing in Sydney is something we have become used to. Because of this high cost, it is increasingly true that the “bank of Mum and Dad” is being called upon to help young people into their first homes.

Parents assist their adult children into housing in many ways. The lucky children will be given a sum of money to help them with that first purchase; more commonly parents will loan monies to their children, or guarantee their loans, or sometimes entering a kind of joint venture where the parents and the adult children share the same property, either together or in separate residences.

The other significant help that parents are now giving is around unpaid child care, allowing their adult children to work while the grandparents provide what is otherwise a very significant expense for young families.

Very often, the arrangements made between parents and the adult children are “understood” rather than properly considered. The first problem with that is that what each person understands is often different. This problem can be exacerbated as time will bring uncertainty of memories, or of changes of mind.

And if there is a falling out between the people involved, things get worse. One of the sad realities of modern life is the divorce rate, of almost 40% of marriages; believed to be higher for de facto relationships.

To avoid the legal pitfalls this entails and to ensure that everyone understands what is happening, it is imperative that such financial arrangements are properly documented.

This might be by a Loan Agreement, and Acknowledgement of Debt or Deed of Family Arrangement. It can be done simply and cheaply.

Sometimes it might involve variation of the parents’ Wills, for example to provide that a debt owed by the child should be either forgiven, or alternatively, considered when dividing assets.

This is particularly important where there are other adult children.

Parents will often also wish to make some provision for their grandchildren separately to their children.

Commonly, this will include arrangements for the grandparents to meet or share the cost of education or health requirements of the grandchildren. Estate planning for grandchildren is a field of growing importance.

Finally, as our population ages, the pendulum is swinging, as middle aged “children” are providing more physical and financial care for their parents.

Older parents living in granny flats, partially funded by them, is becoming more common. These arrangements too are often not properly thought through; the process should be discussed and documented! Too often family disputes arise because they are not.

As with all relationship issues, the important element is communication and then good legal advice!

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Investment boom reason to be excited

By Jeremy Thorpe
Chief Economist PwC

N 2021 Parramatta will have more people, more jobs, more businesses and more opportunities. And that’s one of the key reasons why PwC will open a new office in Parramatta next year.

Two weeks ago we delivered a report to the Parramatta City Council that showed Parramatta’s economic growth is set to almost double over the next five years. An investment boom will mean a leap in economic growth from 2.4% per annum to 4.6% per annum over the next five years. Parramatta will be a $30 billion economy (in Gross Regional Product) with $66 billion in turnover.

These are big numbers and should excite all businesses looking towards opportunities in Sydney’s greater western region. But what is sitting underneath them?

More people and more jobs: Parramatta is the geographic centre of Sydney. Already more than two million people live within 45 minutes of Parramatta by car or public transport. As Parramatta becomes a more and more attractive place to live and work, it is estimated that the population will expand by 41,000 residents, which is almost twice the pace of Australia. To put this into context, it means two busloads of people will move into Parramatta every week.

There will be more workers too. An estimated 22,000 additional people will be working in Parramatta, and we will see the local workforce swell to around 186,000 people. Businesses like Uber are already established there and the New South Wales Government is moving many of its departments and agencies from the Sydney CBD to Parramatta.

More businesses will also drive more opportunities: The report forecasts an investment boom of more than $10 billion, an additional $1.2 million spent in the wholesale and retail sector each day and significant growth in commercial floor space.

A plethora of infrastructure projects over the next five years will underpin this and we can divide this investment into three types.

The first type of investment is economic infrastructure. Public investment in Parramatta will spread across $4.7 billion of economic infrastructure. This includes, for example the Westconnex road link and the Parramatta Light Rail which will connect the Parramatta CBD to Homebush.

The second type of investment is in social infrastructure. $2.7 billion will be invested by governments on social infrastructure – into schools, universities and hospitals. For example the vertical school in Parramatta’s CBD. The continued development of Australia’s largest concentration of health, education and research facilities at Westmead; and Western Sydney University’s new building at One Parramatta Square (our new neighbours!)

Culturally the new Museum of Applied Arts and Sciences will be constructed, the Western Sydney Stadium will be developed and new public spaces like the Parramatta foreshore and Parramatta Square will draw more and more people in.

Third, private investment is booming. More than $3.4 billion of new private investment is expected for commercial and residential buildings.

We expect an extra 322,000 square meters - or 34% increase - in commercial floor space from today. Think the commercial floor space of Chatswood will be added to Parramatta over the next five years!

We will also see an additional 7,400 residences added – or 34% increase - to the 2,000 usually built every year.

Parramatta’s development as Sydney’s second city is being carefully driven by a balanced social and economic investment approach.

The City of Parramatta Council, the NSW Government and the Western City are combining to effort to address to make it a better place to live, to work and to run a business.

Better transport, improved public spaces, more cultural institutions, the orientation of the economy to higher value industries and better jobs, and the boosting of residential capacity in close proximity to employment zones are setting the scene for a big future ahead.

It is clear to us that Parramatta has what communities need to flourish: People, jobs, community infrastructure and resourcing. We see that by 2021 Parramatta will be going from strength to strength to strength. PwC will be there. Will you?

New vision for a CENTRAL CITY

By Geoff Lee
State Member for Parramatta

T the 2016 Bradfield Oration, Lucy Turnbull challenged the status quo by proposing moving NSW Parliament to Parramatta by 2025.

This proposal certainly captured the media’s attention. Whilst Premier Mike Baird was quick to reject the idea, it demonstrates Parramatta’s increasing importance to Greater Sydney and Western Sydney in particular.

As Chairperson of the Greater Sydney Commission, Lucy Turnbull outlined this strong vision - reimagining Greater Sydney by creating three cities where the majority of people’s homes and workplaces are within 30 minutes travel time.

Eastern Sydney comprises Macquarie Park to North Sydney, Sydney CBD down to Kingsford Smith Airport. Central City comprises Parramatta to Olympic Park and the Western City is centred on the new Western Sydney Airport around Badgerys Creek.

The vision highlights the importance of Western Sydney to deliver jobs and homes for the future. Already 1 in 2 people live west of Parramatta and 1 million more will call Western Sydney home in the next 20 years.

No one can deny the importance of Eastern Sydney as a hub for finance, business and professional services, education, culture, entertainment and tourism. Sydney CBD accounts for 18% of jobs and City of Sydney LGA 30% of Greater Sydney’s GDP.

What is new is the change of Parramatta from our second CBD to its own identity as Central City - and its importance to the future of Greater Sydney.

Central City consists of “Greater Parramatta and the Olympic Peninsula” (GPOP), an area of 4,000 hectares which is comparable to the City of Melbourne. It is estimated that 100,000 people already live and 125,000 work in the area.

Employment is concentrated around Parramatta CBD with 50,000 workers as well as 16,000 at the Westmead health and education precinct.

Within the GPOP will be home distinct super-precincts; Parramatta CBD and Westmead health and education precinct, next generation of research centres, university facilities and allied health professions that sit alongside the hospital’s services.

Like Western Sydney Airport, the Westmead health and education precinct is a major catalyst project for Western Sydney combining research, teaching and clinical practice.

We are investing $1B including a new 14 storey redevelopment with acute services, surgical wards and intensive care. This is complemented by the numerous research centres, university facilities and allied health professions that sit alongside the hospital’s services.

Health-related jobs will grow from 16,000 to 25,000 over the next 10 years. These jobs are high value and high knowledge jobs - critical for the development of Western Sydney.

When complete this will be Australia’s largest health precinct. These super precincts will be connected by the Parramatta Light Rail. Already, we have set aside $1 billion for the 2.5km project. Evidence shows that light-rail rapidly transforms the livability and commercial opportunities in the suburbs which it travels through, connecting communities whilst having a smaller physical and auditory impact on the surrounding areas.

In the next five years, close to $10B of private and public sector investment will be delivered in the GPOP. A recent PwC report commissioned by City of Parramatta Council forecast that Parramatta’s LGA will rapidly grow at 4.6% per annum for the next 20 years.

With this much investment comes much-needed jobs for Western Sydney.

Whilst Sydney CBD remains the jobs hub of NSW, it is a commuter town with only a small percentage of people living and around it.

With Parramatta a “central city” more people will be able to live in this area and work in the CBD - we need people to live closer and be more a part of the city fabric to help it grow as an attractive place to live, work and play.
Risk management and new business

OBLIGATIONS

Hardeep Girn
Managing Director, Know My Business

As my monthly article I presented at a conference in Southern California on the theme of ‘Getting the deal over the line’. The opportunity and challenges we face as business owners in Australia is like those in the US. However the one area that varies considerably between the Americans and us, is one of risk.

Australian business has a point of difference in having a fairly conservative level of operational risk. We certainly saw that help us when the GFC hit and Australia came out in a relatively better financial position than other industrial nations.

Risk management is a discipline within business that can stop issues from arising through effective and regular mitigations planning exercises.

Many businesses talk to regularly, take their health and safety obligations seriously, and some use quality and risk systems as well commission third party audits to illustrate the benchmark reached. In so doing, they’re able to discuss these with new business prospects.

In this month’s commentary, I’ll talk about the areas of risk that should be reviewed to show your readiness when talking to prospects. I will touch upon the following risk areas:

• Technology.
• Operational.
• Capacity.
• Health and Safety.

Technology
This growing risk affects most businesses that manage information – either their own or their customers. The threats typically come from fraudulent access or poor controls and processes.

Recent breaches include LinkedIn in May 2016 when 164 million email addresses and passwords were compromised. Yes, time to change that password! Incidentally, a site I have started to use is https://haveibeenpwned.com that can tell you if your email address is in any large-scale data breach.

One of the recent events in Australia illustrates at times the process fails and the intent was initially not malicious.

Last month, Red Cross and their blood donor list of 550,000 people in Australia who have given blood over the years, was openly available on their website. Though not technically a hack, the list of donors was accessed by an “unauthorised person” (http://thenewdaily.com.au/news/nation al/2016/10/28/red-cross-hack/).

Very few businesses can guarantee data will always remain secure, especially when most businesses now rely on third party systems and have staff that come and go.

However to put out an external message to the market that you take technology risk seriously, can be started by getting a technology risk audit, addressing issues and regularly reviewing policies.

Having good policies in place on how data is captured, stored and used, builds trust and shows you regularly assess new risks.

Operational
Quality systems and ISO 9001 certifications are ways that businesses can illustrate they have efficient, well documented and high standards in their production line. Whilst it can be seen by some of the businesses as a burden on ensuring the standards are maintained, the benefits far outweigh the costs.

These include better readiness for audits and better level of management that can be shown to major purchasers in the market. More businesses seeking larger opportunities, especially with government bodies, can strengthen their value proposition by being ISO 9001 certified.

So again, risk management can used to illustrate another reason to do business with a company that has a certified quality management system in place.

Capacity
One that gets overlooked by a large number of businesses is how the business handles it’s workload.

The risk can sway to having too much work (impacting service levels), to not having enough (impacting profits). Know My Business often discusses with its clients better ways to add capacity, including introductions to suppliers, review on processes or existing suppliers and re-evaluating what is deemed to be good business.

If you don’t have an efficient business, your profitability will be affected. The operational mix is vitally important, to be able to chase the opportunity, and service it.

Where cash flow constraints exist, one thing to consider is changing more for your product. If not, perhaps you need to think about developing another product.

Sometimes, competition means you need to consider more efficient ways to increase capacity, or streamlining processes. Your prospects need to be able to see clear processes leading to the outcomes you promise.

To deliver these outcomes you need to balance capacity to deliver great services and grow as a business with maximising the value of what you consume to manufacture your product or service.

Health and Safety
All businesses need to take workplace health and safety seriously, and when dealing with government bodies, certification can be mandatory requirement for new contracts.

Legislation changes do occur and new Health and Safety standards are coming in 2017 through ISO 45001. Whilst in draft, this new legislation will likely place more emphasis on the role of executives and directors with a focus on outcomes, rather than over reliance on procedures (See http://www.welinkedin.com/pulse/ iso-45001-carl-allbrocht-nsc-oh-em-). On the Australian Work Health and Safety website (http://australianworkhealthandsafety.com.au/six-point-whs-check) there is a great checklist for businesses to consider before talking to new prospects:

• Is our organisation legally compliant?
• Do directors and senior managers understand the personal nature of their liability under the latest legislation?
• Are Workplace Health and Safety (WH&S) roles and responsibilities clearly defined?
• Do we have legally required meaningful and effective WH&S consultation?
• Are we committed to continuous improvement?
• Do we measure positive performance indicators?

Being on the front foot with compliance doesn’t necessarily mean you need to over-comply, however being better prepared comes back to being a better business manager.

Telling business prospects your attention to work place health and safety is another way of putting a message out to the market on how you run your business.

In summary, risk is inherent in running a business. However you can use it to illustrate your awareness and the importance you place on it.

When discussing your services or your products with prospects, all these risk factors matter. And all play a role in how you market your business to new opportunities.

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Anticipate tomorrow. Deliver today.
Lexus expands variants for base RX 200t

F Sport and Sports Luxury variants added to turbo four-pot Lexus RX

By ROBBIE WALLIS

LEXUS Australia has expanded its RX mid-size SUV range by adding F Sport and Sports Luxury variants to the base-level RX 200t, joining the 350 and 450h variants in offering all three levels of specification.

At $74,540 before on roads, the 2.0-litre turbocharged four-cylinder 200t Luxury has been bolstered by the addition of the $86,840 F Sport and $92,990 Sports Luxury, which bring extra levels of kit to the large SUV that has now been on sale in Australia for 12 months.

The base Luxury comes equipped with LED headlights, daytime running lights, 20-inch alloy wheels, roof rails, heated and ventilated front seats, 8.0-inch display screen with sat nav, 12-speaker sound system with digital radio, keyless entry, automatic rain-sensing wipers and rear parking sensors.

Standard safety features include autonomous emergency braking, active cruise control, lane-keep assist, automatic high beam, blind spot monitor, rear cross-traffic alert, reversing camera and 10 airbags.

Stepping into the F Sport adds sports seats and pedals, lamp-tuned adaptive variable suspension, sports steering wheel with paddle shifters, sports grille and bumpers, unique alloy wheels, 8-inch display screen, 12-speaker Mark Levinson audio system, carbon fibre head-up display, sequential LED front and rear indicators, unique key card and aluminium film ornamentation.

Upgrading to the top-spec Sports Luxury nets unique alloys with titanium-coloured inserts, 14-way adjustable front seats with memory function, power-foleding and heated rear seats, leather and woodgrain steering wheel and aluminium wood ornamentation.

All 200T variants are powered by a 2.0-litre turbocharged four-cylinder engine delivering 175kW/370Nm through the front wheels via a six-speed automatic transmission.

Coinciding with the release of new variants, the F Sport line now also comes with a new Cobalt Blue exterior paint colour. Lexus has sold 1497 RXs to the end of September this year.

Mr McCann confirmed that the T8 hybrid would be the performance variant of the range and while it was unlikely that there would be a full-fat Polestar version of the S90, hinted at some Polestar tweaking.

"The high performance version will be the T8 because in absolute horsepower terms that produces the most. I think we will see a Polestar-enhanced version which will be more on the basis of us doing it here through our program," Mr McCann said.

Volvo has detailed its plans to offer plug-in hybrid variants of most core models, which was highlighted again in May this year when the car-maker revealed the T5 plug-in system that will be used to power some variants of the 40-series models that, as well as the XC40, will include a replacement for the ageing V40 hatchback and a new small sedan.

While Volvo has yet to reveal its full electrification hand, Mr McCann said it was inevitable, given the company’s recent development work in that area.

"I think it is something on everybody’s agenda. We don’t have a really clear view on when that is coming at this stage. But one would suspect if a company is moving into electrification it will do so by degrees," Mr McCann said.

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Volvo model onslaught hits high gear

New 40 and 60-series models up next as Volvo re-sets its product portfolio

By TIM NICHOLSON

VOLVO’s new model onslaught continues apace with the arrival of the new S90 sedan in Australia, but the company is unlikely to expand beyond its three designated model groups in the immediate future.

Its new model strategy kicked off last year with the arrival of the second-generation XC90 seven-seat large SUV and has gained momentum this month with the launch of the S90 sedan that shares its SPA underpinnings. A V90 wagon and jacked-up V90 Cross Country will round out the 90 series models in 2017.

Next up for Volvo, either later next year or in 2018, will be the first of the new-generation 40-series models that will be produced on the all-new CMA (Compact Modular Architecture) platform that will also be shared with the new mid-range brand, Lynk & Co.

The next all-new model will likely be the XC40 crossover that was previewed by the XC90 SUV and the striking Concept Coupe it revealed back in 2016. Both models will also be sold in R-Design trim, which will offer all-wheel drive and a similar presentation to the XC90.

"I think you will see 60 and 40 sort of cross over each other, they will cross over each other," Mr McCann explained the core product plan but added that, occasionally, there would be room for another model that could deviate from Volvo’s current product structure.

"In each one of those clusters there will be four variants. The XC, the S, the V and the CC (Cross Country). That’s our core product plan and then from time to time, and this is to use the wording from head office, from time to time there may be a special car. And that is in the product planning documents. There is a box with a questions mark."

While it is unclear what the special cars could be, there is a gap in the Volvo line-up that could be filled by a sportscar.

Such a sportscar could be based on the striking Concept Coupe it revealed back in 2013, which had fans calling for a production version, even though it was purely a concept to preview the car-maker’s latest design direction.

Mr McCann rejected the possibility of the Volvo line-up expanding up into even larger segments, suggesting that it was not in the company’s interest to develop a BMW 7 Series rival.

"No I think that for some brands it is important to have a model in that segment for flagship reasons, but actually the segment is quite small."

As previously reported more variants of the S90 will arrive later this year and into 2017, including the sporty-looking R Design and the Twin Engine T8 plug-in hybrid that uses the same powertrain as the electrified XC90 SUV that is already on sale.

Volvo 40.1 concept

Mr McCann confirmed that the T8 hybrid would be the performance variant of the range and while it was unlikely that there would be a full-fat Polestar version of the S90, hinted at some Polestar tweaking.

"The high performance version will be the T8 because in absolute horsepower terms that produces the most. I think we will see a Polestar-enhanced version which will be more on the basis of us doing it here through our program," Mr McCann said.

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"I think it is something on everybody’s agenda. We don’t have a really clear view on when that is coming at this stage. But one would suspect if a company is moving into electrification it will do so by degrees," Mr McCann said.

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**2016 Lexus RX pricing**

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*Excludes on-road costs
Volvo pushes towards 10,000 sales

All-new product and funky brand messaging to help Volvo sales Down Under

By TIM NICHOLSON

VOLVO Car Australia managing director Kevin McCann is confident the company will achieve record sales this year and forge ahead to the 10,000-unit mark by the end of the decade as its fully redesigned product line-up and reinvigorated brand strategy take hold.

The prestige Swedish brand is on track to crack 6000 sales this year for the first time since the Australian subsidiary was formed in 1970, which will see it overtake its current record of 5375 units set in 2012.

To the end of September, Volvo has sold 4530 passenger cars and SUVs, representing a 25.2 per cent leap over the first nine months of 2015 – largely on the back of its new-generation XC90 that arrived in August last year.

Speaking with GoAuto at the launch of the all-new S90 large sedan last week, Mr McCann said the company was ‘on track’ to hit 6000 units this year and that the forthcoming new product – particularly the various body styles across the compact 40’ and mid-size 60’ model lines – would ‘definitely’ help it push past 10,000 by 2020.

‘Add the new models in, keep XC90 going strong, S90 is clearly going to do a lot better for us than S80,’ he said. ‘The new XC60 we will see – although the current XC60 has been a very successful car – the new one will take us to a new level.

‘And the XC40 is a completely new segment for us and I think from what we have seen of the car so far – and I have seen the same shots you have – it looked fantastic. It has classic Volvo engineering inside it. It is going to be a very well-sought-after car.

’As previously reported, Volvo’s entire product portfolio will be completely refreshed in the coming years, with the recently launched XC90 soon to be the oldest model in its line-up.

‘Discussing new Volvo factories that have been built in China and in South Carolina in the United States, Mr McCann said the company’s Australian arm would be open to importing models from outside its Swedish home market.

‘If there was ever a model that was built in a Chinese factory that suited our market, we wouldn’t baulk at the idea that it is built in China because we know that our global standards are the same,’ he said.

‘And we know, what’s more important about the car is the way it is developed. And alongside that, the way the engineering processes to build it are developed as well.

‘A number of Volvo’s competitors, including Audi, BMW and Mercedes-Benz, import some of their biggest-selling Australian-spec models from countries including Mexico, South Africa and the US, and Mr McCann believes sourcing is not an issue for consumers.

‘People don’t really ask about it’, he said.

‘Primarily they are buying a brand and they are buying a product that suits them in terms of the way it feels and sounds and behaves. ’

‘Mr McCann added that the new batch of product has addressed past criticism that Volvo was not in the same league as the big three Germans, despite pricing its models in line with its rivals.

‘The XC90 and every car that follows it now is definitely leading in its class in many of its attributes. And it is not just the technology; it’s the sense of fit and finish, design and the innate feeling of luxury you have when you sit in the car’, he said.

‘We thoroughly deserve to have the same pricing as our competitors.’

Mr McCann acknowledged that Volvo has finally started to embrace and promote its Swedish heritage and is using it to further build the brand in Australia.

‘I think the ultimate advertising tagline now for us is: ‘From Sweden’. We have built an enormous library of imagery around Sweden and the Swedes. I think that is particularly apt for Australia as well because we share a lot of cultural values with Swedes.

‘There is a sense of modesty, they down-play things as Australians do.

‘There is this love of outdoors. We live in cities but we like to think that we are all great outdoors people. Talk to a Swede about what they do on weekends and it is often like talking to Australians’.

While Volvo has been successful in shedding the conservative, bony image it had since the 1970s, Mr McCann said it was still a huge challenge to shift brand perception in the Australian market that he described as ‘conservative’.

Kia adds spirit to Soul with facelift, extra tech and $2000 price reduction

By DANIEL GARDNER

KIA has treated its Soul crossover to a comprehensive update which brings an up-to-date look inside and out and a boost to entertainment and Drive Mode Select technology, for a $2000 more affordable asking price of $24,990 plus on-road costs.

The fresh styling was quietly revealed in August when images of the updated Soul appeared on the South Korean car-maker’s website, but the company has now confirmed that the new look will roll into showrooms this month.

For the update, Kia has restyled the front bumper and grille, which houses a new headlights and foglight design and revised air intakes, while the rear bumper has also received a tweak. A new wheel design completes the exterior changes.

On the inside a refined fascia and new interior trim materials improve the aesthetics, while technology updates include a larger 5.0-inch touchscreen with RDS radio.

The previous FlexSteer system is replaced by Kia’s Drive Mode Select, which allows the driver to switch between settings for sharper steering and throttle response and a sportier feel.

In addition to the more affordable price, Kia has also chopped its optional paint prices with single-tone metallic colours to $520, a white body with red roof now costs $390 and the Inferno Red with metallic black combination requires an extra $910.

As with all Kia models, the Soul is offered with a seven-year warranty, seven years of capped-price servicing and the same for roadside assistance.

Unlike the larger Sportage and Sorento, Kia’s cheeky offering has somehow sidestepped the Australian crossover and SUV surge with sales floundering since the model’s introduction in 2009, but the update confirms that the company will persevere with the Soul for now.

In other global markets such as the United States, the Soul has gained a strong following and Kia Motors Australia COO Damien Meredith acknowledged the model could do better here.

‘Even the best can do with a helping hand from time to time, and for Soul the 2017 adjustments are just that – a bit of a boost for what is an excellent vehicle,’ he said.

‘The Soul certainly deserves greater recognition than it has enjoyed and with the preferred SUV-like seating position, a willing 2.0-litre engine, a six-speed automatic and clever interior space we believe it has a strong future in Australia.’

Kia offers the Soul in just one Si variant powered by a 2.0-litre petrol four-cylinder, which sends 113kW of power and 191Nm of torque to the front wheels via a six-speed automatic transmission.
$50 from every vehicle sold in November will go to The Children’s Hospital at Westmead

*$50 will be donated to the Children’s Hospital at Westmead for every new, demo and used vehicle sold and delivered by 30/11/16. Excludes government, fleet & rental buyers.
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ALL STOCK MUST CLEAR!
Holden armed with four large SUVs

By RON HAMMERTON

HOLDEN could go into the next decade armed with as many as four large SUVs, topped by an unnamed German-built flagship due about 2019.

GoAuto understands the Opel-developed SUV that was mooted by General Motors chief two years ago is still in favour at Holden, even though the Australian branch of GM will have at least two other large SUVs – the recently facelifted and renamed Trailblazer (see Colorado 7) and the upcoming American-built Acadia that is due to be added to the range about 2018.

As well, European journalists are reporting that GM Europe is preparing a Subaru Outback-style all-wheel-drive crossover version of the next Insignia wagon – apparently called Insignia Country Tourer in its British Vauxhall guise – that also looks a likely starter in Holden’s new Insignia-based Commodore range that arrives in Australian in February 2018.

GoAuto understands that the “Country Tourer” and the all-new large flagship SUV are separate vehicles, although both are likely to sit on GM’s latest E2 all-wheel-drive architecture and will be made at the same plant in Germany.

Assuming both of these German-sourced all-wheel-drive wagons make it to Australia, Holden will enter next decade with a range of six SUVs to take on the likes of Toyota whose SUV line-up will number six models with the arrival of the new baby of the range, the C-HR, in the first quarter of 2017.

Holden’s current SUV range kicks off with the small Korean-built Trax, moves up to the mid-sized Captiva 7 and is topped by the large Thai-built, Colorado-based Trailblazer.

The Trailblazer got the ball rolling on Holden’s SUV revolution when it arrived in September. The facelifted Trax is next up, getting a new look and other tweaks in early 2018.

These will be joined by the Chevrolet-sourced Equinox medium SUV that replaces the five-seat Captiva 5 in the second half of 2017.

The large Acadia – a petrol-engine seven-seater sold in North America by GMC – replaces the ancient Captiva 7 sometime in 2018.

Timing for the German-built flagship SUV is uncertain, except that GM chairman and CEO Mary Barra said when announcing production plans for the new vehicle in late-2014 that it would come before the end of the decade.

Committing €245 million (A$355m) to Opel’s Russelsheim plant outside Frankfurt to prepare for the new vehicle, Ms Barra described the SUV as “Opel’s second flagship” alongside Insignia.

Holden insiders have told GoAuto that this vehicle remains on the Holden wishlist, even though it will make the SUV range appear a bit top heavy.

The company will argue that each of the vehicles fills a different niche, as they do at Toyota which has four large SUVs (Prado, Kluger, LandCruiser and Fortuner).

The Trailblazer, for example, is a serious, diesel-powered off-roader with a tough ladder chassis drawn from the Colorado, while the petrol-only Acadia is more of a seven-seat urban wagon in the style of Toyota’s Kluger or Mazda’s CX-9.

How the German flagship SUV sits against these models is unclear, but it is likely to be a sports-luxury SUV in the style of the Audi Q5, Range Rover Evoque or new Jaguar F-Pace.

If so, the recently announced “Twinturbo” torque vectoring technology destined for AWD V6 versions of the new Commodore will be a centrepiece of this vehicle.

It might also likely offer diesel – something the Acadia cannot. As well, GoAuto understands it will offer three rows of seats – something a potential Insignia/Commodore Country Tourer high-rider based on the standard wagon could not.

Like Subaru and its Outback and Volkswagen with its Passat Alltrack, this wagon would cover a similar niche to Holden’s now defunct Adventra which appealed to families with a need for a light offroad-capable station wagon.

The Country Tourer came to light after British journalists were given a test drive of next-generation Insignia prototypes at the Millbrook proving ground in England last week.

Australian journalists were also given a taste of the Commodore version in its lift back Sportback guise at Holden’s Lang Lang proving ground last week.
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WESTERN SYDNEY BUSINESS ACCESS NOVEMBER 2016
Leader of the pack: What makes the Alibaba Group so successful?

The people’s platform sells more than eBay and Amazon combined

E-COMMERCE

E-COMMERCE website Alibaba has had a transformative effect on the lives of many of its users.

Alibaba Group, which matches buyers with sellers in the same way as eBay, has grown into an internet behemoth. Founded in 1999 by Jack Ma, it has a market capitalisation of US$233 billion on the New York Stock Exchange and had sales of more than 100 billion Chinese yuan ($19.5 billion) in its most recent financial year.

The company’s websites facilitate business-to-business sales, business-to-consumer sales and consumer-to-consumer sales and sell more than US e-commerce giants eBay and Amazon combined.

As impressive as those numbers are, for many Chinese Alibaba has meant something different – a way out of poverty and into business ownership.

Many rural communities have started using Alibaba’s consumer and small business portal, known as Taobao, to start their own small enterprises. It has led to the phenomenon known as the “Taobao village” – largely agrarian communities transformed thanks to the portal, known as Taobao, to start their own enterprises.

“Part of the reason why Alibaba is so successful is because it is one platform that is able to connect with the people; it gives normal people the opportunity to participate. It’s really about empowerment – empowerment of communities,” says Felix Tan, a lecturer in the school of information systems and technology management at UNSW Business School.

“People can look up to Alibaba as a platform that they could build to connect with people. People use the platform to connect with the foreign markets. People use the platform to learn about e-commerce. People use the platform to learn about how to trade internationally,” he says.

The company achieved this by building a whole platform and ecosystem – what you get out of being part of that platform and being a part of that ecosystem – what you get out of being part of an ecosystem.

“A successful multi-sided platform is able to connect its customers and its sellers not only in the most economically viable way but also in a way that value is co-created when they are on the platform,” says Tan.

“Companies are increasingly going to be competing on the service and the value-add of being on that platform and being a part of that ecosystem – what you get out of being part of an ecosystem.”

When a consumer buys an iPhone or an iPad and starts downloading music, movies and apps from the Apple store, they’re buying into the Apple ecosystem. Similarly, when they start transacting on Alibaba or eBay, they’re buying into those ecosystems.

“Companies are increasingly going to be competing on the service and the value-add of being on that platform and being a part of that ecosystem – what you get out of being part of an ecosystem.”

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“When a consumer buys an iPhone or an iPad and starts downloading music, movies and apps from the Apple store, they’re buying into the Apple ecosystem. Similarly, when they start transacting on Alibaba or eBay, they’re buying into those ecosystems.”

“This is one of those players out there, same as eBay, same as Amazon, rather than being purely just a China phenomenon.”

– Felix Tan
Beyond The Hedge (BTH) has a simple philosophy: their designs are their client’s growth.

Founder Julia Harrison says BTH helps clients attract and engage with their target audience through effective branding, graphic and digital design.

“Beyond the Hedge came about because we saw too many SMEs struggling to successfully communicate their great ideas; like they are stuck in the long grass,” said Julia.

“Our mission is to help our clients overcome their marketing challenges and get past the communication barriers standing between them and their audience.

“Effective marketing material does not happen overnight; it is the result of a strong brand and good strategy. We work closely with our clients to support their brand and develop marketing material that helps businesses grow.

“BTH looks at things from different points of view, combining creative expertise with an understanding of business needs and the desires of end users and potential clients of the businesses we work with.

“As a multi-disciplinary agency we can look after the full range a business’s marketing needs – whether it’s a brand refresh, re-invigorating brochures, banners and other physical marketing material or helping our clients get more out of websites, presentations and email marketing,” Julia said.

“When we take on the full suite of a client’s marketing collateral, we bring a more strategic and consistent approach, ensuring the right message is delivered, to the right people, in the right way.”

The team is passionate, dedicated and has a policy of never sending work out the door until they are proud of it.

“Beyond the Hedge (BTH) has a simple mission: to help our clients achieve great results. We start by understanding their businesses and then work with them to help them grow and achieve their goals.

“Our clients come from a diverse range of industries, but we specialise in working with manufacturing, food, health and professional services.

“The success of our clients is our greatest achievement,” said Julia.

Visit: www.beyondthehedgecreative.com

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Silent threat in your INBOX

By Nicholas Lennon
Country Manager at Mimecast ANZ

Email has become second nature. It’s something we use every day, both in our work and home lives.

It’s how we communicate, and store and access vital - often confidential – information. Yet it is a tool that is often at risk of attack.

For businesses, especially, email continues to be a critical technology and the threat of email hacks and data breaches loom large over IT security managers.

The recent Mimecast Business Email Threat Report revealed that 83 percent of IT security decision-makers think email is one of the most common sources of attack. Despite this awareness, 65 percent don’t feel fully equipped and up-to-date to cope with the risks posed by email threats.

So how can your organisation protect itself from the increasing threats? As the cyber threat becomes more potent, email attacks will become more common and more damaging.

By Nicholas Lennon

1. **Know your enemy**
   - Awareness of the digital threats to your business is a great place to start to ensure your organisation is working together. By knowing what to look out for, individuals are better prepared to protect their organisation's network.

2. **More common and more damaging**
   - Email attacks will become more common and more damaging.

3. **What to look out for**
   - **Phishing attacks**
     - Traditionally phishing emails arrive claiming to be from our bank, the tax man or a delivery company, trying to trick us into giving away personal details or login names and passwords.
     - Newer advanced type of phishing attacks, called spear-phishing, are aimed directly at a hacker’s chosen set of individuals or organisation, usually with a well-defined plan for execution in place. These attackers have done their research and leverage personal details from social media or other publicly available details to ensure users are even more likely to fall victim.

4. **Types of phishing vectors**
   - There are two types of phishing vectors; one targets victims with a malicious attachment, the second including URLs to malicious sites.

5. **Ransomware**
   - Ransomware is a strain of malware that encrypts data on organisations’ computers, servers or user devices, locking them down before demanding payment of a ransom – often in Bitcoin or another non-traceable currency – in exchange for decrypting the data.

6. **Whaling**
   - These email attacks use simple social engineering with eloquent affect to trick employees into handing over critical data or into making fraudulent financial transactions.

Cybercriminals use similar sounding domain names or free email addresses to pretend to be business executives. They are disguised well as no malware links or attachments are usually included, so they evade traditional email security techniques.

**Know what to do**

Implementing strong technology tools is the key first step to secure your inbox. If you are suspicious of an email that has made its way to your inbox, these top tips can help to keep you safe at work and at home:

- **Don’t click the link.** Even if it’s from someone you ‘think’ you know or trust. Attackers will try to add as much authenticity and validity to their messages as possible, so be smart and don’t click on any links.

- **If you really need the link, research it yourself.** Go to the website the link claims to be from. For example, if it’s a Facebook.com link, open your browser and type in Facebook.com yourself then search for whatever the sender is claiming to send you. Malicious links can be hidden under genuine looking ones.

- **You’re not going it alone.** If you’ve received a suspicious-looking email to your organisation, the likelihood is other colleagues will have to. Don’t be afraid to voice your concerns and ask if anyone else has been targeted. Your organisation’s IT team too will be on hand to help in any tricky situations.

There is no one size fits all to email security. Good IT and email security hinges on having the right resources and skills, as well as budget, allocated to security. It also means using up-to-date technology combined with a well-trained and security-aware employee base.
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Cloud is the new business toolkit

PROVIDER

BY Michael Walls
Photo by Sebastian Giunta

Our West based cloud provider, Axelera has grown from humble beginnings to be a force providing cloud hosting services and managed solutions. Formerly known as BitCloud, the company has expanded its original product offering by adding a cloud server business. Axelera used its technical prowess and expertise gained from hosting services over 14 years to develop a highly advanced server platform.

It is now one of the largest public clouds in the country, fully backed by a Sydney-based 24 x 7 x 365 phone and email support. Axelera infrastructure is located in Australia, along with the team of technical and support professionals. Axelera customers value their approach to enterprise-grade cloud hosting, servers and storage: always flexible, scalable, affordable and proactively managed.

Security, reliability and performance are at the core of Axelera operations. The business strives to offer the most technologically advanced hosting solutions available, ensuring high security and performance. Axelera general manager, Tony Giles, sat down with WSBA editor, Michael Walls, to discuss cloud solutions and the rapid growth of his company.

Can you briefly describe your business, it’s history and values? It’s WHY?

Tony: The organisation has been in operation for over 20 years. We started by providing contract development services, then internet connectivity and hosting, through to Cloud Infrastructure and Services. Axelera is a relatively new brand which is providing an amalgamation of these services to deliver full spectrum Technology Services, with a focus on simplifying the technology puzzle taking small to medium businesses on the journey to technology that just works. We’re problem solvers motivated by the challenges of working with technology and understand that makes us a little different, so we can help make life a little easier for our customers. At AXELERA we believe we do things differently, knowing our customer’s businesses are also different, we start the relationship without any preconceived tech ideas. We like to build true partnerships. In a true partnership both parties need to see and add value, this is something that we have very strong feelings about.

WSBA: How can cloud services add value to businesses?

Tony: Cloud is a concept which tries to describe delivery of IT services using a different procurement model, and in many cases made the process even more confusing. We see cloud as part of the toolkit which allows us to deliver better value to customers who are looking for the technology advantages large enterprises use, without the overheads of buying and maintaining them. We extend this model by providing many of the services our customers need, from helpdesk to networks and servers, proactively monitoring and maintaining the environment so our customers can focus on their core business. The advantage for our clients is that IT Infrastructure, all hosted externally can be accessed more readily from anywhere and any device. This flexibility gives their operational and sales teams a definite advantage. In this global economy, the Axelera model gives our customers an advantage to engage and manage their resources with a lot more flexibility, we can control the scalability of the infrastructure; it’s simple as opening and closing a tap. Our customers control the services used and can better manage cash flow, no capital outlay, no lengthy contracts and reduced risk investing on IT equipment that gets outdated by the time they are deployed. This we believe is a significant value add for a small to medium business and lets them focus on investment for growth.

WSBA: Can you give us a case study or example?

Tony: We were approached by a customer a few years back after they received a $70,000 quote to upgrade their email server. For the same cost, we could provide the same services for over 5 years, with none of the surprises usually experienced when disk space runs out, or a software version upgrade requires a hardware upgrade. Subsequently, they found value in moving more and more services to our platform and now provide all their infrastructure upgrades, as well as providing support for their internal resources. AXELERA Infrastructure as a Service (IaaS) solutions can be adapted for professional services firms to retail and manufacturing business alike. Today, the success of any business is how they manage their cash flow, that is the benefit our clients have.

WSBA: What distinguishes your business from competitors?

Tony: Having been delivering technology solutions for over 20 years, our track record proves we’re here for the long haul. We take our responsibility of an IT Partner seriously, asking our customers to trust us to hold their business data is a huge responsibility. So, we take the time to understand their business using our BitTech audit which provides a better understanding of customer requirements and allows us to tailor a solution to align IT better with the customer needs. Our local team in Norwest NSW keeps our infrastructure at over 99.95% availability and man the phones 24x7x365 in case a customer needs us and accommodates any after-hours maintenance that needs doing. We can provide PCI (Payment Card Industry) compliant environments and as such we have built highly secure environments including backups to make sure that our customer data remains as safe as it can be.

Leveraging our own infrastructure we are not dependent on a 3rd Party Service Agreement to provide deliver a higher level of service to our customers. We have a very committed and experienced team, some of the team members have been in the business for over 10 years. AXELERA are very proud how our team have managed cloud transitions for our Clients, since we started documenting our business transformation activities 8 years ago, to date we have not lost a single piece of Client Data in this process. We thank our Teams diligence for this.
Why invest in purchasing, housing and maintaining a set of computers when you can outsource all that worry to someone else? This has been the oft-used marketing slogan of cloud computing. And it works. It is much easier to offload the data hassle and focus your resources (especially if they’re limited) on your core operations.

During their astounding growth in the middle of the last decade, technology companies such as Amazon and Google built huge infrastructures to power their ever-growing needs. It is estimated that Amazon, for example, has more than 2m servers around the world, while Google is estimated to have 10 exabytes of data storage space. That’s 10 million terabytes, or 10 billion gigabytes.

Over time, they learned how to manage all their software and hardware assets in these infrastructures without significantly increasing costs. They also realised that these infrastructures could be leased out to external companies for them to use as and when they wish. This significantly lowers the amount of capital expenditure required by these businesses for them to use as and when they wish.

This was the birth of cloud computing, so called because computer specialists commonly use a cloud cartoon in schematic diagrams to refer to parts in the system that are opaque. But while we know that it works – the global cloud computing market is forecast to reach $127 billion in the next two years – we are less sure exactly how it works.

What’s in store for our data?

For example, we know that cloud providers typically store your data in different locations for reliability, but we don’t know where exactly or how many copies of it they keep. In fact, identifying the exact location of all your data in the cloud is a near impossible feat.

Only a few cloud providers allow users to choose which countries their data is stored in, although more providers are slowly catering to such needs. We do know that the highest density of cloud servers are located in the United States and Ireland.

This means that it is subject to various changing national and international laws. Data held in the EU, for example, is subject to the EU Data Protection Directive, to which companies transferring data in and out of the EU must conform.

Until recently, the EU-US “safe harbour” agreement made this straightforward, but Edward Snowden’s revelations regarding US surveillance led to it being invalidated by the European Court of Justice. The matter of who actually owns your data is also quite complicated. The short answer is that you own the data you create, but the cloud service provider has ultimate control over it.

This is reflected in many providers’ terms of service which state that they can hold on to the data to comply with legal regulations. They can also pass on the data to government organisations if requested (for example, Dropbox).

On the upside, providers are responsible for securing the data they hold on your behalf against misuse, especially if it relates to credit card information – although there have been a number of large-scale data breaches.

Whose data is it anyway?

Moreover, many service providers, such as Facebook and Dropbox, say that there may be a delay before your data is deleted upon your request, but they do not specify how long this delay would be.

A lot of this is likely to change, though. The European Commission is in the process of updating its regulations to provide more transparent control of personal data in the cloud.

Expanding the cloud model beyond massive data centres and integrating it within the fabric of residential and business buildings can present great opportunities. Some refer to this as fog computing. Battery operated micro-clouds would also act as important hubs to post and relay information within and between communities that have been cut off due to natural disasters (fl oods and earthquakes, for example) and security crises (terrorist attacks and riots). But how big the cloud will become and how we will navigate our way around it remains a murky topic.

One of the CHALLENGES with the GROWTH of a business is PROTECTION of its DATA

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Regus, Survey of 12,000

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INTERVIEW

By Michael Walls

HERE’S nothing like the roar of the crowd at a Tropfest film says founder, John Polson. The world renowned short film festival has found a new home at Parramatta Park, with the inaugural Parramatta event taking place on Saturday, February 11, 2017.

John Polson sat down with WSBA editor, Michael Walls to discuss films, motivation and … ……Parramatta.

WSBA: Thank you John for talking with WSBA. Congratulations on your move to Parramatta. Can you tell us a little about what is behind this move?

John: After extensive research and soul-searching, as well as looking to international festivals such as Sundance and Cannes for inspiration, we’ve recognised our desire to have a destination we could fully embrace and call our own. Tropfest needed a fresh base where it can be nurtured, expand, and eventually become a multi event festival.

Moving Tropfest to Parramatta also puts us firmly in the geographical heart of Sydney, which is the perfect place for the world’s most exciting and accessible film event. The City of Parramatta and Parramatta Park Trust have already demonstrated they are 100% behind helping us ensure Tropfest at Parramatta is a success. Having such vested partners on board enables us to continue our core mission – to provide a platform for Australia’s incredible filmmaking talent, and to celebrate that talent loudly and for all the world to see.

I can’t wait to introduce the loyal Tropfest audience to our beautiful new venue at Parramatta Park (just a short train ride away!) as well as connect with ever wider audiences at our new home.

WSBA: What was your motivating purpose in starting Tropfest?

John: I was a filmmaker and like many other filmmakers had no avenue to show my films. I approached the Tropica cafe in Darlinghurst to use the venue, hired some TV’s, invited a few friends along and Tropfest came to life. One of the motivations was to create a space for amateur filmmakers to tell good stories that didn’t cost a million dollars and to give people with talent an opportunity. Passionate people, good stories and a common love of film, that has resonated with people all over the world.

WSBA: What do you attribute its success to?

John: I think it is because it offers all filmmakers an opportunity, you don’t have to have a big budget or the best equipment, just a great idea and I feel that has attracted people. Also the opportunity up to show your work to such a large and passionate audience. Tropfest has also played a role in fostering the careers of some the biggest and brightest names in the film and TV industry, including Sam Worthington (Avatar), Joel Edgerton (The Great Gatsby), Rebel Wilson (Pitch Perfect), Nash Edgerton (Square), Gregor Jordan (Two Hands), Emma Freeman (Glitch), Justin Kurzel (Snowtown, Macbeth) and Rob Connolly (Paper Planes) all made Tropfest films or were part of Trop film. Rebel Wilson won best actor in a film before she was the successful actor she is today.

WSBA: How will the festival evolve over the next decade or so?

John: This year Tropfest in its new home has the ability to run over several days, we have talks with filmmakers planned and more events that will allow the filmmakers to meet practitioners and gain industry knowledge. We also have Trop junior as a stand-alone event on the Friday night and an event to celebrate the craft of filmmaking. We are looking to develop more opportunities for the filmmakers and to give them more support so hopefully that will allow the festival to evolve in a creative way over the coming years.

WSBA: How is the film industry changing?

John: The industry is constantly getting more competitive and as filmmakers we no longer compete with just other film content. There are so many platforms offering opportunities and the challenge is to offer and find a point of difference. I hope that is what we offer the filmmakers at Tropfest.

WSBA: What excites John Polson most about today’s Tropfest? Why?

John: What excites me the most - and always has - is the filmmakers and their films. I never cease to be amazed at the inventiveness and creativity these young (and sometimes not so young!) minds can come up with when you give them some inspiration and a deadline. And of course, on the night itself, seeing the crowd respond to those films is also incredibly exciting. When you hear the roar of the 90,000 strong crowd in a comedy, or you can hear a pin drop in a drama or a tearjerker… there’s nothing like it.
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Orthotic Technician – OnePointHealth – Penrith

• Experience preferred but not essential

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The end result is a unique orthotic for every patient, specifically designed to meet their individual needs.

The successful applicant would be good with hands and have a great attention to detail. Experience is not essential and can be made up for with enthusiasm to learn.

The role involves assisting the team in the manufacture of orthotic insoles. The role would suit someone who is flexible and looking to work casually or part time. Work hours are flexible Monday – Friday.

Our team at OnePointHealth is very vibrant and welcoming so we can guarantee you will enjoy coming to work. The working environment is first class with full facilities including lockers, lunch/games area, showers, amenities and more.

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Job requirements:

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• be experienced working with canvas, pvc & shade cloth fabrics
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• must be reliable
• must speak English
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Email resumes to tim@bellcanvas.com.au

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Opportunity exists to work with Shine Music School for anybody interested in conducting early childhood music classes in Parramatta or Chatswood (optional). No experience is necessary and full paid training is provided, with guaranteed weekly teaching to commence January 2017.

All you need is a love for music, kids and babies and education.

Teaching times are inside weekday school hours and a couple of hours on weekends (optional).

To apply for the position please follow the below procedure:

• If you are reliable, resourceful and willing to be part of something special, grab a pad and a pen and call this number NOW! (02) 80913110.

• You’ll be required to leave a voicemail message (no longer than 2 minutes) and it should contain the following information in order:

  • Name (Spell surname)
  • Contact phone number
  • Position you are applying for
  • How you heard about this position
  • Tell us 3 great things about yourself

Field Services Technician

Consonic is a supplier of machines and integrated equipment solutions to the Australian Plastics Industry.

A new opportunity has arisen for a new service technician to join our Sydney team.

About The Role

• Provide service support to our customers across a range of product lines by undertaking: planned service, repair and overhaul activities, and attending to breakdown service calls
• Install and commission new machines and equipment
• As part of larger teams, install and commission complete automated systems from raw material storage, product manufacturing, and packing.

This position is ideally suited to a person with a multi-disciplined skillset either through training or experience, and a continued willingness to learn.

Skills and Experience

The successful applicant will require:

• An Australian recognised trade in either Electrical or Mechanical disciplines
• A NSW Electrical Licence (preferred), or a NSW Dis

connect/Reconnect Licence
• An Australian Drivers Licence
• Experience with or reasonable understanding of mechanical, electrical and hydraulic operations
• Sound diagnostic skills and logical thinking ability
• Experience in the plastics industry preferred, but not essential

What we offer

To the successful applicant, Consonic offers:

• Competitive wage and industry entitlements
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To learn more about Consonic, check out our website www.consonic.com

Email applications to: lauren.phillips@consonic.com

Administration Assistant – Penrith

Blindman - Full time

Blindman Sydney Pty Limited commenced operation as a family business in 1989 in Northwest Sydney servicing metropolitan Sydney and since that time has gained an excellent reputation for providing exceptional personal service and reliability to ensure customer satisfaction.

The role:

A career opportunity is available for an administration assistant to join our team and work whilst you learn via an administration traineeship.

The role is full time, Monday – Friday and you will be working closely with marketing and sales departments.

You will also assist the team by performing administrative duties from including answering incoming calls, data entry, customer service, filing, and other general office duties.

To be successful in this role you will possess:

• outstanding customer service skills
• effective communication and interpersonal skills
• fast and accurate alpha-numeric data entry skills
• competent computer skills (MS Outlook, Word and Excel)
• ability to work effectively independently and as part of a team
• efficient, organised and able to prioritise competing deadlines
• enthusiastic and punctual application
• a self-motivated attitude and be able to work effectively without close supervision
• a flexible, reliable and well presented manner

This is an opportunity to work for a well-established company which provides opportunities for career progression.

If you fit all of the above criteria, please forward your resume to marian@blindman.com.au and tell us why you are the ideal candidate for this job. School leavers looking for a fantastic opportunity are encouraged to apply.

Please do not call the office. We will contact you for a first round phone interview if you sound like the person we are looking for to help our company grow.

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**REGIONAL ROUND-UP**

**NORTH WEST**

**Council sells site**
BLACKTOWN City Council has sold a 4664-square-metre site, at 5-9 George Street, Blacktown to a local developer for $20 million. The site, with three street frontages, is zoned B4 Mixed Use.

**Visitor numbers increase**
PENRITH’s visitor numbers have grown from 1.07 million to 1.3 million over five years to 2014; an average increase of $8,000 per year, and of these more than 67 per cent of the international overnight visitors and 50 per cent of domestic overnight visitors are the VFR market.

**500 homes planned**
SYDNEY-based residential property developer Legacy Property has acquired a 28.5-hectare site at Caddens for $67.6 million. The residential zoned site within the Penrith local government area will be developed into a master planned residential community called Caddens Hill including approximately 500 homes.

**Site sold for $1.65 million**
A 2392-square-metre site with a 30-metre frontage to Coreen Avenue, Villawood, for $4.2 million.

**SOUTH WEST**

**Tallest in Liverpool**
THE $100 million, 30-storey Skyhaus residential tower, on the corner of Macquarie and the will be the tallest building in Liverpool. An adjoining six-storey building includes a swimming pool and landscaped gardens on the fifth floor.

**Great Western leases**
GREAT Western Auto Dismantlers has leased a 4008-square-metre industrial property, at 2 Pine Road, Yennora, from Spartan Steel for three years on a gross rental of $130,000.

**Services relocate**
CARE Flight, Newborn and Paediatric Emergency Transport Service (NETS) and the Royal Flying Doctor Service (RFDS) are relocating to Bankstown Airport because of the redevelopment of Westmead Hospital.

**Bankstown Airport decision**
FOLLOWING settlement of all outstanding legal issues relating to several Bankstown Airport sites, formerly subleased to BAC Deco Pty Limited, Bankstown Airport Limited is now the sole lessee of Bankstown Airport under the head lease from the Commonwealth Government. The draft major development plan, the Bankstown Business Estate, for a development in the south west precinct of the airport will be reviewed by the board.

**Units sold for $4.4 million**
SPARTAN Steel has sold three units, with a total of 1965 square metres, on a site of 2994 square metres in an industrial complex, at Birkenhead Avenue, Villawood, for $4.2 million to a private owner.

**$100 million spend**
TRANSIT Systems, Australia’s largest privately owned public transport contractor, has invested more than a $100 million into the regional fleet by a further 50 buses to meet the demand. It will accommodate a workforce of more than 200 people.

**CENTRAL WEST**

**$25 million upgrade**
THE $25M redevelopment and extension to the Parkroyal Parramatta had seen an addition of a seven-storey tower with 50 new Premier Rooms, 40 new Club Rooms, a Club Lounge, and a new gymnasium.

**Hotel open in 2017**
CROWN Group’s Skye Hotels Suites, located in the Parramatta CBD, is expected to open in 2017. The 29-storey tower will include a rooftop bar and entertainment area with metropolitan-wide views.

**Woods Bagot wins**
WOODS Bagot has won the architectural design competition for the 54-storey 8 Phillip St building including 30 levels of apartments, a proposed five-star hotel, rooftop bar, on the site of the existing heritage St Andrew’s Church and St Andrew’s hall. “Locals will be encouraged to experience the unparalleled views of Parramatta, Sydney CBD and Parramatta River from a public rooftop bar on the 54th floor,” said Joe Nahas, MD, Coronation Property.

**JQZ buys site**
SYDNEY-based developer JQZ has acquired a 1.715-hectare site in Waterloo Road, Macquarie Park, for an undisclosed sum from Goodman, to build a mixed-use apartment development with four residential towers and approximately 2000 square metres of prime retail. JQZ’s own in-house construction team is expected to commence building works in mid-2017.

**RSL project gets OK**
PARRAMATTA City Council has approved the development application for the new Parramatta RSL Club, in the Parramatta CBD. Construction is expected to commence mid-2017 and take up to 18 months to complete.

**Woodlawn College**
THE $130,000 acquisition of the Woodlawn College site in the Cowan CBD is expected to generate an annual rental income of $130,000.

**CARE Flight**
THE CARE Flight, Newborn and Paediatric Emergency Transport Service (NETS), and the Royal Flying Doctor Service (RFDS) are relocating to Bankstown Airport because of the redevelopment of Westmead Hospital.

**Windsor RSL**
THE Windsor RSL has sold a 284 square metre site at 107 Railway Parade, Lambton, with a 10-year lease to the Royal Melbourne Yacht Club, for $2.5 million.

**Banksia Moama**
THE $6 million expansion of the Banksia Moama on the Murray River is expected to open in 2017. The 29-storey tower will include a rooftop bar and entertainment area with metropolitan-wide views.

**Windsor****
THE Windsor****

**FORMER MAYOR OF LIVERPOOL, NED MANNOUN JOINS WESTERN SYDNEY’S LEADING COMMERCIAL PROPERTY TEAM**

Mr Mannoun’s appointment as an Associate Director will add further firepower to our well established team and ensure that CBRE continues to provide the highest level of service to our clients.

During his eight years as a locally elected representative, Ned has established a reputation for supporting the ongoing development of the Western Sydney region. This includes outspoken support for the new Badgerys Creek Airport and encouraging educational institutions such as the University of Wollongong and Western Sydney University to establish Liverpool campuses which will transform the Great South West Region.

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**NED MANNOUN**
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**CBRE**

**WESTERN SYDNEY’S LEADING COMMERCIAL PROPERTY TEAM**

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**CROWN GROUP**

**$25M redevelopment and extension**
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**WOODS BAGOT**

**Abbey Place**
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**BANKSWAY**

THE $6 million expansion of the Banksia Moama on the Murray River is expected to open in 2017. The 29-storey tower will include a rooftop bar and entertainment area with metropolitan-wide views.

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**WINDSOR RSL**

THE Windsor RSL has sold a 284 square metre site at 107 Railway Parade, Lambton, with a 10-year lease to the Royal Melbourne Yacht Club, for $2.5 million.

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**WOODS BAGOT**

THE $25M redevelopment and extension to the Parkroyal Parramatta had seen an addition of a seven-storey tower with 50 new Premier Rooms, 40 new Club Rooms, a Club Lounge, and a new gymnasium.

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**Hotel open in 2017**
CROWN Group’s Skye Hotels Suites, located in the Parramatta CBD, is expected to open in 2017. The 29-storey tower will include a rooftop bar and entertainment area with metropolitan-wide views.

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**WOODS BAGOT**

THE $130,000 acquisition of the Woodlawn College site in the Cowan CBD is expected to generate an annual rental income of $130,000.

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**Banksia Moama**
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When it comes to money, what animal are you?

People with Dolphin preferences like harmony, peace and purpose. Dolphins are more interested in “what could be” than “what is”. The Dolphins core needs are possibility, purpose and authenticity. Oprah Winfrey displays Dolphin preferences.

People with Owl preferences like knowledge, possibility and analysis. Like the Dolphins, Owls are more interested in “what could be” than “what is”. The core needs of Owls are competence, possibility and maximising opportunities. Bill Gates displays Owl preferences.

People with Monkey preferences like spontaneity and flexibility. They act on their impulses and find highly structured plans and situations restricting. Monkeys like to take advantage of new opportunities quickly. Donald Trump displays Monkey preferences.

People with Labrador preferences like order, closure and stability. They excel in managing and maintaining proven structures and systems. Labrador’s core needs are loyalty, responsibility, and belonging. Warren Buffett displays Labrador preferences.

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When you sail with Norwegian Cruise Line, you will cruise on the most innovative and accommodating fleet on the high seas. This award winning fleet was built for Freestyle, designed to give you freedom and flexibility year round, so you can holiday on your schedule.

For cruisers who want to sample the Hawaiian Islands without island-hopping hassles, this is the way to go.

With most cruising by night you will have long days on land to explore the destination or to enjoy Pride of America’s indulgent and relaxing on board areas.

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Featuring 12 bars and lounges, more than 15 restaurants, beautifully crafted menus, two main dining rooms, a help-yourself buffet and a variety of casual cafés, grills and on the go choices, you will be spoilt for choice.

When your day of adventure ends, its time to explore Pride of America’s top-class entertainment, whether it be top-of-the-line house band and musicians, Vegas-style shows, Mardi Gras, or disco on the dance-floor.

The crew show is truly wonderful and features an incredible variation of talents, from opera singers to a spoof on fire dancing using glow sticks. And for those Karaoke stars, head to The Gold Rush Saloon for a dose of stardom.

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YEPPON – an oasis in the tropics

Words and images by Dallas Sherringham

YEPPON has become a popular playground for Aussies looking to escape the big freeze down south. The rest of us can go there any year round. People flock there in their thousands between March and October each year. It is particularly popular with families. It is close enough to comfortably drive there in a day or two from the southern states, yet it always seems to be warm.

Yeppoon has the best and most agreeable climate in Australia according to the scientists. You reach Yeppoon by veering east off the Bruce Hwy just north of Rockhampton and heading for the coast. It is the glittering jewel in the Capricorn Coast, a string of seaside communities stretching north and south. A tropical town, it lies 700 km north of the Queensland capital of Brisbane.

Just off the coast, within sight, is Keppel Island which can be reached by daily ferry services.

I drove to Yeppoon open minded about what I would find. I knew virtually nothing about this much touted tropical paradise. It turned out to be a typical seaside resort town with shops galore, a well-developed shoreline and the mandatory row of Norfolk Pines. Most people stay in the apartments that overlook the town and climb upwards over the steep hill beside the main street.

The views are sublime. Sparkling turquoise blue waters, islands and palm trees combine in an intoxicating landscape. Downtown Yeppoon was less sublime. Hordes of tourists and long lines of traffic signalled “school holidays”. I wandered down to the beach and was quite surprised to see people swimming. I thought all northern beaches were dangerous, with crocodiles and deadly jellyfish vying with the sharks for the tasty “humans”.

There are beaches galore in this area and it is easy to find a secluded spot you have all to yourself. I had heard about the famous Capricorn Resort, so I drove for 20 minutes out of town until I came to the resort sprawled out over hundreds of hectares. It came as quite a shock to find it had closed down. Worse still, the once beautiful championship golf course next to the resort had been allowed to “return to nature”, which was a quaint way of saying it had been abandoned.

The other 18 hole course was still open and looked to be in good condition. Locals told me that the resort was being refurbished, but I think it has become another casualty of Australia’s high cost of holidays compared to cruise ships, Bali and Fiji.

Yeppoon has only entered the national psyche in the past 30 years or so, but it has a long history dating back to the days of gold mining and sugar cane plantations. A railway used to link the town with Rocky and the station has been preserved.

In the hills to the north west of town is the quaint little town of Byfield. It is set in Byfield State Forest which looks more like a North American forest than Australia. Thousands of hectares of plantation pines have been cultivated.

Nearby is Byfield National Park which has some stunning waterways and sub-tropical forests. So, when the weather turns cool next year, may I suggest you head north to Yeppoon for a break. You won’t be disappointed.

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WHAT THEY SAID...

“We could transform the area into a vibrant town centre where residents, workers and visitors can enjoy some of the best that Sydney has to offer.” – Bob Stokes, NSW Planning Minister, on the revamp of Sydney Olympic Park.

“This is a significant milestone which allows us to progress to the next steps of development planning, which will transform Castle Towers into a town centre destination.” – Steven Leigh, MD, QIC Global Real Estate, on the $900 million expansion of the Castle Towers shopping centre.

“Eastern Creek and Erskine Park are great locations for industrial property due to the proximity to transport and infrastructure.” – Mathew Faddy, GPT’s head of office and logistics.

“Sydney Showground’s reputation has been built by a world class team who has delivered some of Australia’s most iconic and creative event experiences.” – Peter Thorpe, GM, Sydney Showground, after the venue won the Best Achievement in Venue Management award, at the 2016 Australian Event Awards.

“We’ve been serving the Parramatta community for the past 30 years, and we are very excited to deliver an enriched level of comfort to our guests with the recent enhancements.” – Michael Johnson, GM, Parkroyal Parramatta, on the venue’s $25 million refurbishment.

“More than 80 per cent of the boats in Sydney are registered in the western suburbs and yet there are no facilities to speak of out west.” – Ernest Dupere, co-MD, of Benedict Industries, which has approval for a $47 million marina on the Georges River, at Moorebank.

“Parramatta is already attracting a long list of organisations and government departments who are moving their headquarters, and thousands of jobs, to our CBD.” – Greg Dyer, interim GM, City of Parramatta, commenting on the PricewaterhouseCoopers Parramatta 2021 report.

“The Greater Sydney Commission has proved exactly why we need its strategic planning, its creative contribution and its ambitious vision with the delivery of its Greater Parramatta Olympic Peninsula plan.” – Christopher Brown, chairman, Western Sydney Leadership Dialogue.

“The age of the remuneration package as the key selling point is behind us. More important to prospective employees are the conditions of their employment. A company with a strong workplace culture has gone from a nice to have to something that is now widely viewed by the marketplace as a competitive advantage.” – Robert Walters, Managing Director ANZ, James Nicholson.

“When you’re on the streets, not being digitally connected exposes you to increased harm, it means that you can’t access emergency services, you can’t stay in contact with your family members, and increasingly you can’t access government support.” – Dr Justine Humphry, from the Institute of Culture and Society.

“There are merits (to Badgerys Creek) but they fall down when there is no official plan. No flight paths have been locked in, we have three options for a runway, no detail on a fuel line to the airport and the official studies don’t agree on the number of jobs that will be created nor can they demonstrate where those jobs will be.” – WRSROC President and Blacktown Mayor, Stephen Bali.

“It is clear to us that Parramatta has what communities need to flourish: People, jobs, community infrastructure and transport. We see that by 2021 Parramatta will be going from strength to strength to strength. PwC will be there.” – Jeremy Thorpe, Chief Economist PwC.

“What excites me the most—and always has—is the filmmakers and their films. I never cease to be amazed at the inventiveness and creativity these young (and sometimes not so young) minds can come up with when you give them some inspiration and a deadline.” – Tropfest founder, John Polson.
Chance to meet the orchestra

On November 20 the Sydney Youth Orchestra Philharmonic (SYO) and Riverside Theatres will present Meet the Orchestra – an interactive family-friendly concert where the music has been arranged specifically for young listeners.

From classical favourites to nursery rhymes, the Meet the Orchestra daytime program will be a fun, informative and accessible introduction to the orchestra for the whole family. Audiences will meet the different sections of the orchestra, learn about the instruments and have the opportunity to sing, clap and dance along!

Led by acclaimed Australian conductor, composer and educator, Brian Buggy OAM, the SYO Philharmonic will feature over 80 of Sydney’s best young musicians to create a spectacular full-scale symphony orchestra experience.

The concert is part of a new partnership between Sydney Youth Orchestras and Riverside Theatres, which will see the formation of the Western Sydney Youth Orchestra in 2017.

What: Meet the Orchestra
When: 3pm on Sunday 20th November 2016
Tickets: Adult $29 | Conc $24 | 30 & Under $15
Bookings: From the Box Office (02) 8839 3399 or www.riversideparramatta.com.au
Venue: Riverside Theatres – Corner of Church and Market Streets, Parramatta

Sydney Philharmonic and Sydney Percussion

On November 13 two of Sydney’s most celebrated music ensembles, Synergy Percussion and Sydney Philharmonia Choirs’ young adult choir, VOX, will present a performance where voice and percussion combine to create a powerful, primeval musical force.

The performance entitled, Petra (‘stone’ in Greek), will feature works of gravity and intricacy from a selection of celebrated composers including Dan Forrest, Iannis Xenakis, Eric Whitacre and Luke Byrne.

A very special centrepiece to the concerts will be a new work from Indiana-based Australian composer, Melody Eötvös, whose colourful and playful sounds have won numerous awards including the recent International Composition Competition from the Seattle Metropolitan Chamber Orchestra.

VOX are renowned for their programs of classical, popular and contemporary works, and have just recently recorded the work of celebrated Australian composer Dan Walker on the CD This Secret World, while the award-winning Synergy Percussion is one of the nation’s most loved and respected contemporary music groups. This highly anticipated collaboration will deliver a high voltage performance not to be missed!

What: Petra
When: 3pm on Sunday, November 13, 2016
Tickets: Adult $35 | Conc $30 | 30 & Under $21
Bookings: From the Box Office (02) 8839 3399 or www.riversideparramatta.com.au
Venue: Riverside Theatres – Corner of Church and Market Streets, Parramatta
FOODBACK NSW & ACT (FBNA) has launched a new Kenworth truck that will help provide more than 45 million meals over its lifetime to people in need across NSW and the ACT.

The move comes just in time for Christmas when thousands of families are struggling to put food on the table. The NSW Government has contributed $220,000 towards the truck from the Environmental Trust as part of the NSW EPA’s Waste Less, Recycle More initiative, funded from the waste levy.

In addition, nine generous businesses from NSW and Victoria have also donated services and product in kind to the value of $120,000.

The keys for the new Kenworth were handed over by Environment Minister Mark Speakman at an event held at Foodbank NSW & ACT’s Glendenning distribution centre. The new truck will help FBNA tackle the growing issue of hunger.

Each month, FBNA assists more than 81,800 adults and children. Each month more than 7,000 adults and children cannot be assisted due to lack of food and resources. The truck will also enable FBNA for the next 10 years to transport essential food items, including temperature controlled produce and chilled food to provide to those in need.

Australians experiencing food insecurity in the last 12 months and Foodbank is the foundation of food relief in Australia, supplying over 2,400 charities and 1,500 schools nationally. “The new truck will allow FBNA to collect and deliver fresh and temperature controlled produce to more Australians struggling with food insecurity than what we have ever been able to, ensuring we make an immediate and significant impact to those in need in our community,” said Mr Andersen. Mr Speakman said the NSW Government was committed to addressing food insecurity and changing behaviour when it came to food waste.

“Foodbank is working to achieve both these objectives,” Mr Speakman said. The local businesses from NSW and Victoria who donated services and product include PACCAR Australia, Cummins South Pacific, Dana Australia, Bridgestone, Eaton, Raelene, Alcoa Wheel Products Australia & Asia, PPG Australia and Truck Moves Australia.

For more information on Foodbank NSW & ACT visit www.foodbanknsw.org.au

About Foodbank NSW & ACT
As Australia’s largest hunger relief charity, Foodbank is the only relief organisation with the scale to tackle the growing issue of hunger, providing food support to over 2,400 charities across Australia. Foodbank provides 80% of the food needed by these agencies.

Within NSW & ACT this equates to Foodbank providing 80% of the food needed in these agencies – 6,542 million kilograms of food in 2015/16 or 32,262 meals a day.
While some children spend the school holidays studying in tutoring centres, enrolled in sports camps or other structured activities, others are left to do their own thing.

So why is it that parents take such different approaches to education and how their children spend their time?

Families in New South Wales, for example, are increasingly paying for supplementary education such as private tutors. Commercial tutoring centres in particular are popular among parents hoping to get their children into the state’s competitive Opportunity Classes – an accelerated learning program in Years 5 and 6 in some primary schools – and selective high schools.

This means that more children are spending time outside of school in formal education centres during the school holidays.

Continued on page 49
learning environments, though this is still an under-researched area.

Parenting styles

CC BY-ND

The “helicopter parent” and “tiger mum” stereotypes conjure images of over-scheduled and closely-monitored children. Such terms are always value-laden and are highly classed, racialised and gendered.

For example, negative media coverage of “tiger parents” has scrutinised the educational achievements of Asian-Australian students and the practices of their parents (usually women).

As academics have argued, this feeds into a politics of racial hostility against migrants. This included, among other things, developing students’ social and civic skills, attending a school composed of cultural diversity, and “empowering the children to make up their own minds.”

As one parent explained:

“I want a school where my child is going to be happy and thrive, not one where they’re going to be in a sort of academic hothouse. I want a school where my child is going to be happy and thrive, not one where they’re going to be in a sort of academic hothouse.”

Education outcomes are less secure

Over the last four decades we have seen decreased funding for public education relative to private schooling, an increased focus on academic results rather than equity and equality, and the rise of “school choice” which benefits families with higher levels of education and income.

If the centre of these changes has been a growth of school examinations, standardised measurement, and the rise of private tutoring, we have also seen a dramatic divergence in the funding outcomes between schools.

Some schools are well equipped and attended by students from predominately affluent backgrounds. Others lack the resources needed to support students from disadvantaged backgrounds.

There has been a decline in jobs available for youth and a rise in employment insecurity, as well as uncertainty about what the future of work will look like.

Australia is also host to new middle-class families, including those from Asian migrant backgrounds, in search of economic and educational mobility.

All of this impacts on the decisions that parents make about their children’s education and time use, and the future they envisage for them.

Conflicting values

In our research with inner-Sydney, public primary schools, we found that while some parents are investing in tutoring and preparing for examinations from an early age, others are strongly rejecting this approach. These parents, whom we call “community-minded”, were typically white and employed in the public sector or creative industries.

We defined them as part of an older middle-class who wanted to distinguish themselves from the new middle classes in their approach to schooling.

Community-minded parents rejected what they saw to be “over-schooling” during primary school. They opted not to compete for places in selective schools and classes, or not to prepare for the exams. Instead, they valued an education experience that provided what they called “real world” exposure that nurtured the “whole child”.

This included, among other things, developing students’ social and civic skills, attending a school composed of cultural diversity, and “empowering the children to make up their own minds.”

As one parent explained:

“I want a school where my child is going to be happy and thrive, not one where they’re going to be in a sort of academic hothouse. I want a school where my child is going to be happy and thrive, not one where they’re going to be in a sort of academic hothouse.”

A growing source of tension

Taking a moral stance against tutoring and examination preparation is not new. Certainly not all our community-minded parents expressed disapproval of the approaches of other middle-class families.

But our research shows that with Australia’s education system becoming ever more competitive, the conflicting values in this area are a growing source of tension within some school communities. This needs to be better understood.
OVERLOAD

By Dr John Hinwood
www.stresstostrength.com

EMAIL has changed the way we do business by allowing us to contact one another in a simple, efficient way. However, long gone are the days when snail mail arrived at your home or office, and in its place, the letters were answered according to their level of importance and urgency.

The literature is now rich in studies regarding employees constantly reporting the stress that email is creating in the workplace.

A study in 2012 by Professor Tom Jackson from Loughborough University in the UK explored the physiological and psychological impact of email on employees at a UK government agency. The study found that email increased blood pressure, heart rate and cortisol levels and paper-based diaries as outcome measurement tools.

The study highlighted the need for closer monitoring and enforcement of the Food Standards Code by the state food agencies. Whether fast food chains are deliberately flaunting the code, or have not been adequately educated on the use of claims and the requirements for making them is hard to say.

This is because the study was conducted during the phase-in period of the standard on nutrition content and health claims, with this standard becoming mandatory on 18th January 2016. So it’s working to a degree, but many remaining claims still may not comply.

Regardless, stronger enforcement will ensure customers can make healthier fast food choices. In the meantime, relying on the use of claims is not a good way of making these choices.

THE STRESS OF EMAILS

Irrelevant information is a trigger

The findings show a link between email stress and indicate that employees were more prone to increased stress during informal gathering (reading) and sharing (sending) activities, and less susceptible during information management and retrieval activities (finding and filing email messages).

The participants who showed increased blood pressure and heart rate recorded a heightened cortisol response during email use, with highest levels observed in the early morning followed by continued gradual decline and lowest levels reported at the end of the day. Email overload was reported as the key issue by 26 of the 30 participants in the study who were closely monitored.

Jackson’s findings were like those of Hair et al in 2007. This research showed that employees were glad to receive new email for timely information, in response and in gratification for work complete.

Employees were particularly annoyed and stressed when receiving new email when irrelevant, an immediate response was required or when it interrupted and distracted them from their work task.

Five other studies apart from Jackson’s have all come up with very similar conclusions that when information is organised and when email is filed, a sense of well-being (i.e. low blood pressure, normal heart rate and cortisol levels) occurs.

Also, researchers found that multi-tasking email alongside other communication media, such as phone and face-to-face meetings, increases the risk of becoming stressed. The authors final comments are very important to note.

“With multifunctional devices like iPhones allow workers to be accessible 24 hours a day unlike ever before because of this it is likely that there will be an increase in stress levels. (What he hypothesised in 2012 has proven to be correct).

Another concerning aspect is that many employees do not realise that they are stressed, as in this study users perceived themselves not to be stressed when the physiological findings showed their bodies were under increased stress.

This would indicate that employees might find it difficult to self-regulate their use of communication media to ensure they do not become overwhelmed by stress. The significance of this is that long term short sharp increases such as this can lead to long term chronic health conditions such as hypertension, thyroid disease, heart failure and coronary artery disease.”

DIET

By Lyndal Wellard, Kathy Chapman and Margaret Allman-Farinelli

E ACH month, 1.15 million Australians consume fast food. Alongside traditional burger, fried chicken and pizza chains, new chains are positioning themselves as healthier alternatives to the typical, energy-, and fat-, sugar- and salt-laden meals on offer at traditional chains.

We know the fast food environment influences our food choices. Promotions and marketing on labels and websites influence our decisions about the foods we buy. Many chains are now using claims about nutrient content and health benefits on their websites to create a marketing edge and perhaps make us feel less guilty about our next fast food purchase.

The Australian New Zealand Food Standards Code defines nutrition content claims as those that state the presence or absence of a nutrient, for example “contains calcium”. Foods with these claims must meet the minimum (or maximum) quantities for the nutrient in the claim, called the qualifying criteria.

Health claims are those that relate to a food-health relationship, such as “contains calcium for healthy bones.” In addition to containing the minimum/maximum quantities of the nutrient, foods carrying these claims must also meet the Nutrient Profiling Scoring Criteria, meaning they are healthier foods based on their energy, saturated fat, sugars, sodium, protein, fibre and fruit, vegetable, nut and legume content.

Previously, there has been close scrutiny of grocery foods carrying these sorts of claims, and whether they comply with the requirements of the code. However, any food sold in Australia is subject to this code, and there has been no scrutiny of the claims being made by fast food outlets.

We noticed fast food chains were increasingly using claims on their websites, and given how influential claims are on food choice, we decided to investigate these claims being made by chains.

How honest are fast food chains in their claims?

In 2015, we assessed the claims fast food chains were making on their websites to promote the nutritional value of their foods. We found more than 40% of menu items being sold by the fast food chains did not comply with the requirements of the code. These foods did not meet the qualifying criteria set out in the code, meaning consumers could believe these foods are healthier than they actually are.

The chains that fared worst in our study were those positioning themselves as “healthier” – such as a popular juice chain and a popular sandwich chain (the authors have chosen not to publish the names of the chains).

For example, a Chipotle Pulled Pork Wrap from the sandwich chain claimed to be low in energy and salt, despite containing more than four times the permitted amount of energy and sodium per serve. Another example is Green Tea Mango Mantra from the juice chain, that supposedly has immunity-boosting powers, despite containing the Nutrient Profiling Scoring Criteria and containing between 68-91g sugars per serve – that’s 17-23 teaspoons.

The 60-second de-stress workout

TOOLKIT

By Dr John Hinwood
www.stresstostrength.com

RECENTLY I read an excellent e-book by neuroscientist Mark Waldman PhD on 10 Mind Blowing Discoveries About the Human Brain. Waldman emphasises: “Our thoughts, indeed, even a single word – have the power to change the structure and functioning of many other parts of the brain.”

A key point from the book that we can all easily put into place in our busy lifestyles is the practice of a 5:1 “Positivity Ratio” if you want the power to change the structure and function of your brain. To do this we need to interrupt negativity and generate new information into long-term memory.

The great news is that we can all train our brains to interrupt negativity and generate optimistic thoughts.

The 60-second de-stress workout

After reading his e-book and digesting the thoughts and ideas expressed, plus other ideas I have created over the years has led me to an easy to do and easy to master a 60 second workout.

You can put this in place once every hour at work and at home when you feel you need it, to support you to relax and de-stress.

The 60-second de-stress workout:

• Slowly stretch your arms above your head, and stretch your neck and torso as you stretch your arms. This turns off past negative experiences and it releases dopamine which motivates you to work harder.

• As you stretch allow your brain to daydream or go mind-wandering. This allows for the essential process of encoding new information into long-term memory.

• Yawning slows down your system. Too much stress disrupts neural activity in your brain. Yawning lowers the hyperactivity in frontal lobe functioning and instantly creates relaxation.

Health fast food chains not living up to their claims

These sorts of claims lull us into a false sense of security that we’re choosing a healthier fast food. Eat these foods too often, and you’ll probably be consuming more kilojoules, fats, and sugars, which could contribute to weight gain. But it’s not all bad news. Since the study was conducted, several of the offending chains have removed claims that may not have complied.

The main reason for this is that the study was conducted during the phase-in period of the standard on nutrition content and health claims, with this standard becoming mandatory on 18th January 2016. So it’s working to a degree, but many remaining claims still may not comply.

Regardless, stronger enforcement will ensure customers can make healthier fast food choices. In the meantime, relying on the use of claims is not a good way of making these choices.
Asian group buys office block for 34% more

By Red Dwyer

A

REBUFFISHED 12-storey office block in the heart of the Parramatta CBD has been sold to an Asian private group for $38.70 million, in April 2015. GDI Property Group’s GDI No. 40 Pty Limited has exchanged contracts to sell 80 George Street for $51.8 million, a property which it acquired for $38.70 million, in April 2015.

An Asian private group purchased the 8181-square-metre building on the corner of Smith and George streets, in what is considered the heart of the Parramatta financial core and close to public transport.

GDI Property Group also successfully negotiated an extension of Westpac Banking Corporation’s lease through to 30 September 2020.

Elsewhere in the CBD, a 3-storey office and retail building, at 292-298 Church Street, has been sold for $9.75 million to a local buyer.

The site of 789-square-metres is zoned B4 Mixed-Use.

The property, with an annual rental of $400,000, is leased to the Sicilian restaurant until 2020

Developers need to recalibrate their feasibilitys for new projects to incorporate higher developer equity contributions, slower sale rates, higher development finance costs, conservative revenues, and higher construction costs.

Developers ignoring these fundamental market changes and pressing ahead with a project will be proceeding at their own peril.

Opportunities are emerging for astute buyers to step in where inexperienced or over-ambitious developers are struggling to make financial returns on projects.

In fact, the outlook for these experienced developers is quite strong as the compass shifts back towards the key attributes of good property development – site selection, design and marketing to customers, and well-controlled quality construction.

Developers cannot rely on sale price escalations to make their projects profitable - the focus needs to be more strategic.

Product differentiation targeted to geographical areas that are delivering ‘game-changing’ localised benefits of accessibility and amenity will need to be sought.

Growth in Western Sydney

Western Sydney is one of these game-changing areas. It is undergoing an unprecedented level of investment in infrastructure projects including WestConnex, Sydney Metro Northwest (formerly the North West Rail Link), Parramatta Light Rail, the metro line to Sydney Olympic Park, the Parramatta Square redevelopment, Badgers Creek airport, and multiple health and education precinct developments such as Westmead.

All of these projects are expected to deliver increased connectivity, accessibility and employment opportunities, which contribute to higher-than-average price growth in geographical areas that are adjacent or near such projects.

There is much commentary on the ‘apartment bubble’ and the heat came off without too much being burned and it’s now simmering at a manageable level.

Mirvac, one of Australia’s largest developers, revealed a rise in the default rate for the settlement of off-the-plan residential sales in the general market, as foreign and local buyers struggle to finalise payments on time.

This is an indicator of what the Western Sydney market needs to be aware of as settlement risk needs to be properly managed.

However, we expect settlement risk to temper as potential buyers of off-plan units become conditioned to the new bank lending parameters and foreign buyers also become aware of the additional costs.

With anticipated population growth and strong market fundamentals on the back of game-changing activities in the region, Western Sydney is well positioned and the medium-term outlook for residential developers is promising.

The Western Sydney residential apartment market probably did boil over for a while, but the heat came off without too much being burned and it’s now simmering at a manageable level.
This Christmas, Have a Pandora’s Christmas

We’re open for lunch this Christmas

Here is the 3 course a la carte menu:

**Entrée**
- Tempura Soft Shell Crab (gf) (df)
  - Wild baby rocket, avocado salsa, lime aoli
- Sticky Pork Belly (gf)
  - Cucumber & baby herb salad, plum sauce
- Lemon & Thyme Quail
  - Toasted brioche, red wine poached egg, English spinach, truffle oil

**Main**
- Pan fried Barramundi Fillet (gf)
  - On crisp smashed potatoes, green beans, topped with corge sauce and lemon butter sauce
- Golden Duck Breast (gf)
  - Sweet potato mash, soy & sesame greens, Cherry jus
- Turkey Saltimbocca
  - Creamy herb polenta, grilled asparagus, Red wine jus, cranberry sauce
- Char Grilled Beef Tenderloin (gf)
  - Creamy potato dauphinoise, asparagus, wild mushroom ragout, red wine jus

**Dessert**
- Christmas Pudding
  - With custard and vanilla bean ice cream
- Vanilla Bean Crème Brûlée
  - Lemon and pistachio biscotti
- Summer Pavlova (gf)
  - Double cream, fresh fruit & raspberry sorbet

**Price**
- Adults: $150
- Child (under 12) $30*
- Child (under 5) $15*

*Children’s menu different from above

**Contact Us**

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