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The Federal election will create a challenge to produce a workable parliament that can show the leadership and economic reform required for Australia.

Again, a few members of parliament look set to be placed in the position of huge political sway. Whilst they do have a responsibility to their electorate, they also have a responsibility to Australia as a whole and cannot derail national policy agenda for their own private wish list.

There is sure to be months of discussion about this election and hopefully some lessons learnt.

With nearly 24% of national voters not placing their first preference with the Coalition or ALP, it is evident that there is quite an amount of dissatisfaction with the major parties.

I would also suggest that the Coalition were a little over confident during the campaign and unfortunately the Medicare scare campaign by the ALP showed again that although the electorate complains about negative politics, it still rewards it at the ballot box.

Much of the responsibility must also be placed on Malcolm Turnbull as the leader and most prominent public face of the Coalition. Before his move to the position of Prime Minister, he was the popular, straight talking, thoughtful politician, epitomised by his leather jacket Q&A appearances. After

becoming Prime Minister he seemed to be put under the control of the image makers, dropping many of the traits that made him popular, to become another of the "beige brigade".

Our major political parties seem hell-bent on putting so much control over how their leaders behave that they lose their personality and become frankly boring.

This is opposing the electorate's wish for politicians that they feel like they know. It is much easier to trust someone that you feel you know well than someone you don't!

History also shows that the most popular politicians were hardly squeaky clean but were popular because the electorate thought they knew them. Take for example Bob Hawke in Australia and even Bill Clinton in the USA – certainly not choir boys but they were popular.

The coming months will certainly be interesting times politically, but whatever happens, our elected politicians must somehow produce a workable parliament. The option of another election, although not appealing, may well be the best option if sensible heads cannot prevail.

Garry Hardie
Publisher & Editor

COMING ISSUES

AUGUST:

2016 Hunter Business Function Guide + Business Technology

SEPTEMBER:

Business and the Environment + Mining & Energy Update + Health & Wellbeing

OCTOBER:

Building & Construction + Business Financing

NOVEMBER:

Manufacturing + Business Technology

DECEMBER:

Women in Business + Mining & Energy + Health & Wellbeing

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Whiteley and University work towards hygiene improvements in aged care

Locally based Whiteley Corporation has signed a three year collaborative research agreement with the University of Newcastle. Their research project is aimed at delivering improved hygiene standards in the aged care sector.

A research investment estimated at \$100,000 will support a range of exploratory projects. These will allow aged care facilities to maintain patient lifestyle and living environments whilst delivering world best practice infection prevention.

It also brings the opportunity to access research grants which could extend into millions of dollars.

One key area to be explored is research into a range of suitable floor coverings. This is an area of expertise for Whiteley Corporation, which has a long history as one of Australia's leading manufacturers of disinfectants for healthcare, floor maintenance and industrial cleaning products.

The key players in this project will be Whiteley Corporation Managing Director Greg Whiteley, Whiteley Lead Researcher Nick

Roberts and Professor Rob Atkin, ARC Future Fellow and Director of the newly created Priority Research Centre for Advanced Fluids and Interfaces.

Greg Whiteley said he is pleased a local manufacturer is leading the way in such world class research.

"Whiteley Corporation is committed to world leading research and innovative product development. We are thrilled to be partnering with the University of Newcastle to continue our research in this area and improve standards in the growing aged care sector," Mr Whiteley continued, "Issues such as cleanliness, odour control and the potential spread of infectious organisms are all ongoing areas of concern within the aged care sector. We are working to develop new methods of determining the safest ways to maintain quality of life whilst preserving a pleasant and aesthetically pleasing environment for families and their loved ones living in aged care facilities."

Professor Rob Atkin said he is excited about the three year collaborative research project and looks forward to a long and fruitful relationship with Whiteley.

"It is incredibly beneficial for our students to partner with local industry for PhD projects. They get to see the results of their research come to fruition in the commercial world, and ultimately help change lives. It is also important that UON delivers activities, services and solutions that help add value to local organisations and commercial operations," Professor Atkin said.

Mr Whiteley concluded, "We have collaborated with universities around the world and we are delighted to sign this new agreement with the University of Newcastle. We recognise Professor Atkin and the UON team for their global expertise in research chemistry and evidenced based solutions to practical problems."

With its main manufacturing facility in Tomago, Whiteley Corporation is a family run business and has been in operation for 83 years.



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Sweeney & Co join forces with the JSA Group

Sweeney & Co Chartered Accountants have joined forces with Charlestown and Newcastle based JSA Financial Group to broaden the services and specialist expertise they provide.

In the announcement, Sweeney & Co principal Michael Sweeney stated "We will continue to operate from our Boolaroo office and there will be no staff changes. We are committed to providing our clients with the same friendly, personalised service that they have grown accustomed to over the years plus we can now offer them access to the full range of JSA Group services."

The JSA Group has been providing financial services in the Newcastle area for more than 40 years and is led by Jeff Shakespeare. The JSA Group consists of:

- JSA Accounting & Tax (including PSI SMSF division);
- JSA Financial Planning;
- JSA Property;
- JSA Salary Packaging (including JSA Car Buying Service);
- JSA Mortgages & Finance; and
- JSA Group Superannuation.

In addition to the Sweeney & Co premises at Boolaroo, JSA Group operates from offices at Charlestown and Newcastle, and have a number of strategic alliances with accountants, financial planners and finance providers locally and across Australia.

JSA Managing Director Jeff Shakespeare stated that "We are committed to ensuring that Sweeney & Co clients continue to receive the same level of service. Michael, Sharon, Eneice & Phil will continue to operate from Boolaroo and can be contacted on the same phone and fax numbers as usual."

Billion dollar investment by Hunter Water

After a twelve month public review, the Independent Pricing and Regulatory Tribunal (IPART) has announced water and sewer prices for local homes and businesses for the next four years.

As part of the review, IPART has given the green light to Hunter Water investing \$364.5 million over the next four years on new and existing infrastructure. This is part of Hunter Water's ten year plan to spend more than \$1 billion in the region, ensuring its water and sewer network is appropriately sized to support development throughout the Hunter and meet the standards set in its environmental licences.

From 1 July, the average water and sewer bill for the next 12 months for a home owner increased by \$25 to \$1,085, while apartment owners saw their average bill increase by \$36 to \$855.

Hunter Water Interim CEO Jeremy Bath said IPART considered submissions from stakeholders including Hunter Water, the NSW Environmental Protection Agency, State politicians and the local community.

"IPART has determined prices above those requested by Hunter Water in June last year. However, the final determination released today includes lower prices for home owners than IPART proposed in the March 2016 draft report, following feedback from Hunter Water, customers and other stakeholders.

"In a win for home owners, IPART has agreed that the difference in sewer service charges between owners of houses and apartments should be steadily reduced. Over the next four years, the sewer charge for apartments will rise from 72.5% to 82.5% of the equivalent service charge paid by the owners of houses.

"IPART has reduced Hunter Water's approved operational budget by 1.8%. Hunter Water has already commenced a review of its spending over the next four years to identify operating efficiencies to reach IPART's budget target without sacrificing services to our customers.

"The price increases above what Hunter Water proposed are largely driven by IPART's economic modelling of forecast financing costs.

"Hunter Water will still have one of the lowest average water bills in the country. Further, we will be doing everything we can to ensure our operating costs also continue to be among the lowest of any Australian water utility," he said.

"Hunter Water will continue to invest in capital projects with its focus on ensuring compliance with regulatory standards. We will not place our Operating License at risk by cutting projects for budgetary reasons," he said.

Westpac Rescue Helicopter Service launches new funding initiative

To mark the arrival of the new AgustaWestland AW139 helicopters, the Westpac Rescue Helicopter Service is offering a unique opportunity for individuals and organisations to be Foundation Members of Club 139.

Club 139 provides the opportunity for 139 like-minded organisations to collaborate for the benefit of the community. Membership will help the Service raise some of the funds required as part of the new contract with NSW Government to provide aeromedical services to Northern NSW from 2017.

Every Club 139 member will contribute \$1500 and will receive:

- An invitation to attend a special function to see one of the new AW139 helicopters
- The chance to name one of the AW139 helicopters. One Foundation member will be drawn from the hat and announced as the winner
- Inclusion on the www.rescuehelicopter.com.au Club 139 page
- One listing in the Service's quarterly Rescue magazine
- Mention on Facebook – over 72,000 followers
- Option to use the Westpac Rescue Helicopter Visitor Centre once a year

Foundation membership is limited to just 139 places and a number of places have already been taken.












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TAFE students shine at regional awards

The important role of TAFE in the education and training landscape was reinforced during the 2016 Hunter Region Apprentice and Training (HRATA) Awards, with Hunter TAFE trained students taking home the lion's share of awards.

Twenty-four Hunter TAFE students were among those vocational students, apprentices, trainees, and VET teachers recognised at the 2016 HRATA Awards, which seeks to highlight the importance of vocational education and training excellence across Australia.

Nicholas McLennan, employed by AGL Macquarie, was named the overall 2016 HRATA Apprentice of the Year (for all trades) after also receiving the Electrotechnology Apprentice of The Year Award for his category.

Nicholas has completed six qualifications at Hunter TAFE including his trade level Certificate III in Electrotechnology and most recently, the Advanced Diploma of Electrical Engineering. This training has seen Nicholas successfully complete his apprenticeship and secure full time employment as an Electrical Engineering Technician/ Specialist with AGL Macquarie.

As 2016 Apprentice of The Year, Nicholas will go forward to compete at state level in the NSW Training Awards along with five other Hunter TAFE Students who took out HRATA Special Industry Awards - Philip Hyde, Erik Sattler, Aaron Fogarty, Emily Hickey and Nicholas Peers.

Shari Nichols, from Cameron Park, was named the overall 2016 Vocational Student of the Year. In 2015, Shari completed her event management qualifications at Hunter TAFE and is now working in her dream job as the Fundraising Coordinator at Camp Quality.

Callaghan College student, Olivia Haidle was awarded the 2016 Student Based Apprentice/Trainee of the Year. With a dream of becoming a nurse, Olivia is currently undertaking a School Based Traineeship with Hunter New England Health and is completing her Certificate III in Health Services Assistance at Hunter TAFE.



2016 HRATA Apprentice of the Year, Nicholas McLennan

The NSW Training Awards are conducted annually by the NSW Department of Industry to recognise outstanding achievement in the vocational education and training sector.

The NSW Training Awards will be held in September 2016. NSW Winners will compete with winners from all states and territories for the Australian Training Awards to be held in Darwin in November.



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Singleton Council signs MoU with Dongjak-gu

Singleton Council has met with a delegation from Dongjak-gu, South Korea, to sign a Memorandum of Understanding (MoU) between the two cities. The MoU agrees to investigate the possibility of a future collaboration of mutual benefit between Singleton Council and Dongjak District Council.

Singleton Mayor Cr John Martin, Councillor Val Scott, Councillor Sue Moore Councillor Danny Thompson and Singleton Council General Manager Jason Linnane met with a delegation of 14 people from Dongjak-gu, South Korea, including Dongjak District Council's Mayor, three Councillors and staff.

The MoU expresses the parties intent only and was signed by representatives of both parties on behalf of their residents. Both parties have committed to future investigation and a regular, productive dialogue following the signing of the MoU.

Singleton Council General Manager Jason Linnane says the MoU will allow Council to explore future opportunities in areas like tourism and economic diversity.

"It builds upon relationships that have already been formed between South Korea and Hunter Valley Wine Country," he said.

"International alliances such as this one, allow Council to facilitate a wide range of accessible and diverse options that can be of substantial benefit to the Singleton economy.

"It has been a delight hosting the delegation party from South Korea and we look forward to the possibility of collaborating with them in the future."

The South Korean delegation party continued on a tour of Singleton after signing the MOU and visited a number of sites including Singleton High School and the Australian Army Infantry Museum.

Cessnock's Cycling Strategy on track

Cessnock City is one step closer to becoming a bicycle friendly community after the draft Cycling Strategy was adopted by Council.

It creates a vision for a safe, attractive and accessible cycleway network improving the community's connections with key destinations and encourages residents of all ages to use their bicycle for recreation and everyday transport.

The recommendations are based on a comprehensive cycling facilities audit, community and stakeholder consultation, industry trend analysis and consideration of local environmental, economic and social influences.

"This is a great opportunity to integrate bicycle friendly infrastructure into future capital works, making riding safer and more enjoyable in our local area", Cessnock City Mayor Councillor Bob Pynsent said.

"Council looks forward to building inter-agency relationships to assist with infrastructure and resource opportunities with Roads and Maritime Service, Community Groups and Local Schools," Cr Pynsent said.

Serving as a guide for the Pathways Program the strategy will aid future capital works programs and will sit with other strategies to inform decisions.

\$60 million worth of cycleway infrastructure has been identified to satisfy the strategic objectives and will be allocated on a priority basis as resources allow.

Council will rely on partnerships with Roads and Maritime Service, community groups and local industry to achieve the detailed actions and attract funding for priority projects.

The strategy also details key actions for education programs, advocacy for cycling and community events such as bike week.



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TAFE students develop valuable resource for local businesses

Hunter TAFE Community Services students have teamed up with the Hamilton Chamber of Commerce and Compass Housing to develop a much-anticipated resource for Newcastle businesses and community services agencies to help them respond more effectively to homelessness in the community.

The First Response Kit was designed by Hunter TAFE Community Services Students to assist local business owners to respond to anyone who is currently experiencing or at risk of homelessness.

The Kit contains up-to-date information for people including where to access a free meal, hot shower, clothes or a blanket to where to find emergency accommodation and further support services. It also contains local services such as the Specialist Homelessness Service (SHS) Assertive Outreach team that business owners can contact for more help on how best to help someone in need.

Hunter TAFE Student, Elyce Kiem said students studying the Certificate IV in Community Services developed the First Response Kit as part of their course work and assessment.

"We have compiled and updated contact names and numbers of local agencies, services and programs relevant to those facing homelessness or people at risk in the Newcastle Area. There are various sections including housing services, food services, hygiene and emergency relief as well as points of contact and a color-coded map," said Miss Kiem.

"Homelessness often has a hidden face, with many people experiencing tough times that may be living with friends, relatives, in the car or even on the streets. There is a lot of pride around homelessness, many people doing it tough do not want others to know, so it's important to have this information available for local businesses so they can easily and quickly provide support," David Baker, Hunter TAFE Community Services Teacher explained.

Hunter TAFE is a strong supporter of community service initiatives such as the First Response Kit resource and the annual Hunter Homeless Connect Day, which strives to connect those at risk of homelessness with support services, a meal, clothes and even a fresh haircut by Hunter TAFE's hairdressing students. Community Service Students volunteer annually for the Hunter Homeless Connect Day including preparation, developing an evaluation form and information booklet for clients and

Hamilton Chamber of Commerce and Compass Housing will be helping to distribute hard copies of the First Response Kit to local businesses.

Boost to cruise shipping wharf infrastructure

A commitment of \$800,000 in funding, jointly provided by the Federal and State governments, has been made to enable the upgrade of mooring bollards at the Port's cruise shipping berth.

The Federal Minister for Tourism and International Education, Senator Richard Colbeck, and NSW Parliamentary Secretary for the Hunter and Central Coast, Scot MacDonald, were in Newcastle to announce the funding. The upgraded mooring bollards at the Channel Berth will enable the Port to host larger cruise ships carrying more passengers to visit the Port of Newcastle.

Port of Newcastle CEO Geoff Crowe welcomed the announcement, which will increase the economic benefit of cruise shipping to the Hunter region.

"The current economic benefit of cruise shipping to the region is estimated by the Australian Cruise Association to be \$11 million per annum, contributing to the growth and diversification of the region's economy," said Geoff.



David Leask
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Miller Park Outdoor Gym opened

The Newcastle Permanent Charitable Foundation Outdoor Gym at Miller Park, Branxton is now open.

Cessnock City Mayor Councillor Bob Pynsent said this fantastic facility would not have been possible without the hard work of the Samaritans Foundation and the Cessnock Healthy Lifestyle Network that secured a \$52,000 grant from Newcastle Permanent Charitable Foundation for the project.

"This is a great example of different community organisations working together for the benefit of the entire community with the help of a very dedicated resident Kate Gray," Cr Pynsent said.

"I encourage residents to take this opportunity to improve their

health as we are all aware of concerning research which revealed 42 per cent of Cessnock City residents are classed as inactive."

The facility has been installed to encourage active living and help address the high rates of obesity and chronic illness in the Cessnock local government area.

Newcastle Permanent Charitable Foundation Chairman Michael Slater said he was very happy to be involved with such a wonderful community project.

"It's clear this equipment is centered on community needs and will be of great enjoyment to residents," Mr Slater said.

Signage has been installed to recognise Newcastle Permanent Charitable Foundation's generous contribution to the project.



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Newcastle flagged a UN City

A United Nations flag was raised in Civic Park 16 June when the UN's training arm handed over the global body's ensign to confirm Newcastle as a 'UN City'.

Alexander Mejia, Director of the United Nations Institute for Training and Research's (UNITAR) Decentralised Cooperation Programme, presented Lord Mayor Nuatali Nemes and University of Newcastle Vice-Chancellor Professor Caroline McMillen with the UN flag.

Councillor Nemes and Professor McMillen attended the Geneva induction of UON as UNITAR's Asia-Pacific Centre for Disaster Preparedness and Risk Reduction late last year.

The centre, led by UON Associate Professor Graham Brewer, will draw on the UON School of Architecture and Built Environment's strengths in disaster preparedness and sustainable development to help governments and communities mitigate the impacts of natural disasters and social and industrial upheaval.



Koala hospital and tourism centre

A long-held vision for a koala hospital and tourism facility in Port Stephens could be realised under a partnership between the Hunter Koala Preservation Society and Port Stephens Council.

Port Stephens Council have decided to supported a \$64,000 feasibility study into the co-location of a koala hospital and tourist facility, as well as confirm a financial contribution from the Hunter Koala Preservation Society.

The centre would be located at Treescape Holiday Park at Anna Bay. It would also be a research base for visiting veterinary and environmental specialists from the Universities of Newcastle, Sydney and Wollongong to conduct further studies into cryptococcosis and chlamydia, two diseases that are ravaging Port Stephens koalas.

Mayor of Port Stephens Bruce MacKenzie said Council officers had been working with the Hunter Koala Preservation Society to develop the concept, and had now reached the stage to seriously pursue its viability.

"The concept has a number of obvious benefits, most importantly for the wellbeing of the existing koala population for animals requiring treatment and care, and boosting local numbers to ensure koalas continue to have a presence in Port Stephens into the future," he said.



"It will also be a wonderful asset for our area, and particularly Treescape, as an added string to our tourism bow.

"There is a similar operation at Port Macquarie that is one of the State's most visited attractions and there is no reason we can't achieve the same result, particularly under a partnership between Council and the Hunter Koala Preservation Society."

Glenn Bunny, Council's Property Services Section Manager, said the feasibility study would calculate the cost of setting up the facility.

"The feasibility study would look at the integration of the centre into the operation of the current Treescape, as well as the business case and forward planning we'd need to put together to progress the project," he said.

"It also considered what marketing opportunities are available to us and what target markets we need to consider.

"We envisage the study would take four to six weeks to complete with a further report to come back to Council."

Hunter Koala Preservation Society president Carmel Northwood said the tourism component would help to fund the ongoing operation of the hospital.

The society would supply rehabilitation yards, a rescue van and other equipment, as well as coordinate volunteers at the hospital.

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THE ART OF PERFORMANCE

Planning the future for the City of Lake Macquarie

Aimed to inspire residents and get them thinking about how they want the City to look, feel and function in the future, Lake Macquarie City Council has created some futuristic scenarios, using virtual reality (VR) technology.

Mayor of Lake Macquarie, Councillor Jodie Harrison, said while the VR environments are for fun, rather than real proposals for the future, they set the scene for envisioning big ideas about what is possible for the City.

"The decisions we make and actions we take today, can impact on us tomorrow. That's why we're asking the Lake Macquarie community about what they value about our City now, and how they want it to look, feel and function into the future," Cr Harrison said.

"For Council to continue to meet the needs of its residents, it needs to be continually planning for the future.

"Change is happening. Technology, population growth, demographic shifts, and economic pressures and opportunities are already influencing and shaping how we live.

"Over the next 12-18 months, Council and the community will collaborate to develop ways we can overcome challenges and take advantage of opportunities, stemming from such change.

"The feedback and ideas we receive from the community will guide what Council does now and into the future – that's why public participation is crucial.

"Collectively, residents' input will influence Council's approach to meeting the community's current needs while ensuring intergenerational equity, and adaptability to social, economic and environmental trends.

"These will be articulated through a community vision for the City, including a set of values on which Council's decision making framework will be based.

"The vision and values will then be translated into strategic directions and measurable actions as part of the City's long, mid and annual plans."

Cr Harrison said the VR simulations aim to inspire creative thinking by turning an abstract idea about the future into a tangible, expressive interpretation of how the City may look.

"The virtual reality simulations we've developed in partnership with local tech company Virtual Perspective, allow people to visualise authentic Lake Mac scenery, but with some seemingly real changes to the city and landscapes.

"The aim of doing this is to generate interest in the project, but to also make the future somewhat tangible, in order to have robust and in-depth conversations about how people want their future in the City to be."

While virtual reality technology has been around for some time, it is a tool that is beginning to shift how organisations communicate and express ideas. When the user engages with the technology, they find themselves in a virtual replica of areas around the City, and are able to look up, down and all around 'inside' of that world.

Using 3D graphics and 3D terrain maps, the transformed cityscapes are integrated into the photographic imagery, to give a seemingly real-life experience of what the City may look like in the future.

Go to www.shapeyourfuture.net.au to see the online version of the visual simulations and to participate in shaping the future of Lake Macquarie City.

Influence and shape your own future, including the future of an entire city.

**What would you change? What do you want more of, less of?
How would you improve Lake Macquarie City?**

**Your ideas will guide what Council does now and into the future –
that's why your input is crucial.**



**Join the conversation
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LETS TALK WITH.....

1. In a few words tell us about your current role.

This year is a big anniversary year for me, it's my 10th year as the Managing Director at Jayes Travel. I'm not a behind the scenes type of person though, I love consulting and the part of my role I enjoy most is working with my clients to create their dream holidays and an amazing experience.

2. How have you reached this point in your professional life?

Once upon a time I was supposed to start studying forensic law at Newcastle Uni, but after realising I was probably watching a little bit too much CSI I decided to take a gap year and fell into a traineeship position in travel. I honestly loved the job from day one and never looked back. I'd only worked for two other travel agencies before opening the doors to my own agency in 2006. It was a big step at 22 years old, but I knew I could offer a different experience to what people generally expected from a travel agency. We were extremely fortunate to have been able to operate under the Jayes Travel

name and it was a huge part of our early success. 10 years on, as most small business owners would attest there have been many hurdles – but I wouldn't change a thing or want to do anything other than Jayes Travel.

3. When you're not at work, where can we find you?

Most people who know me will say I'm a workaholic but I love what I do! I do work long hours but it means I get to travel the world multiple times each year. So perhaps you will find me on the other side of the world! But away from travel, I love to spend quality time with friends & family, enjoy a nice glass of red wine and (shamefully) I love a little reality TV.

4. Where do you find inspiration?

There are many people that inspire and motivate me. On a larger scale, I respect the 'hustle', 'work hard' and 'own what you do' messages of people like Sophia Amoruso and Roxy Jacenko. On an everyday basis I am motivated by my current staff, whose energy and enthusiasm at such a young age have made me want to be a better teacher and boss. I find inspiration everywhere – it's hard not to be inspired when you are constantly talking about amazing destinations and parts of the world; but I also draw inspiration from the people I am lucky enough to call friends that encourage me to think outside the square and try new things at Jayes – they know who they are!

5. What advice would you give to someone just starting out in your field?

There is so much to share but my top three pieces of advice would be

- You can't always know everything but you need to be willing to learn.
- You can't expect to be an expert in your field by working 9-5, you need to be passionate enough to invest your own time in developing your knowledge and skills.
- It's not as glamorous as you might think and you will spend more time in the office planning everyone else's amazing holidays than travelling yourself!

6. What's something most people don't know about you?

As much as my favourite place to travel to is Africa, I'm petrified of monkeys. I've had many experiences that only reinforce that they have a secret mission to scare me to death!

7. How would you like to see the Hunter evolve over the next decade?

Having moved Jayes Travel back into Hunter Street Mall last year, we love seeing the area bringing back a great energy with more dining, entertainment and shopping. There's still a long way to go so further development in this East End and city centre, both commercially and residentially would be great to see over the next decade. As part of this, I would love to see a better, more welcoming cruise terminal in the heart of Newcastle. A facility that encourages the cruise lines to bring back departures from Newcastle and offers the option for more cruise lines to stop in our city as a port of call. Bringing thousands of passengers to experience our city and spend their money with local businesses!

8. What's your favourite Hunter restaurant/café/bar?

I love 'The Basement', conveniently just around the corner from the office on a Friday afternoon!

9. Are you reading anything at the moment?

Sheryl Sandberg 'Lean in' and Paula Hawkins 'The Girl on the Train'

10. Do you have a favourite sport or team?

Not necessarily but the best sporting experience I've had is seeing La Boca play a football match in Buenos Aires – atmosphere was electric and something I'll never forget!

11. What's the best line from a film you've ever heard?

"Why so serious" – The Dark Knight



Photo by YCM Photography

Michelle Barker

Do you have a disruptive coach?

Paul Siderovski
SiDCOR Chartered Accountants

First and foremost, if you are in business and want betterment in your life then you need a coach. Not all coaches are great and not one size fits all. Different styles of coaching are a match for different types of leaders.

What is the main quality I look for in a personal coach? They need to be "personally disruptive". This means they aren't wrapped up in their ego but rather they will put themselves in the firing line (LITERALLY) and create disruptions for me. They are someone that will say the unsayable. Someone who knows your personal and business vision and works with you in context. This is with the goal of me becoming a better person and hence a better leader.

So how do you, as the leader, ensure you get the right coach and they create this kind of disruption? Firstly, look at their results with other clients. Then, give them permission to be RAW and REAL. And finally, ensure

1. They are not ego driven
2. They genuinely care and are a good person
3. They have empathy
4. They are disruptive and it excites them to be
5. They are focused on your vision and your personal why

In my experience as a business coach I think about the intervention and disruption I had to cause for a personal friend and client I coach. I get excited by the shift and breakthroughs that are about to occur and for him, they are phenomenal and life changing.

My key methods of disruptive personal coaching I employ for the clients I work closely with:

- The 6 human needs and how they are serving and showing up for them
- Having conversations NOW and not sweating on them
- Taking responsibility
- Flipping the coin
- Context/Content
- Standards and Extras

I'll leave you with this...when was the last time you acted like a d%#\$@ and you knew it and the people around you knew yet let you continue to do so? If one of them was your coach...then you don't have a disruptive coach!

For further information contact SiDCOR on 1300 743 267, email paul@sidcor.com.au or visit www.sidcor.com.au



Paul Siderovski is the founder and Managing Director of SiDCOR Chartered Accountants, has 21 years experience since starting as a chartered accountant with PricewaterhouseCoopers in 1995. Paul started Newcastle-based SiDCOR in 2002. Paul has a Bachelor of Commerce from the University of Newcastle



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PRDNATIONWIDE & LAKE MAC.

Local real estate agency PRDnationwide Newcastle & Lake Macquarie has appointed **Michael Hardy** to its team. Michael is an accomplished real estate agent with more than eight years sales and property management experience in residential property, small developments and off the plan sales. Michael is Hunter born and bred and has a thorough understanding of the local market.



MARSH ADVANTAGE INSURANCE

Marsh Advantage Insurance has appointed **Emma Gillings** as an Authorised Representative to service the insurance needs of businesses in the Hunter. With over 15 years' experience in the insurance sector and the support of the Marsh Advantage national network, Emma has a strong track record of delivering suitable insurance programs for a range of industries.



GREEN ST PROPERTY

Sarah Bennet who has stepped out of sales support has been promoted to Portfolio Manager at Green St Property Management. Sarah has over six years' experience in property management and sales support. This knowledge and skillset will allow her to nurture the property owners and residents. This growth has also seen a growth within Sarah's ability to take on the difficult challenges that can be attributable to her role.



NEXUS LAW GROUP

Belinda Crosbie has been appointed as Partner of Nexus Law-ers' Newcastle office. Belinda formerly worked in senior roles at large national practices before joining Nexus. She practices primarily in advisory and contentious construction and commercial law. She has significant dispute resolution experience including litigation, arbitration, mediation and all aspects of Security of Payment disputes. Belinda's clients are primarily involved in commercial and residential infrastructure projects.



WEBBER ARCHITECTS

Sandra Hinchey has been appointed as a Director of Webber Architects. Sandra is a Registered Architect with over 15 years' experience working in interior design, master planning, and design and documentation for residential, multi-residential and commercial projects in the education, health and sporting sectors. For the past 4 years, Sandra has been overseeing a project team at Webber Architects.



ROBERTS LEGAL

James Want has been appointed as an Associate Solicitor at Roberts Legal. With over 17 years' experience with both large and medium sized firms, James' areas of practice include insolvency litigation, commercial litigation, company & partnership advice, corporate law and debt recovery. James recently relocated from the UK to Australia although he has held a NSW practicing certificate since 2006.



LEAH JAY

Andrew Waugh has joined Leah Jay as Systems and Processes Manager. This is a new role designed to ensure quality is not compromised as the business continues to grow. With a back-ground in system engineering and software development, Andrew has previously worked as a freelance IT consultant and as an IT Administrator.



MULLANE & LINDSAY

Katie Thompson has been appointed as a new solicitor at Mullane & Lindsay. Katie has interests in mediation and other methods of alternative dispute resolution; representing the changing attitudes to the application of law in NSW. She is a recent graduate of the University of Newcastle Law School, graduating with a Bachelor of Laws (Honours) and Diploma of Legal Practice in 2015. Katie's background and interests are in working within dispute resolution and litigation.



MARSH ADVANTAGE INSURANCE

Marsh Advantage Insurance has appointed **David Brockwell** as an Authorised Representative to service the insurance needs of business in the Newcastle and Central Coast regions. With 34 years' continual experience in general insurance and the support of the Marsh Advantage national network, David has indepth knowledge of the technical insurance needs of the mining, manufacturing, and construction sectors.



GWG PARTNERS

Recruitment agency GWG Partner, has appointed experienced recruitment specialist **Charmaine Piper** to the role of senior consultant. Charmaine specialises in the growing digital, IT and marketing sectors, bringing with her extensive industry experience having worked in marketing and communications roles prior to transitioning into recruitment.



PROSPERITY ADVISORS GROUP

Prosperity Advisers Group has grown its lending and financial advice practice with the appointment of **Brad Gardiner**. Brad is a qualified Credit Adviser with the MFAA and is an integral part of the holistic offering Prosperity provides its clients. Brad specialises in residential lending as well as commercial and small business lending.



GREEN ST PROPERTY

Stephanie Pender has been promoted to Portfolio Manager at Green St Property Management. Stephanie is client focused which allows her to provide great customer service to the property owners and residents.



ANGLICAN CARE

Amber Witherdin has been appointed Anglican Care's General Manager Finance & Administration after four years as Management Accountant. Amber's background in finance is quite diverse having worked in health, mining, for the Queensland Government and the Department of Defence. Amber is now returning to the health sector, allowing her to make a difference to the lives of the aged.



PRDNATIONWIDE & LAKE MAC.

Local real estate agency PRDnationwide Newcastle & Lake Macquarie has appointed **Brett Stephens** as a listing agent. Brett is a relative newcomer to real estate but has had a diverse career working in mining, at sea and in hospitality. He has worked in Australia and Fiji.



MULLANE & LINDSAY

Mullane & Lindsay has appointed solicitor **Lachlan Page** to its team. He has interests in mediation and other methods of alternative dispute resolution; representing the changing attitudes to the application of law in NSW. Lachlan's background is as a commercial lawyer. He has experience in commercial litigation, sales, purchases and leases, commercial agreements, contract disputes, debt collection, franchising and defamation.



WEBBER ARCHITECTS

Keiran Brooks has been appointed as a Director of Webber Architects. Keiran has over 7 years' experience in commercial and residential architecture, interior design and master planning for small and large scale projects and consolidated experience in dense, multi-unit development and office, hospitality and retail projects. Keiran has managed project teams at Webber Architects for 5 years and leads our Sydney-based team.

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The persuasive power of a robust business case

All capital projects are scrutinised through a form of business case process prior to commencement. This may range from informally high level weighing up the benefits of embarking on a new project versus the costs involved and the expected return on investment, through to a formal rigorous process that satisfies the organisation's strategic agenda and funding requirements.

In either scenario, a business case is the case for change and demonstrates a value proposition by examining total lifecycle costs, benefits, risks and implementation requirements. Critical project elements such as cost, schedule, quality, social and environmental issues all need to be documented.

Professional services consultancy APP Corporation assisted Health Infrastructure (HI) in the project planning and business case development for the New Maitland Hospital. The company is currently working with HI to deliver a business case for the redevelopments of Tweed, Macksville and Port Macquarie Hospitals.

APP's Regional Manager for Northern NSW, Gillian Geraghty says: "The embryonic stages of a capital project are often formed years before construction works begin, and the business case will be instrumental in deciding whether the project proceeds. This is particularly the case for NSW Government projects, where Infrastructure NSW have clear guidelines on what a business case must include and the evidence required".

Gillian notes that in developing a robust business case, there are a range of important elements to consider. The resourcing strategy and procurement methodology for delivery together with the project risks and their ownership, plus how to mitigate them, provide a solid framework from which to proceed - underpinned by the project's governance throughout the project lifecycle.

The physical project needs to consider the functional, architectural and engineering design with sufficient definition to estimate the project costs within 10% accuracy. Furthermore, the project costs should be considered from both a capital project and the associated recurrent costs for the project recipient perspectives.

The planning behind the Case for Change must also be supported by a number of key plans with consideration of:

- The workforce plan associated with ongoing staffing along with the operational cost brought about by change;
- The functional brief which analyses the transformation in operational models to deliver business efficiencies and ensuring functionality;
- The project communications plan, which becomes the single reference point for all engagement and communication activity schedules associated with the project;
- The change management plan which is used to support and facilitate the achievements of the project outcomes and the benefits;
- The benefits realisation plan which explains the steps in realising the benefits, particularly around the changes and what will be impacted, and the steps to ensure the project recipient will extract those benefits once the project is completed and how those benefits are tracked, monitored and reported.

All of these elements contribute to the Economic Appraisal, qualifying the Benefit to Cost Ratio for the project. Put simply, the appraisal evaluates the estimated benefits of the project relative to the capital and recurrent costs involved.

The Benefit to Cost ratio is then aligned with the State Plan, Total Asset Management Plans, election commitments and any other emerging risk or demand. All these ultimately combine to assist the Government in ranking the priority of the service need.

The principles used for NSW Government Business Cases translate to private enterprise where a project must be approved and delivered under the scrutiny of a Corporation Board. APP recently assisted Anglican Care in the planning of their projects, including approval of business cases and project feasibilities within this type of framework.

Gillian notes that "understanding the project drivers through developing the business case provides the knowledge to ensure successful delivery of the project. Success means functionality, predictable capital and recurrent cost, and delivering benefits."

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Mark Kentwell named 2016 top Real Estate Principal in Regional Australia

Hunter businessman and Principal of PRDnationwide Newcastle & Lake Macquarie, Mark Kentwell, has been named Australia's top Real Estate Principal of the Year in Regional Australia for a second time.

Mr Kentwell received his award at a gala event hosted by REB (Real Estate Business Online) in Sydney. The prestigious award recognises sales success and leadership of a real estate agency. He won the same award in 2014.

He was chosen from 10 finalists selected from tens of thousands of real estate professionals working outside capital cities. He was also a finalist in the Thought Leadership category for innovation in business systems and the highly successful Friendly Auctions process.

This award follows Mr Kentwell being named REB's 2015 top real estate sales agent outside a capital city. The agency was also named in Australia's 2016 Top Ten Sales Offices and is the number one sales office within the PRDnationwide group nationally.

Mr Kentwell said the awards are a credit to his entire Newcastle and Lake Macquarie team. He said the recognition motivates him and his team to do their best for clients.

"It is encouraging and pleasing to win these awards but we're focussed on the success of our clients during every property transaction," Mr Kentwell said.

"PRDnationwide Newcastle & Lake Macquarie has the region covered with a team of 50 professionals, one huge buyer database and three offices - Watt Street Newcastle, Warners Bay and Newcastle Mall," he said.

Colliers acquires Robinson property major project team

In early 2016, Colliers International formed a Residential Project Marketing division in Newcastle, adding to their expertise in commercial, industrial, rural & agribusiness, and englobo land. Colliers International is the dominant firm in the residential major projects sector across Australia.

To build capacity in the residential projects sector, Colliers International Newcastle acquired the nationally recognised development marketing team from Robinson Property early in 2016. The team commenced operation at Colliers International in April.

This was a friendly acquisition; the Robinson Property and Colliers teams will maintain their long standing, positive and productive working relationship.

The Colliers International residential team in Newcastle is marketing numerous projects, including the Aero apartment project in Newcastle West, the Avery's Rise new land project in Heddon Greta, and the Wirraway new land project in Thornton North. The team is working with clients on a range of major projects in the inner city and across the lower Hunter.

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Direct Contact: Mitchell Sovechles

mobile: 0417 422 512

email: mitch_sovechles@bigpond.com

Raine & Horne Commercial sales

Raine & Horne Commercial has reported a number of significant recent transactions in the Hunter.

Level 4/456 Hunter Street, Newcastle was sold as an ongoing concern for \$530,000. The investment strata office returns \$43,000 net pa and is located opposite the new University campus.

Suite 1 / 2 James Street, Toronto was sold for \$625,000. This was an investment sale with a long-standing tenant.



Units 1 & 2 / 16 Shearwater Drive, Taylors Beach was sold as an ongoing concern for \$490,000. The two storey investment property with a small warehouse is currently returning \$41,140 pa + OGs + GST



Suites 7, 8, 9 – 1 Honeysuckle Drive, Newcastle were sold for \$2,250,000 + GST. The executive waterfront offices have ten secure car parks

10 Old Punt Road, Tomago changed hands for \$680,000 + GST. The industrial site with a small house was previously used as a transport facility.

5 Kennington Drive, Tomago was leased for \$33,000pa + OGs + GST. The modern warehouse features an overhead crane and a large concrete hardstand.



4 Smith Street, Charlestown was sold for \$810,000. The property is a large development site with a house with mixed use zoning.



93 Transfield Avenue, Edgeworth was sold for \$1,520,000. The englobo residential land site has an area of 63,030 sqm.



38 Clyde Street, Hamilton was leased for \$131,000pa + OGs + GST. The industrial warehouse/showroom facility features drive around access.



7 Darby Street, Newcastle, a fitted out restaurant/bar was leased for \$95,000 pa + OGs + GST.

15/20 Greenway Street, Wickham was sold for \$910,000 (no GST). The warehouse with part residential fitout has a vacant block of land attached.



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Newcastle renewal process accelerates further

The renewal process in Newcastle has been gathering pace in recent years and has now reached an impressive pace that is evident to even the casual observer in Newcastle.

The number of new projects under construction and cranes dotting the skyline is a remarkable contrast to the stagnant state of the city only a few years ago.

Much of this change can be put down to a more coordinated approach from Governments (particularly State and Local) and local organisations to create a more settled future vision for the City and a more attractive investment environment for private investors.

As the “Capital of the Hunter”, Newcastle is gaining an increasing reputation of a city of opportunity with a strong economic future. Coupled with its natural assets and enviable lifestyle, Newcastle and the Hunter is growing as a great place to live, work and invest.

Investors outside of the Hunter are finally replacing their outdated perceptions of the Hunter as only coal and wine (and sometimes still steel!) and realising the strength and diversity of the local economy. Investors that are not bound by “capital city only” blinkers are also realising that they can receive attractive property returns in Newcastle, in many cases exceeding current returns in most of Sydney’s sub-regions.

As exciting as the current state of renewal is, there is even more to come. The opening of NeW Space for 2017 will completely change the dynamics of the Newcastle, as will the light rail, the massive East End project (which received approval in April) and a myriad of other projects.

Hold onto your seats – the best is yet to come!

Newcastle in 2025

Edward Crawford
Director | Residential and Land
Colliers International

The city of Newcastle has experienced growing pains for a number of years. As a community, we have been preoccupied by the discussions, consultations, and arguments related to urban renewal and revitalisation. Whilst those change processes are important, focusing only on the immediate challenges can distract us from looking to the future, and from planning for new opportunities and realities.

What will Newcastle look like in 2025 – only 9 years from now? Will our daily experience be any different?

Transport and transport infrastructure will be transformed in the next decade. We will have light rail in the CBD, the Wickham

interchange and – we hope – a coordinated, multi-mode approach to public transport. New residential and commercial developments are already clustering around the interchange; in 9 years, Wickham will be a destination, the epicentre of a thriving, vibrant city west business and residential district. If the light rail is extended further afield by 2025 – say, toward a park & ride facility at the redeveloped Hunter Stadium regional sporting hub – we will also see additional residential density around locations like Broadmeadow and Hamilton. Certainty attracts investment.

The implementation of an integrated multi-mode public transport network will deliver real benefits to parts of the city outside the CBD. Coordinated, modern bus services and well planned cycleways designed for the average commuter cyclist will be essential, as fuel costs rise and private vehicle ownership and use falls. Autonomous vehicles will probably appear on our roads by 2025 – an additional mode in the public transport mix.

Within 10 years we should see international flights arriving at Newcastle Airport. We will also see the Joint Strike Fighters operating from RAAF Base Williamtown. The massive investment, employment, and economic activity around the airport will require fast and frequent transport connections. A modern rapid bus service will be an absolute must.

We can expect to see many ‘unfinished’ parts of the inner city redeveloped. Honeysuckle will be largely complete, the Hunter Mall sites mostly developed, and many smaller buildings along Hunter or King Street will have been redeveloped in response to a thriving mid-town University and legal precinct.

What might be on a ‘Newcastle in 2025’ wish list?

- World class public space on a transformed harbour front, incorporating an adaptive reuse of the former Newcastle Railway Station building;
- Active recreation spaces in the CBD – people magnets that help make Newcastle a compelling destination for locals and visitors;
- A modern, frequent, rapid bus service between the airport and surrounding centres;
- Newcastle’s art gallery redevelopment complete, operational, and forming a treasured addition to the cultural infrastructure of the city;
- A smart redevelopment of the former Post Office, sympathetically incorporating priceless heritage with functional modernity.

Importantly – by 2025, we will be enjoying the benefits of so many things that we have fought over, and we have realised that we achieve so much more by working together. We will have come to understand that consensus is powerful, and is the key to achieving all that we deserve.

\$2 billion bonanza

New research from the Property Council of Australia measures December 2012 as “Ground Zero” – the starting point – for the revitalisation of Newcastle’s city centre.

Hunter Director, Andrew Fletcher, said December 2012 marked the end of market uncertainty and policy backflips that had acted as a hand-brake on investment for decades.

“The historic difference was a NSW Premier and Cabinet willing to back their city vision with new policy settings and guaranteed infrastructure funding”

“That commitment has fuelled an investment pipeline worth over \$1.6 billion in residential developments alone.”

The industry group has mapped 3,000 inner-city dwellings which have been completed, are under construction or approved across 32 separate projects (see map on opposite page).

He said the new housing supply hugs the light rail alignment and clusters around the new Transport Interchange.

The analysis also identified mixed-use developments worth \$88 million that included 356 new hotel rooms, commercial office space, a child care centre and 663 new car spaces.

Mr Fletcher said the investment in new car parking facilities was a win-win for the city that busted an urban myth.

“People will still be able to drive into the city and park their car, but it will be more convenient, more secure and safer for everyone.”

Mr Fletcher said the market had responded in this case and that other developments would follow.

“We estimate the total value of city building projects will pass \$2 billion within months.”

“That’s a handsome return on investment for the NSW Government in less than 4 years.”

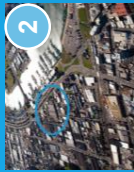
The Property Council’s research also came with a warning to Government about maintaining Newcastle’s mojo. It says practical steps need to be taken now – ahead of the population curve – to invest in world-class public domain and globally competitive tourism infrastructure.

“A nice apartment is one thing, but for long-term prosperity and jobs growth, the city must also be a great place to live”

“That means creating vibrant public places, passive outdoor spaces and active transport links that support pedestrians and cyclists”



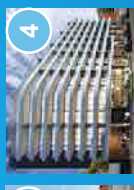
The Interchange Apts
90 Hannell Street
Dwellings: 32
Value: \$20.25M
Status: DA Approval
23/3/2016



Hannell Street Apts
Dwellings: 42
Value: \$22M
Status: DA Approval
15/12/2011



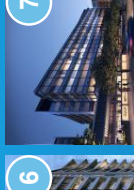
"The Huxley" Apts
Dwellings: 64
Value: \$34M
Status: Construction
DA 14/5/2010



25 Throsby St
Dwellings: 27
Value: \$13M
Status: DA Submitted
Status: DA Submitted



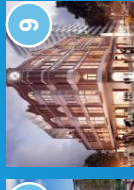
Verve Residences
Dwellings: 197
Value: \$160M
Status: DA Submitted
Status: DA Submitted



"Edition" Mixed Use
Dwellings: 71
Value: \$38.5M
Status: Construction
Status: Construction



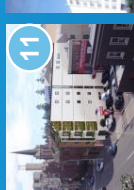
"Icon Central" Apts
Dwellings: 262
Value: \$91M
Status: DA Approval
22/5/2013



GPT/Urban Growth Site
Dwellings: 565
Value: \$400M
Status: M/Plan Apprvl
Status: M/Plan Apprvl



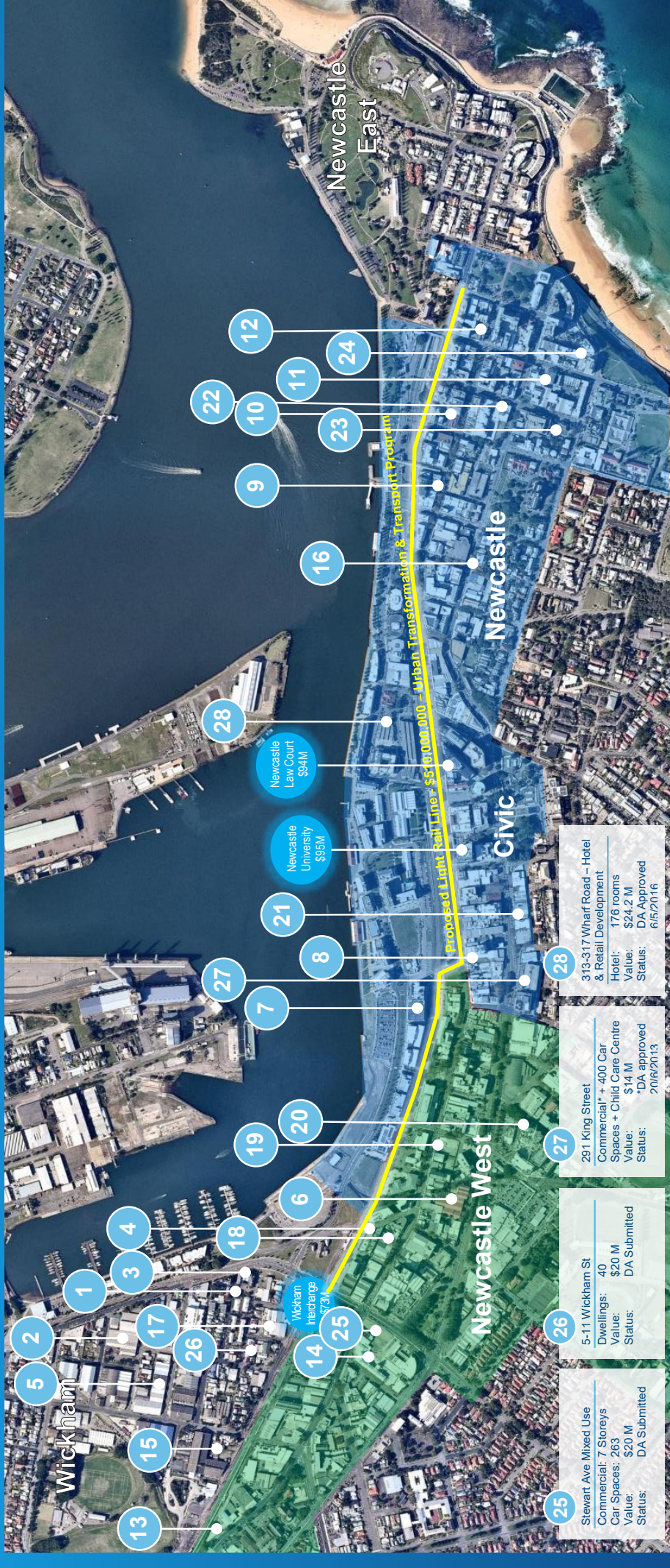
CML Building
Dwellings: 29
Value: \$10M
Status: Construction
Status: Construction



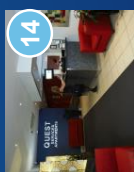
"M on Watt"
Dwellings: 17
Value: \$11M
Status: Construction
Status: Construction



Peniche Apartments
Dwellings: 37
Value: \$22M
Status: DA Approval
27/1/2010



Quest Apartments
Dwellings: 47
Value: \$24M
Status: Construction
Status: Construction



73-79 Railway Lane
Dwellings: 206
Value: \$100M
Status: DA Submitted
Status: DA Submitted



Ireland Bond Apts
Dwellings: 25
Value: \$12M
Status: DA Submitted
Status: DA Submitted



Westend, 3 Charles St
Dwellings: 122
Value: \$67M
Status: DA submitted
Status: DA submitted



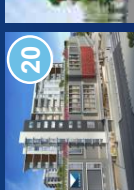
Aero Apartments
Dwellings: 44
Value: \$26M
Status: DA Submitted
Status: DA Submitted



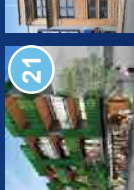
"Spire" Apts
Dwellings: 161
Value: \$67M
Status: Construction
Status: Construction



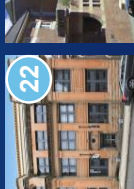
Empire Hotel Site
Dwellings: 128
Value: \$55M
Status: DA Submitted
Status: DA Submitted



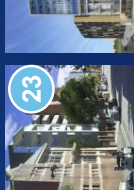
"Civic Green" Apts
Dwellings: 35
Value: \$13.6M
Status: Construction
Status: Construction



Herald Apts
Dwellings: 120
Value: \$75M
Status: DA submitted
Status: DA submitted



58 Bolton St "Parque"
Dwellings: 28
Value: \$21M
Status: DA Submitted
Status: DA Submitted



Arena Apts
Dwellings: 216
Value: \$120M
Status: Construction
Status: Construction

The future is integrated transport

Modern cities are increasingly connected. Both in the way we live and work, as well as the way data, goods and services travel around our communities.

This transition is driven by the growth of new sectors like health and education. These sectors are amongst some of the most rapidly growing in the Hunter and alongside mining and manufacturing, will provide the foundation of Newcastle's future economic success.

In manufacturing and extraction dominated economies, like the Newcastle of old, transport needs were simpler. The move to an increasingly service dominated economy brings with it the challenge of increasingly more diverse and distributed employment locations. As a result, the city needs an increasingly complex transport network.

For public transport planners, the move to more distributed jobs can often lead to the incremental addition of more kilometres to existing transport services. The effect of this is longer, more complex and less attractive public transport journeys.

With the result that people switch from public transport to the car. Once people have made the decision to buy a car, a concerted effort needs to be made to entice people back to public transport.

Few would argue that Newcastle's public transport is meeting this challenge of bringing people back to public transport. With less than one in every 25 trips to work in the city on public transport, and the reduction in public transport use of 14 per cent over the past five years, there is a vast opportunity to improve service and attract more people back to public transport.

The recent NSW Budget confirmed the commitment from Government to work with a world-class transport operator in order to address network challenges and to promote increased public transport use. The introduction of a single operator across all modes of transport provides the opportunity to increase coordination between modes and to create a network providing a seamless door-to-door journey, tailored to the changing needs of the region.

The Government has promised a significant and important investment in light rail for Newcastle's city centre. This investment is important for the way people move within and to the city, however it is also an anchor for new investment.

Australia's newest light rail project, G:link on the Gold Coast, is an illustration of the potential positive uplift that can be delivered by light rail. Within the first year of operations, more than \$6 billion in new investment had been committed in a single suburb

on the line, Broadbeach. Some experts have suggested G:link has added \$50,000-\$80,000 to the value of neighbouring properties. However the experience on the Gold Coast is not unique.

From Norway to Nottingham, the introduction of light rail has been a catalyst for urban renewal. Is it a European phenomenon, not relevant for cities in Australia? Dallas, Phoenix and Portland are becoming model transit cities in the car-loving US, while at our own front door, Gold Coast, Canberra and Sydney have embraced light rail as part of the future of these cities.

Light rail will only be one part of the solution. The overall transformation will be in making public transport a more attractive option across all modes, including buses and ferries, in Newcastle and Lake Macquarie by meeting customer expectations. The introduction of the light rail on the Gold Coast has resulted in a 25% increase in public transport usage not just on the light rail system but across the bus network.

The key to light rail's success is in the visibility of the infrastructure, it's remaking of the streetscape and in its convenience. Where coupled with strong supporting modes, like bus, sensible access and parking for cars, as well a focus on the customer service, public transport becomes an attractive choice for communities.

While the future for Newcastle is still emerging, it is clear that a well-trodden path of renewal is available to the city as a blueprint for success. The hard work has been done in cities like Portland, Bordeaux and Manchester, the challenge for Newcastle is how to learn from the experience of these cities and make them relevant for us.

Movement in the City

There's movement in the city and with it is coming a new vitality. Innovative and creative projects and activation programs are popping up regularly and the presence of a new city lifestyle continues to grow.

With the commencement of the city streetscape upgrade along King Street, the \$100m NeW Space university campus, the transport interchange at Wickham, significant development applications received for the West and East End of the city and the completion of the State Law Court, the revitalisation of the City Centre is taking on renewed energy moving through 2016.

Newcastle City Council is supporting this change through "Connecting Newcastle - Our Urban renewal vision". This vision for improved public transport across Newcastle and the Hunter supports the community desire to enhance connectivity; and the integration of all transport modes, to shape urban renewal and improve liveability.

(Full details may be found at: www.newcastle.nsw.gov.au/Living/Transport/Connecting-Newcastle-Our-urban-renewal-vision)

Council is also continuing to work on priority projects identified by the community and the design of public domain plans in the East End and Civic precincts to continue the great work toward the revitalisation of the city centre.

Providing additional focus to the renewal program, Council has formed a new internal team combining the efforts of smart city, economic development and city revitalisation activities with placemaking and destination marketing resources. This combination is assisting in the delivery of projects that are supported by the general community and businesses within Newcastle, while taking advantage of the many strong relationships with external organisations that are listening to their members.



NEWCASTLE

Newcastle has a growing local economy with strong industries that are linked to national and international markets.

Contained within a high quality urban environment, designed for future improvement, Newcastle is built upon vibrant and emerging businesses that thrive on innovation and creativity to generate a new sustainable community.

Economic profile is available at:
www.economicprofile.com.au/newcastle

For more information visit newcastle.nsw.gov.au or call 4974 2000 to speak to Council's economic development team.

The City of
Newcastle

2103DEC15



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The Hunter Development Corporation is a State Government agency working to create better places for people to live, work and enjoy.

The Corporation's role is to facilitate private sector investment on State-owned lands that would otherwise remain closed to the public.

It does this by removing constraints that prevent development and by encouraging development that creates public spaces for the community to enjoy. The Corporation's area of operation includes eleven local government areas in the Hunter Valley.

**For further information,
phone 4904 2750.**

www.hdc.nsw.gov.au



**Hunter
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Corporation**

Maximum opportunity for Newcastle

In December 2015, NSW Premier Mike Baird stood on stage at Newcastle City Hall and praised the Property Council of Australia for what he called the “outstanding thought leadership” behind Maximum Opportunity - the industry policy response to UrbanGrowth NSW’s opportunities for Revitalising Newcastle.

Described as an ambitious blueprint for revitalising Newcastle, NSW Regional Director, Andrew Fletcher, said significant resources had been committed to the Transforming Newcastle Taskforce responsible for Maximum Opportunity. Mr Fletcher said Taskforce members had been selected because of their professional qualifications and experience.

“The intellectual capital of this city is quite amazing.”

“All the relevant disciplines and market sectors were represented on the Taskforce, from engineering to sustainability and from residential to commercial.”

Beyond the specific skills set of individuals, Mr. Fletcher said another key criteria for appointment to the Taskforce was a deep commitment to the city.

“These people are lifers. They don’t see themselves as anything but Novocastrian.”

“Each person is heavily invested in Newcastle for the long-haul, be it through business or family or for lifestyle reasons.”

Members of the Taskforce undertook an International Study tour to guarantee their thinking would be led by world’s best practice. The delegation covered 38,000 km and inspected 20 urban transformation projects across four major US cities in just 10 days. They saw newly built environments that were truly mesmerising. They had amazing access to projects which have fundamentally changed the way people live. They felt the economic and social dividend paid to a city from urban transformation projects.

“It gave the Taskforce a steely determination from the outset to develop policy solutions which were ambitious, aspirational and innovative.”

Underpinning those solutions were the core set of strategic priorities which the Property Council has held unequivocally for Newcastle over the past decade:

1. Removing heavy rail infrastructure from the City Centre is a pre-condition of sound urban design for a peninsula city like Newcastle.
2. Heavy rail services needing replacement by a rapid transit system along the dominant axis of the City Centre – Hunter Street.
3. The heavy rail corridor being preserved as an East-West link across the City Centre.

All the while, debate around future use of the heavy rail corridor was dominated by the conspiracy theory that truncation was a sop to “greedy developers” who had been “eyeing off” valuable harbour front land not subject to mine subsidence.

“The truth is that for decades, that rail corridor has been under-utilised, leaking value and scaring away capital.”

“Maximum Opportunity is proof that the Property Council of Australia means what it says by recommending:

1. More open space than UrbanGrowth NSW
2. More public amenity than UrbanGrowth NSW
3. Fewer development sites than UrbanGrowth NSW

Maximum Opportunity reimagines the City Centre with a series of “Game Changers” that provide world-class public domain, connect communities, stimulate demand and accommodate growth:

- Establish a Procession of Public Plazas from Civic Park to the waterfront.
- Provide Darby Common for connectivity and bringing the cycling community together.
- Create Urban Lounge as an authentically Novocastrian public space.

During the first half of 2016, the Property Council worked hard to convert the key recommendations of Maximum Opportunity into policy reality. Through a program of deep political engagement and the industry body’s latest campaign on Newcastle Light Rail, Mr Fletcher said Maximum Opportunity was finding support from all quarters.

“Fresh resources have been committed for the new financial year which will see more detailed design work completed on Maximum Opportunity”. From July 1 2016, the Taskforce will coordinate new research projects around urban mobility and world-class public domain.

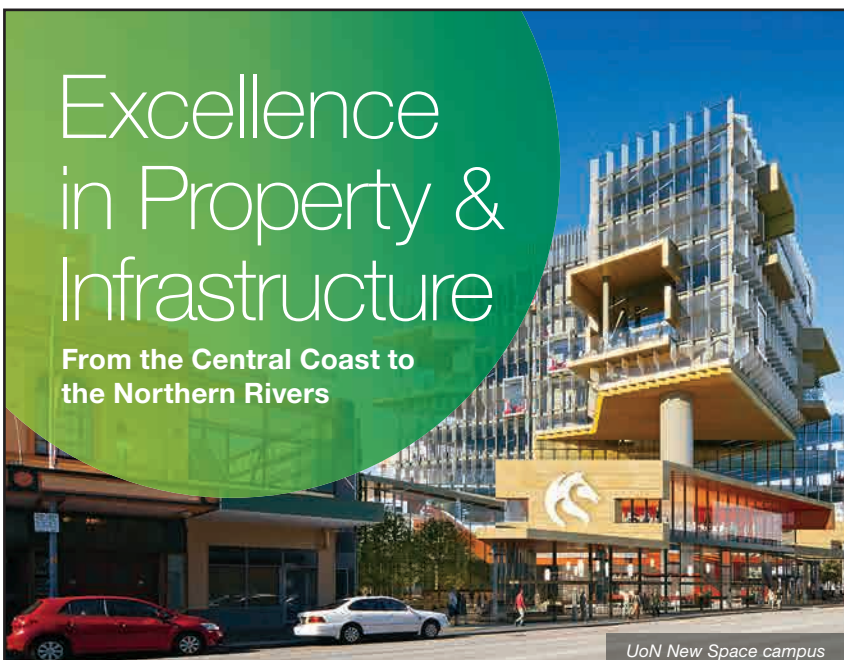
Mr Fletcher said the first project would focus on promoting active transport links for pedestrians and cyclists. The second project is about identifying the requirements for a New City Edge and globally competitive tourism infrastructure from the Dangar Axis to Nobby’s Beach.

Both projects are due for completion in the first quarter of 2017.



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UoN New Space campus



Our team of 40 specialists are providing a range of services across the region on landmark projects including Newcastle Courthouse, the new Maitland Hospital, NeW Space campus and Armidale, Tweed, Macksville and Port Macquarie Hospital redevelopments.

Across property and infrastructure, we offer professional and commercially focussed advice throughout the project life cycle.

Contact Gillian Geraghty Regional General Manager – Northern NSW, APP Corporation on **4928 7600**

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NeW Space set to breathe new life into City of Newcastle

The University of Newcastle's new City education precinct, NeW Space, will be breathing new life into the Newcastle CBD in 2017.

Planning for trimester 2 classes to commence next year, the \$95M landmark precinct will operate on a 24/7 basis and is expected to attract around 3,500 students a day during semester along with approximately 100 teaching and other staff.

Located on the corner of Hunter and Auckland Streets, the striking NeW Space building is 14,000 sqm over nine floors with 2316 sqm of teaching space, 2390 sqm of learning space and 4370 sqm of office space.

The concept design for NeW Space creates an innovative, vertical campus.

The vision is to provide a gathering place for the University and for Newcastle – a place for creative exchange, for meeting, for enhancing the business of the city – as well as a great place for students and academics to learn and research.

It will include:

- Business and Law programs
- Digital library services and information commons
- Collaborative learning and research spaces
- Work integrated learning
- Facilities for industry, professional and community engagement, and
- Social spaces.

The Green Building Council of Australia has awarded the NeW Space project a 5 Star Green Star – Education Design v1 Certified Rating, which represents 'Australian Excellence' in environmentally sustainable design. It is the first building in the Hunter to be awarded a 5 Star Green Star rating from the Green Council of Australia

Providing a "next generation" learning experience, the new city campus will be attractive to both domestic and international students as well as an excellent option for students who work

and study part time. The facility will support online and blended learning as well as technology enabled delivery models of teaching. Collaborative spaces are also incorporated to enhance the overall student experience. NeW Space will also provide increased opportunities to be associated with research in the city.

As well as the major advantages for students, NeW Space will also significant benefits for the community, including:

- During construction employment on site will be up to 200 people and there will be major flow-on for local manufacturing, supply, transport and support services.
- Increasing numbers of domestic and international students attracted to the city and surrounding suburbs
- Increased student numbers in the CBD lead to flow-on spending in the local economy
- More people on the streets out of normal business hours will make the city more vibrant
- Encouraging further investment in the CBD
- Attracting associated businesses such as cafes and restaurants, travel agents, bookshops, banks and other financial institutions that can also service the broader community.

APP Corporation was appointed as the project manager for NeW Space in 2013 after conducting a competitive tendering process. APP has a strong track record of successfully managing projects of this size and is currently also managing the Newcastle Court House.

A team of architects, consisting of leading Melbourne firm Lyons Architecture and prominent local firm EJE Architects, were appointed and produced the unique design.

Hansen Yuncken was awarded the Principal Contractor in April 2015 after a lengthy and in-depth tender process that included EOI, RFP and RFT processes. The company has successfully completed many previous contracts for the University and also some of the Hunter's most awarded buildings.

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The University in the City

As early as 2006, an education precinct located in the CBD of Newcastle has been part of the University's vision and at that time they commenced a determined campaign to realise this ambition.

While scope existed to deliver increased capacity at the Callaghan campus, it would not take advantage of the benefits of an increased presence in the city or deliver the additional benefits for enabling and pathway students.

The University currently has a significant asset portfolio in the CBD consisting of

- Conservatorium of Music
- University House
- Northumberland House
- 468 Hunter St
- TPI House
- NeW Space – a key strategic project for the University.

Part of the master planning process for the growth of the University in the CBD was looking at creative industries and other research and innovation clusters.

These clusters will act as 'one-stop-shops' to bring industry partners together with researchers across different discipline areas, and in doing so, generate 'real-world' solutions to complex problems.

Through partnering with industry, and providing infrastructure where researchers, businesses, academics and innovators can work collaboratively, the University will drive a step change in the economic and industrial profile of regional NSW and spark the urban renewal for the CBD of Newcastle.

New Space will be a catalyst for redeveloping the physical and cultural heart of the City of Newcastle and is a key strategic project for the University to realise its vision of being a global leader.

Pittsburgh and Newcastle

Many have been struck by the commonalities between Pittsburgh in the USA and Newcastle.

Like Newcastle, Pittsburgh is a 'second city' – it is neither the capital of its state, nor the largest city in Pennsylvania. In the 1980's the city's steel and electronics' industries crashed. Plants closed with massive job losses and for over a decade Pittsburgh had a declining population.

But during the 1990's the city's economic base shifted to one centred on services, tourism and education. Pittsburg has reinvented itself from its industrial heritage to a self-sufficient, innovative, vibrant city and a global centre for medical robotics.

The city's revitalisation was not solely driven by government and politicians; it was also driven by its universities. Pittsburgh's success story is how they recovered their economy by leveraging their educational assets to grow and attract new businesses.

It provides a relevant example of successful diversification and revitalisation. Collaboration between the city's research and innovation assets, including its two universities, alongside industry and government ultimately delivered a long-term, sustainable renewal for Pittsburgh and its region.

It was through this collaboration that the entire city was reshaped into an interesting place for younger people to live and work.

Critical in Pittsburgh's success was keeping those students in the city and giving them the opportunity to use their skills and creativity.



Expressions of interest called for redevelopment of the former Newcastle Post Office

The Awabakal Aboriginal Land Council has called for expressions of interest for a joint venture partner for the redevelopment of the former Newcastle Post Office.

The grand building, which operated as a Post Office from 1903 to 2001, was transferred to the Awabakal Aboriginal Land Council in 2014 after a successful land claim.

It is in such a state of disrepair, however, that it would face a multi-million dollar restoration bill to be able to be used again.

Two design concepts were unveiled at the Property Council's June Newcastle luncheon. One is for an Indigenous Art Hotel and the other for an Indigenous Medical Institute. Both designs make striking architectural statements, adding up to ten floors to the existing building.

The panel concluded that extra height on the site and the income it generated was the only way to pay for repairs and ongoing maintenance of the heritage façade. Based on an estimated total capital cost of \$30 million, both concepts satisfy a basic commercial feasibility study.

The event heard that where heritage conservation is concerned, local political leaders have ultimate discretion and are not constrained by things like building heights or car parking requirements. They were urged to support creative solutions which repurpose the iconic building – reinforcing the existing integrity and fabric of the historic East End.

NSW Regional Director, Andrew Fletcher, said "Either our civic leaders have the conviction to deliver salvation or they must accept responsibility for our cultural heritage being lost forever."

Redevelopment expressions of interest information packs can be requested by emailing newcastlepostoffice@rpsgroup.com.au.



EJE architecture

Ph: (02) 4929 2353 | mail@eje.com.au | www.eje.com.au

Nominated Architect: Bernard Collins #4438

CKDS Architecture continues to grow in local markets

CKDS Architecture is involved in the design of an increasing number of local landmark projects.

A locally based, contemporary architectural practice that delivers residential, community and commercial projects, CKDS has two studios, one in Newcastle and the other in East Gosford. This enables them to draw on a wide range of skills and resources catering for small and large scale projects.

The firm is increasingly active in the Hunter and Central Coast markets across a diverse array of building typologies; from residential alterations and additions to large-scale mixed use developments.

Since forming in 2007, CKDS has grown organically to become a leading design practice. The primary focus of the firm is to provide high levels of design and service through communication, collaboration and problem solving.

CKDS has been widely recognised through both local and state awards. Recent local projects of significance include:

- **The Gateway Parry Street**
(2016 Winner Commercial Category AIA Hunter Chapter Awards, Shortlisted AIA State Awards)
- **Ettalong Cafe**
(2015 Winner Public Building Category AIA Hunter Chapter Awards)
- **Coane Street Residence - Merewether**
(2015 Commendation Residential Houses New AIA Hunter Chapter Awards)
- **UoN Shortland Union Entry Structures**
(2016 Winner Colorbond Award for use of Steel in Buildings - AIA Hunter Chapter, Commendation Small Projects AIA Hunter Chapter Awards)
- **UoN Auchmuty Library Courtyard**
(2014 Commendation Small Projects AIA Hunter Chapter Awards)

- **Eclipse Residential Development**

(2016 Commendation Multiple Housing Category AIA Hunter Chapter Awards)

In addition to these accolades CKDS has recently designed a number of significant projects including:

- **The Gateway Stage 2 development on the corner of Stewart Avenue and Hunter Street (the old S&W Miller Site).**
This 10,000 sqm commercial building is on a key site as defined by Newcastle Council's LEP. As such a Design Excellence Review Panel has been put in place. CKDS, in partnership with PTW Architects, has achieved 'Design Excellence' as required by the NSW State Government Architects.
- **Verve Residences- 464 King Street, Newcastle.**
A 66 m high Mixed Use development, the tallest in the city, comprising 197 residential apartments. Due to the height of the proposal a 'Design Excellence' process was implemented and, once again, the requirements were met by CKDS in partnership with Hill Thalys Architecture + Urban Planning.
- **Tuggerah Regional Sporting Facility.**
A large revitalisation of sporting fields and associated buildings,
- **Maitland No1 Sportsground Grandstand Redevelopment.**
A state of the art new grandstand and associated sporting facilities that will allow Maitland to hold high profile games and events.
- Numerous high end residential houses and additions including the soon to be completed Dixon Park house. CKDS is well positioned to service the growing needs of local business community of the Hunter and Central Coast.



NSW REGISTRATION No 7974

CKDS ARCHITECTURE

02 4929 1843
www.ckds.com.au
NEWCASTLE CENTRAL COAST SYDNEY

Southern Cross Austereo to move to Honeysuckle

One of Newcastle's largest media companies, Southern Cross Austereo (SCA) Newcastle will be moving in 2017 and taking up tenancy in Newcastle's popular business and entertainment precinct – Honeysuckle.

KOFM and NXFM have been based in the building on the Pacific Highway in Charlestown since 1988 and 1993 respectively, and Southern Cross TEN joined them in 2014.

All of SCA Newcastle will move to 18 Honeysuckle Drive into purpose built offices which will include state of the art on-air and production studios, and a much better view!

Southern Cross Austereo CEO Grant Blackley, SCA Head of Regional Media Rick Lenarcic, and SCA NSW Regional General Manager Ashley Myatt hosted a staff function on 22 June at the Squire's Maiden at Honeysuckle, to announce the new building to the staff.

To coincide with this, the construction of the DOMA Group owned building has reached a milestone in pouring the last slab of concrete in the building.

SCA CEO Grant Blackley says: "Newcastle is one of SCA's most successful media centres Australia-wide. Our staff here perform exceptionally well, and I'm delighted to announce they will be rewarded with top floor, harbour views in one of the most dynamic precincts in Newcastle".

Chris Farrington, Development Manager of DOMA Group said "The signing of Southern Cross Austereo reflects the overwhelming interest we're receiving from national tenants looking to move into quality office accommodation in the honeysuckle precinct. Today marks a significant milestone for our construction team with the last slab of the concrete structure being poured. We anticipate the tenants fitout will be completed in the first quarter of 2017 and they will move in shortly after."

Bob Hawes, General Manager of Hunter Development Corporation said "The Hunter Development Corporation is pleased to see this project reach a significant construction milestone. With major tenants secured and construction advanced, this project is contributing to the Honeysuckle urban renewal project and the revitalisation of the wider city centre."



18 Honeysuckle Drive, Newcastle

Mara's growing and on the move

Design and communication firm, Mara Consulting is on the move, opening up a new office and welcoming two new appointments to the team.

Founder, Kelly Lofberg, said opening the new office located on Maitland Road Islington has given Mara the ability to expand the team and service a growing market.

"We provide a unique service offering to our clients, combining landscape architecture, urban design and environmental planning with media management, community engagement and government relations services.

"We've welcomed two new talented team members to help us meet the growing demand for design and communication services.

"Annabelle Williams has joined us as a communication and engagement officer, and Kate Bestwick as a landscape designer," Kelly said.

Kelly said Mara was founded in 2014 and has developed a reputation as the go to company for some of the region's leading engineering, planning, architectural and construction firms.

"It seems a little odd at first, but all new developments and

infrastructure projects require both design and stakeholder consultation, so for us it's a perfect fit.

"We have found that with so many large residential and infrastructure developments in the inner city that developers are increasingly looking for community liaison support as well as a striking landscape design to really make a statement," Kelly said.

Currently Mara is working on four inner-city projects, including the Wickham Transport Interchange, a mixed use development overlooking the interchange on Hunter Street, a residential development on Parry Street and another residential development on Hannell Street.

"It's really exciting to be part of so many projects that will change the face of the inner-city of Newcastle," Kelly said.

**Mara Consulting is
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Stage 2 of the Gateway



Stage 2 of the Gateway is now on the market. 12 Stewart Avenue, Newcastle West is an A Grade Commercial Office development with frontage to Hunter Street and Stewart Avenue, in the rapidly expanding commercial precinct of Newcastle West. The development has been designed as two towers with a shared entry and car park.

Stage 1 of The Gateway set a new standard in design for the Newcastle market. Completed in January 2016 and fully leased, the Mine Wealth + Wellbeing building was delivered on time and demonstrates the developer's credentials in providing an outstanding A Grade development per specification to the market.

The Gateway site required design excellence by the NSW Government Architect, to satisfy the Gateway provisions for

strategic sites in the Newcastle area. Designed by PTW Architects and CKDS Architecture in collaboration, The Gateway Stage 2 has full NSW Government Architect approval and support.

Stage 2 of The Gateway is set to raise the bar again in the Newcastle market, delivering a world class A Grade Office building. It offers ground level retail and upper level office accommodation with ample parking, almost 70% over the requirements of the LEP.

The unique design allows for maximum flexibility in relation to office and retail areas as well as staged construction if required.

Located within 100 metres of the new Newcastle Transport Interchange (currently under construction), the location offers excellent transport access and is within 300 metres of Markettown Shopping Centre, providing more than 70 national and specialty shops and services.

Verve Residences display suite opened

The display suite for the \$130 million Verve Residences was opened in June.

A multi-story, mixed use project to be built at 464 King Street, Newcastle, the Verve will include 197 residences as well as commercial and retail space.

The distinctive design will include two fan-shaped towers, linked by an internal podium space with private recreational areas and gardens.

The Verve is being developed by Miller Property Corporation, which has been recently involved with The Darby and Eclipse. The design is a collaborative effort between local firm CKDS Architecture and Hill Thalys Architecture + Urban Projects.

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Artist impression



Artist impression



Artist impression

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*Approx

Defence in the Hunter

Defence has a long history as a major component of the Hunter economy, with a strong presence of defence establishments backed by a diverse range of innovative defence related manufacturers and service providers.

The region houses 15 defence establishments including the RAAF Base at Williamstown, the Lone Pine Barracks in the Singleton Military Area and an Army Base at Adamstown. Additionally, the Newcastle Harbour and shipyards have been used for naval vessel building and repair by a number of local businesses that have defence contracts as part of their revenue.

The Royal Australian Air Force has operated in the Hunter since the late 1930s when the Defence Practice Area was first designated at Williamstown. It is the Air Force's intent that RAAF Base Williamstown remain as the nation's main fighter pilot training base, and it will house most of the planned F-35 Joint Strike Fighter Lightning aircraft, resulting in many opportunities for local businesses. The operations at RAAF Williamstown inject over \$1.6 billion per annum into the Hunter economy and is the largest single site employer in the Hunter.

The adjoining Williamstown Aerospace Centre (WAC) has positioned the Hunter as a major national and international centre for the aerospace and aviation industry. The employment capacity of the WAC site is projected as more than 9,000, and the potential income effect is estimated to be around \$250 million.

The Singleton Military Area (Lone Pine Barracks) and Singleton Training Area houses the School of Infantry and the Special Forces Training Centre. In addition, there are accommodation and training areas available for visiting units who use the area for field training and to conduct live firing. The base currently has 400 permanent personnel involved in the training and in excess of 400 trainees involved in initial employment training (IET).

The Army Barracks at Adamstown holds 10 different units, with 50 regular soldiers and 1,500 reservists. The Base also has three cadet units: one Army and two Air Force units.

Myambat Logistics Company (MLC) covers an area of approximately 1,800 ha around 10 km from Denman. Its role is to store, maintain and distribute all forms of ammunition and explosives used by the Australian Defence Force.

There are several Prime Defence contractors located in the Hunter including BAE Systems, Boeing Defence Australia, Lockheed Martin, Northrop Grumman, Raytheon and Thales. Second Tier companies include CEA Technologies, Civmec and Varley.

These are supported by a range of capable defence companies involved with project management, system engineering, design, infrastructure, manufacturing, supply, maintenance repair and overhaul, advance technology, communication, electronics, hydraulics, robotics, simulation, CNC machining, 3D printing, education and training product development.

Civmec expands to the East Coast

Civmec Construction and Engineering Pty Ltd (Civmec) completed the acquisition of Forgacs in February 2016 – which included the name, the shipyard facilities, and the assets located at Newcastle.

The purpose built shipyard at Tomago is situated on the Hunter River, just 14 kilometres from the Port of Newcastle. The 22.7-hectare site includes 535 metres of river frontage with two ship basins.

Civmec will run its operations for its infrastructure, metals and minerals and oil and gas markets out of the Newcastle site as well as its wholly owned subsidiary Forgacs Marine and Defence for the marine and defence market part of the business.

Civmec plans to develop the Newcastle site to operate as a multi-disciplinary facility to service these markets which will future replicate Civmec's flagship operations at Henderson, Western Australia.



Defence Advocate appointed

Minister for Industry, Resources and Energy, Anthony Roberts, has announced the appointment of distinguished Air Marshal (Ret) John Harvey AM as the NSW Defence Advocate. He will assist the local defence industry by ensuring the full range of research, innovation and education capabilities in NSW can be called upon in support of the nation's needs arising from the Commonwealth's Defence White Paper 2016.

Mr Roberts said the defence industry's economic contribution to NSW is more than \$5 billion in turnover and 30,000 skilled jobs.

"The Commonwealth is undertaking one of the largest defence acquisition projects in its history, with up to \$195 billion in contracts to be awarded over the next 10 years," Mr Roberts said.

"Future projects include the 'smart parts' for the \$50 billion submarine contract, future frigates (\$20 billion), offshore patrol vessels (\$19 billion) and Land 400 vehicles (\$10 billion).

"We have appointed one of the nation's most distinguished former defence leaders as the NSW Defence Advocate to ensure the state's defence industry businesses are ready to provide the Commonwealth's needs while also delivering jobs and investment for NSW."

Air Marshal (Ret) John Harvey AM has more than three decades of exceptional service and experience, starting in 1977 as a navigator in the Royal Australian Air Force (RAAF). He was appointed Air Marshal and Chief Capability Development Group in the Australian Defence Organisation in 2010, where he was responsible for obtaining approval for 200 projects worth \$200 billion.

Air Marshal (Ret) Harvey said NSW is home to more defence bases and businesses than any other state.

"We want to ensure that our defence industries, large and small, along with our research, innovation and education institutions, are fully engaged to deliver a truly national outcome," Air Marshal (Ret) Harvey said.

"We need to work together to ensure Australia has the skills needed to deliver the capabilities identified in the Integrated Investment Plan."

2016 HunterNet Defence Conference

To be held at Crowne Plaza Newcastle on 19 & 20 September, the 2016 HunterNet Defence Conference has the theme Industry Innovation Supporting Australian Defence Strategy.

The conference has a primary objective to provide an educational forum centred on the changes outlined in both the 2016 Defence Industry Policy Statement and Integrated Investment Program created to support the direction provided by the 2016 Defence White Paper. The programmed presentations will be delivered by a selection of leaders and expert representatives from government, defence and industry.

The conference will also focus on the development of regional innovation and collaborative commercial opportunities relevant to land, sea and air defence. This year the conference facilities will be configured so that there will be made provision for attendees to engage dedicated break-out areas for which the aim will be to drive collaboration and engagement between Defence Primes and the regions SMEs in order to further develop their understanding of their respective roles and requirements in delivering optimal Defence outcomes.

A specific highlight for the abundant conference networking opportunities will be the gala dinner held on the evening of the 19 September. Special guest speakers for the event will include the RAAF's Commander Air Combat Group and VC awardee Mark Donaldson.

Again this year HunterNet Defence will be proudly supporting two very important Defence related charities, both Legacy & Soldier On with a donation from the proceeds generated by the conference and encourage all our members and conference attendees to also give their support.

At the time of going to print, a limited number of sponsorship opportunities were available.

For further information on the 2016 HunterNet Defence Conference visit www.hunternet.com.au, email merran@hunternet.com.au or phone 0414 599 636.

Speakers - (as at 29 June)

- **Hon Anthony Roberts**
Minister for Industry, Resources and Energy .
Representing the Premier
- **Air Marshal (Ret) John Harvey AM**
NSW Defence Advocate
- **Air Chief Marshall Mark Binskin, CDF**
- **Kim Gilis**
Deputy Secretary at CASG
- **Kate Louis**
First Assistant Secretary Defence industry Policy
- **Mike Kalms**
Lead Defence Partner KPMG
- **Air Cdre Steve Roberton**
Commander ACG - Gala dinner speaker
- **Mark Donaldson VC**
Gala dinner speaker



The 2016 HunterNet Defence Conference

Industry & Innovation Supporting Australian Defence Strategies beyond 2016

19 & 20 September 2016

CROWNE PLAZA NEWCASTLE

This year will be an educational forum centred on the changes outlined in both the 2016 Defence Industry Policy Statement and Integrated Investment Program created to support the direction provided by the 2016 Defence White Paper. Presentations will be by leaders and expert representatives from Government, Defence and Industry.

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FURTHER INFORMATION
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DEFENCE

The power of many

PLEXSYS establishes Asia Pacific office at WAC

PLEXSYS Interface Products, Inc., a global simulation company specialising in modelling and simulation systems and support services for 21st Century air, land, and sea synthetic training, has established its first facility in the Asia Pacific region at the Williamstown Aerospace Centre (WAC) – Technology Place.

PLEXSYS provides modelling and simulation technologies, as well as synthetic training solutions for the C4ISR and fighter/bomber Air, Ground, and Surface communities. Concentrations include system integration, and the development of HLA/DIS compliant 21st century LVC environment generation technologies used extensively in distributed training venues and high fidelity simulations. PLEXSYS provides superior mission brief/debrief technologies, as well as synthetic communications training solutions. PLEXSYS is an original partner in the USAF Distributed Mission Operations (DMO) program, and is internationally known for its long-haul networked training venues and expansive modelling and simulation expertise. As an international business partner to the Commonwealth and other defence focused companies, PLEXSYS brings leading edge modelling and simulation technologies to fulfil current and future joint force Live/Virtual/Constructive (LVC) training needs.

In the coming months they anticipate they will be demonstrating the unique capabilities of their Advanced Simulation Combat Operations Trainer (ASCOT), operating in both the constructive and Virtual environment; with the addition of a F-18 Part Task Trainer in mid to late 2016, they will be able demonstrate the capability to immerse operators in the ASCOT simulation whilst they 'fly' in Part Task Trainer in the virtual world.

Plexsys are also looking to showcase their Emergency Response/Disaster Relief Tool, 'On Scene Commander', which will present Emergency Managers with mission relevant actionable information.

WAC Director, James Garvey commented, "We are pleased to welcome Plexsys who have chosen Technology Place at the Williamstown Aerospace Centre as their first office in the Asia Pacific region. We have worked closely with their team locally and in the USA to establish in Australia. The Williamstown Aerospace Centre is proving its ability to now incubate companies from one man organisations to growing Australian based entities employing local staff as well as sourcing and relocating staff from across Australia to our region.

"WAC is New South Wales' leading Defence Technology based employment cluster; and Plexsys has chosen to join our growing list of companies establishing integral operations at Technology Place."



Surveillance capability key to Nova's operational assurance support

Nova Systems (Nova) has recently established a Surveillance Program, with a focus on supporting the ADF and OEMs who are operating and supporting broad area air and space surveillance systems.

Nova understands the modern battlespace and the demands of the air traffic control environment. With 15 years' experience supporting the ADF delivering operational outcomes in these spaces, Nova is committed to ensuring the best possible systems are in the hands of the operators who rely on them.

In that time, Nova has been providing support to the Wedgetail Airborne Early Warning and Control Aircraft (AEW&C) program for over a decade and is a key part of Airbus' delivery of the Airport Surveillance Radar – Next Generation (ASR-NG) for the Fixed Defence Air Traffic Control Sensors. Nova's support to the AEW&C program has included full conduct and reporting of the AEW&C Operational Test and Evaluation programs for both the Initial Operating Capability and Full Operating Capability milestones and support to ongoing capability realisation and capability assurance activities.

"Our team regularly flies on the AEW&C aircraft and deploys to exercises in support of the capability. In the air traffic control systems space, we currently support Airbus' delivery of the AIR5431Ph2 Air Traffic Control radars," Seamus Miller, Nova's Surveillance Program Manager said.

"Our support includes provision of engineering, Verification and Validation (V&V), Integrated Logistic Support (ILS) and support systems specialists to de-risk delivery of the program."

As Surveillance Systems become increasingly data heavy and increasingly networked, Nova Systems is well positioned to provide full lifecycle support.

"Nova's experience with complex networked systems, radars, communications systems, and large scale complex acceptance and operational test and evaluation activities means that we have the unique blend of skills and experience required to assure operational capability.

"The key to our focus on Surveillance Systems is our team of passionate, professional and uniquely experienced specialists. Our current team has significant experience both operating and supporting Surveillance and Control systems and as our market focus grows, we'll be looking for more people with the right experience and the right attitude to help our customers succeed," Seamus said.

Nova Systems has offices in Newcastle and throughout Australia, and more broadly operations in New Zealand, Singapore, United Kingdom and Norway.



Robotics for the Royal Australian Navy

In 2015 local company ATSA Defence Services joined with UVS Pty Ltd to create the BlueZone Group resulting in a capability that provides the Royal Australian Navy (RAN) with robotic systems that support the Australian Defence Force to maintain an essential technology edge. For a nation with claims over vast sea areas from Antarctica to the Torres Strait, Australia needs the force multiplier that robotics enables to ensure that as far as possible our Defence personnel are kept out of harm's way.

Founded in 2000, as a spin-off from the \$1 billion Minehunter Coastal Project, ATSA Defence Services has grown to a workforce of 20 highly skilled engineers, technicians and support staff. The Minehunter Coastal Project saw six 500-tonne GRP minehunter ships built at Carrington in Newcastle and ATSA provides maintenance, modification and upgrade of the specialised "Double Eagle" Remotely Operated Vehicles operated from these ships. As a sub-contractor to Thales Australia, ATSA has ensured that Navy has enjoyed focused and innovative support for the Double Eagle system which remains one of the leading mine disposal systems of its type in the world. The recent Defence White Paper announcement that the Minehunter Coastal Ships will be maintained in service until 2035 means that the Double Eagle system is a candidate for an upgrade that will ensure that it continues to meet the evolving mine warfare threat.

In 2015 UVS was awarded a \$7 million contract for supply of survey equipment and sensors to Project SEA1770 Rapid Environmental Assessment. This project will see Deployable Geospatial Survey Teams fully equipped with the latest technology to support survey of landing zones, choke points and other areas of threat to seaborne forces. Importantly, SEA 1770 introduces the REMUS Autonomous Underwater Vehicle

to the Navy inventory which will enable automated search of hazardous areas for sea mines and other threats. The REMUS vehicles are the benchmark for underwater reconnaissance and high quality service and support from UVS workshops will be key to providing Navy with a cutting-edge capability.

UVS has also been fully engaged in support of the innovative Wave Glider Autonomous Surface Vehicle that are completely powered by wave energy and provide the capability for ubiquitous, persistent ocean sensing. The Wave Glider is a game changer for ocean technology and UVS has worked closely with Navy in developing innovative applications for acoustic sensing and monitoring of trials ranges. In 2012 two Wave Glider vehicles completed the world record 9,000 nautical mile crossing of the Pacific Ocean from San Francisco to Hervey Bay in Queensland providing proof of the reliability and endurance of this new technology. BlueZone staff were on-hand to recover the vehicles at this historic occasion and now continue to provide support for Navy from workshops in Newcastle and Perth.

Robotics systems are an exciting global phenomenon with many applications in the harsh conditions of working underwater, including defence, oceanographic research and hydrographic survey. Australia's claims over coastal seas and marine areas are some of the largest in the world and robotics systems will be part of the future for more effective and efficient management of rivers, coastal seas and deep oceans. The support capability provided by the BlueZone Group for maintenance, engineering applications and operations of robotic systems will be key to the future robotics capability of the RAN and many other customers.





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Funding for leadership & management training

Tony Chesher

Maddisson Employment & Training Group

The NSW Department of Industry, Skills and Regional Development has launched a program designed to give people training in Leadership & Management and is providing the funds to make it happen.

The funding provided for this training would cover the costs involved in staff receiving up to half of a full nationally recognised qualification. The Department hopes that this program might encourage people to gain the full qualification.

When businesses go through structural and market-driven change, staying alert to opportunities and knowing how to seize upon them might just mean the difference between growth and closing down.

The Department is targeting those industries that are undergoing economic structural change, needing to upskill workers to adapt to changing markets or to remain viable.

In addition, the Department is keen to support those industries that are emerging and where training supports industry expansion into new areas, creating new jobs.

Employers can now look to their own staff and offer them some professional development training that might assist them with the challenges of management positions. In turn, this helps the business become more efficient, resourceful and entrepreneurial.

And with the government paying for the training, it's a great time to take advantage of this offer. Those businesses in the region who do take up on this offer will certainly have an advantage over those who don't.

The training program has been developed by an industry association called Innovation and Business Skills Australia and has been endorsed by the Commonwealth government.

Identifying risk and applying risk management processes is the hallmark of Leadership & Management training and it allows businesses to be prepared for possibilities that may have an impact.

Leadership & Management training can also show staff how to focus on the customer, co-ordinating service strategies so that the customer has the best possible experience with the business.

Another area that can be learned is how to reduce threats by knowing what the Workplace Health and Safety risks and requirements are, so that accidents and injuries are avoided, allowing productivity and moral to stay high.



Promoting innovation and working together as a team toward a common goal are key outcomes in Leadership & Management training.

Getting current and potential managers together from different departments to discuss freely how they can better work together to make the business more profitable has a wonderful energising effect. Ideas and solutions that are otherwise lost or not given attention, now come to the fore and provide the sparks required to create something good.

Training can be done at the worksite of the employer and can be done in full day sessions or over a period of months. An RTO who is contracted with the NSW government under the Smart & Skilled program will be able to give advice and should be able to facilitate the training.

For further information contact Tony on (02) 9960 0053, email tony@metg.com.au or visit www.metg.com.au



Tony Chesher is the CEO of Maddisson Employment & Training Group, a Registered Training Organisation that has been in operation since 2003. Tony has worked with businesses as small as Sushi World in Marketown and Accommodation Booking businesses in the Hunter Valley through to large companies such as CommInsure, Toll Holdings, and Elgas in Sydney.

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The nucleus of great leaders

Lyndell Fogarty
PerformHR

I am yet to meet a business or community leader who doesn't espouse the word 'culture' or 'leadership' with abandon. I am yet to meet a group of leaders who have the same clear and strong opinion about what those two little words mean. And, I am yet to meet a leader who gets it all right, all of the time (including myself!).

Leadership is something we feel just as much as we see. It is that sense of 'I want to follow that person, I want to listen to what they say' that is often a desire we have that is not always easily quantifiable. Yes, we can go on leadership 'programs' (and I am an advocate of learning), but, this is not where leadership skills are developed. Leadership programs give us knowledge, real life allows us, consciously or unconsciously, to be, or to become the leader that we aspire to be.

To be a great leader, and to grow great leaders, we need to create a culture that actively encourages robust, respectful conversations – those feedback moments that allow us to hear how our leadership shadow is cast, what shape it is and the impact that it has on others. We need to create an environment where people feel safe to say what is important to them. We need to give them latitude and space to grow, and we need to get out of their way. Feedback is simply an opportunity to hear a perspective; an experience; it allows us to consider it and take on what fits with our ideal; When feedback flows, you are creating the foundations of great leaders.

It is my belief that it is a common trait of effective leaders, that they are coachable. They are willing to be vulnerable and regardless of how hard it is to do, that they are committed to raising the bar on their emotional intelligence (EI) (for more information on this I encourage you to read Patrick Leoncini's 5 Temptations of a CEO). You can learn a framework on EI by attending a program or reading a book, however, to develop your EI requires a culture that values and rewards the behaviours associated with high EI (self-control, personal responsibility, awareness of others etc) If you are already a leader, you are already given the opportunity to, set the tone of what you want your organisational culture to be. Whether you are an active contributor to your organisation's culture, or a by-stander, you are impacting on what is achieved. With today's business challenges, no one can afford to not get culture right. There is extensive and immersing research that now links healthy cultures, to employee engagement and to commercial results.

Too often there is a complete disconnect between what is learnt on a program and an organisational environment facilitating that which is learnt. I would advocate strongly against borrowing money to invest in complex, theoretical 'culture' programs or stretching your budget to roll out leadership programs; without first looking at whether or not your culture will enable what is learnt on a program to flourish. What I do strongly recommend is that you start with you. As a leader in your organization or your community, you check what your leadership shadow looks like. You ask yourself: how do I want others to describe me as leader? Then ask: how would they describe me as a leader now? Work on the gap – read, attend programs, get a mentor or a coach, see what resources your HR provider or team have to support your leadership growth. Then, look closely at your organisation and how you want your organizations culture to be recognised and articulated. To be open to feedback and great advice you enable your vision to become your reality.

For further information or details of the LEAD™ methodology contact PerformHR on 1300 406 005, email lyndell@performhr.com.au or visit www.performhr.com.au



Lyndell Fogarty is CEO and one of the founders of performHR, Australia's leading provider of outsourced HR for mid-tier organisations. Her team, located across the eastern seaboard of Australia, work with businesses to provide them with access to professional HR support delivered when and where they need it.

Workplace advice ebuletin launched

Local leaders in workplace services, peoplefusion, Skildare and Osborn Law, have joined forces to launch Workplace HQ.

Their aim is to enhance the service each firm independently provides through centralised, expert advice and information on Recruitment, Human Resources and Law via a quarterly ebuletin. The initiative recognises that their areas of specialisation often overlap and are key to the success of SMEs.

The ebuletin will provide topical, relevant and practical advice and information that can be applied to local businesses. The first edition was recently distributed and focused on performance and salary reviews.

The Workplace HQ partners hope the complimentary service will be welcomed by their clients as a worthwhile 'value-add'.

To subscribe to Workplace HQ email: news@workplacehq.com.au.

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People will always need people

Ali Kimmorley
peoplefusion

There's no denying technology has taken leaps and bounds in the recruitment industry in the past 10 years or so, but it's impossible to imagine it ever replacing human interaction and relationship-building in this dynamic space.

When professional networking site LinkedIn was launched in 2003, many predicted it would be the death of the recruitment industry. But 13 years later, nothing could be further from the truth. While it's one thing to identify talent via LinkedIn, it takes personal interaction to get those candidates to the hiring table to guide and encourage them in their career choices.

Recruitment is a long way from the retail sector in which it's easy to make quick decisions online. The industry is based on long-term, life-changing decisions – and that takes more than a click on a mouse. People are always going to be more comfortable about making important choices when they're interacting with another person and placing someone in a new role can't happen via a message online; it's a process that evolves through meaningful conversations and personal interactions.

On the other hand, social media can be a dynamic sphere that enhances the work of today's recruiters because it gives a snapshot of a candidate's life away from the interview room. Love them or loathe them, Facebook, Instagram, Twitter and their stablemates help recruiters evaluate a candidate; find out what their hobbies are; what they deem to be appropriate behaviour; who their networks are and whether those networks will benefit a potential employer.

The recruitment industry hasn't always enjoyed a positive reputation; mainly because historically there have been companies who treat candidates like numbers, with little or no communication and a lack of genuine regard for their individual situations.

The good news is there are plenty of good recruiters in the industry that treat applicants with the respect they deserve and work diligently to get the 'best bottom in the seat', not just 'any bottom in the seat'.

Thanks to broader technology changes such as specialty recruitment CRM systems, these days there's no excuse to leave candidates hanging because capturing information is lightning quick. Time was often a challenge for busy recruiters in the past, but today regular feedback on the status of applications is a much more efficient and easily communicated process.

Like all technology, any CRM system is only as good as the information put into it, and once again it's the human element that makes one recruitment firm stand above another. Capturing data from all avenues – LinkedIn, advertising, your own network, etc – to create a candidate base is crucial because it means a company can retain valuable information for future transactions. This can be a big differentiator between a specialty company and in-house recruiting departments that often just begin again from scratch with each new vacancy – with their talent pools limited to candidates actively looking at job boards.

But again, data and a fertile candidate base only go so far, because if the selection, negotiating and placement processes – with all the challenges they throw up in a competitive market – are not handled professionally and sensitively, then an employer may never secure the best talent.

And all the technology in the world won't change that.

For further information contact peoplefusion on (02) 4929 1666, email reception@peoplefusion.com.au or visit www.peoplefusion.com.au



Ali Kimmorley is the co-founder of peoplefusion and a highly respected recruiter with more than 15 years' experience in the industry. Her long-standing business partnership with Sally Bartley is one of the strongest in the region. Ali is an Accredited Professional Recruiter and has reached Member status with the RCSA. She is a member of the Australian Institute of Company Directors.

Hunter-grown firm to launch UK office

Leading recruitment agency and two times Hunter Business Awards finalist GWG Partners recently announced its international expansion with the opening of a UK office.

GWG Director Chris Wallis has relocated from the Hunter with his family to open the new office servicing Scotland and northern UK in July.

Established in Newcastle in 2011, GWG Managing Director James Grierson said the agency had been looking for the right time to expand into the global market, and plans to replicate the success achieved locally in the UK.

"GWG has gone from strength to strength here in the Newcastle and Hunter, successfully challenging traditional multi-nationals and achieving over 50% growth in the last year" said James.

"The Hunter Region will always remain our headquarters and the expanding local team, led by Julie Gearie, will continue to grow. "The new office will allow us to enter the UK market, whilst also strengthening our existing operations by extending our reach

and capacity for current clients.

"Our mission is to help people to do what they love everyday; it's a philosophy that really sets us apart from others in the industry. Taking a candidate-centric approach delivers the best possible outcomes from a client perspective, as well as for the candidate, and our expansion into the UK will see us take this successful model to a global audience."



To improve leadership effectiveness - make it personal

Michael Schmidt
Leadership Management Australia

Duane is the Operations Manager at a small manufacturing business west of Newcastle. He was at first a somewhat reluctant participant in one of our development programs. He didn't have the time, there were lots of work hassles, and it was clear he was not running the shop – it was running him.

Five or six workshops into the program Duane walked in with a big smile on his face. We couldn't wait to hear why. Duane was now in charge. He then outlined a series of changes he had been progressively implementing which were now bearing fruit. It became clear he was now managing the work flow, his staff - and his customer's expectations.

Duane had implemented the 'one on one' personal leadership concepts. A structured 'one on one' leadership approach can significantly improve a manager's effectiveness in any type of organisation. It is based on the concept that, while a leader may lead a team, they also have an individual working relationship with each person in their team which, if carefully engaged/activated, can provide powerful benefits to an organisation.

Duane had implemented informal one on one discussions with each of his team members on a regular basis. In those discussions he took the opportunity to:

- Get to know his people better thereby developing their level of engagement.
- Discuss/clarify their position accountabilities and set new expectations.
- Discuss the employee's future with the organisation and potential development needs.
- Provide genuine recognition and positive reinforcement of what the employee had been doing well.
- Address any concerns or gaps in their performance or attitude – with positive outcomes (While there are always

exceptions most employees want to do the right thing.)

- Sought and received constructive feedback from individuals on how to make their areas and the workshop function more efficiently.
- Discussed with individuals how they could contribute more to the 'team results' – setting new expectations.
- Implement a business improvement process focussed on reducing errors.

For many managers this is a whole new way of managing. It is moving away from being reactive to issues to being focussed on positive engagement. Many organisations rely on a formal appraisal programs but they are often too narrow and too infrequent to be used as an effective management tool. Investing the time in having regular meetings with each person is the key to making it work.

Leadership development programs provide participants with a range of skills but often lack a structure to allow those skills to be used most effectively. The regular one on one leadership approach provides this structure and can be used effectively at all levels in an organisation. It is especially useful for leaders who lack the confidence to engage with employees in a team setting.

For more information please contact Michael Schmidt on 1300 417 144 or mschmidt@lma.biz



Michael Schmidt's background includes roles in human resources, training and business improvement in various sectors including professional services, manufacturing, transport, industrial and government organisations. He now facilitates leadership development training through LMA in the Newcastle, Hunter and Central Coast region.

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Bullying can be a reason for dismissal (... and very costly to ignore)

**Elizabeth Radley
Moray & Agnew**

The adverse effect on workplace culture and the personal impacts of bullying are now well-recognised and, unfortunately, frequently reported. Two recent decisions handed down in June serve as a further reminder to all employers of the importance of having appropriate policies, procedures and supervision arrangements in place to detect and respond to bullying behaviour when it occurs at work.

In *Carroll v Karingal Inc* [2016] FWC 3709 the Fair Work Commission agreed with a Victorian care service provider's decision to dismiss its Audit and Risk Manager, Peter Carroll, after a formal investigation found his approach to supervising staff members constituted serious and sustained bullying.

Mr Carroll was described as being very personable and saying "all the right things" when he commenced work with Karingal in late 2013. Yet, after only a matter of weeks in the role, he imposed an obsessive micromanagement regime which began to impact significantly on the wellbeing of his staff. This included:

- implementing new audit processes which led to double-handling of information, multiplied reporting workloads and significantly reduced productivity;
- refusing employees access to Karingal's IT helpdesk when systems malfunctioned;
- sitting with employees to watch them work on documents;
- being overly critical of employees from a non-English speaking background; and
- exhibiting aggressive and intimidating behaviour that made his direct reports feel belittled.

Although Mr Carroll believed he was doing the best by his employer and his staff, the evidence showed his well-intentioned actions caused team members great distress and anxiety. The Commission was satisfied the cumulative effect of his behaviour amounted to workplace bullying which justified his dismissal. Crucially, his knowledge of Karingal's Code of Conduct, Work Health and Safety Policy and Bullying and Harassment Policy enabled the company to successfully defend the termination.

And a second recent decision shows the high price an employer can pay for failing to adequately address such conduct. In *Eaton v TriCare (Country) Pty Ltd* [2016] QCA 139 the Queensland Court of Appeal found the employer was vicariously liable for its manager's bullying behaviour towards a nursing home administrative assistant, Robyn Eaton. In addition, TriCare had breached its duty of care by failing to recognise she was vulnerable to sustaining a psychiatric illness.

The manager in this case engaged in bullying by her belligerent, offensive and intimidating behaviour towards Ms Eaton, which constantly belittled her. The Court recognised that the burden of dealing with a heavy workload - Ms Eaton often worked 100 hours per fortnight instead of the 76 hours nominated in her contract - made it more difficult for her to deal with the manager's harassing and belittling conduct.

Although the excessive work hours on their own did not amount to a breach of the employer's duty, the Court accepted this made Ms Eaton vulnerable to the effects of the manager's conduct. In the circumstances, TriCare's failure to exercise reasonable care to "minimise her stressful experiences in the workplace" was a breach of its legal responsibilities and Ms Eaton was awarded \$435,583 in damages.

As these two decisions show, employers need to be vigilant and take decisive action when workplace bullying occurs. Providing clear and concise workplace policies, appropriate training and consistent, competent supervision are fundamental to an employer's ability to respond appropriately and defend its actions if challenged.

**For further information contact Moray & Agnew on
(02) 4911 5400. Email eradley@moray.com.au or
visit www.moray.com.au**



Elizabeth Radley, a Partner at Moray & Agnew Lawyers, leads the Workplace team in the firm's Newcastle office and assists employer clients in all areas of employment law, anti-discrimination law, industrial relations and work health and safety.

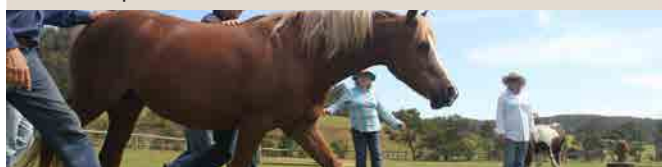
Leadership program launched

Unbridled Results has launched a leadership program that's relevant, in-depth and has the capacity to completely transform the way participants work. Rather than relying on human talent alone, the program uses Horse Assisted Learning to really drive home the learning needed for improvement and growth.

The program includes topics such as Strategic Thinking, Communication Mastery and Building Relationships - all essential requirements for success in today's workplace.

It is customised to the individual needs of an organisation and combining practical skills with theoretical knowledge and experiential learning. Certified facilitators deliver the EAGALA Equine Assisted Learning Model that's been developed to provide premium workplace development opportunities. Horse assisted learning has a proven track record in enabling diverse individuals to acquire the skills they need to help your organisation achieve its goals.

No riding ability is required, as all the learning with our four-legged trainers takes place on the ground so everyone can take part.



Recruitment Revolution launched

Recruitment Revolution, the latest name in recruitment in the Hunter, was launched in June.

Formerly named Hunter Recruitment Solutions, the team celebrated with a launch party in their New Lambton rooftop courtyard. More than 50 employers were in attendance.

Chris Wilson, Recruitment Revolution's Managing Director, says the new name and brand marks a breakthrough moment for the organisation.

"We're ready to have a name and brand that really says who we are and what we do. Recruitment Revolution is a powerful name that evokes the passion we have for our work," said Chris.

They also launched a new website (www.recruitmentrevolution.com.au) which has been entirely designed and specifically focusses on the needs of clients and candidates.



Four keys to a great leadership strategy

Simon Moylan
Hudson Asia Pacific

"90 per cent of my job is to fail."

Speaking at an event recently, that's how the head of a digital company's Australian division described her job. She was tasked with taking risks on an ongoing basis, with the understanding that only a handful of her initiatives would work, and that this was acceptable. Only this way could her company stay on the leading edge of innovation.

Imagine the head of an Australian Big Four bank telling shareholders the same thing. It would never happen, and neither should it.

My point is it is organisational context that defines what good leadership looks like. The first step in a leadership strategy therefore is understanding where the organisation is going and then defining the capabilities its leaders need to succeed in that environment and deliver the business strategy.

To ensure your leadership development programs have the greatest impact, these are the four key components of a strong leadership strategy.

1. Define what good leadership looks like

The digital company mentioned above was clear about where it was going and how it wanted to achieve that. Risk was acceptable as long as the pay-off was speed and innovation. Having a well-defined capability framework as the cornerstone of your leadership strategy will ensure your hires, promotions and development programs are all geared towards gaining the specific set of capabilities your organisation needs most.

2. Plan for the future

In today's fast-changing market, I'd suggest a leadership framework should be updated at least yearly. Just as frequently as an organisation is talking about its financial results, it should be talking about its people and leaders, what's expected of them and what has changed. It's also important to future-proof the business with a leadership pipeline. Do you know how many leaders you will need in the coming years as your organisation expands, and with what kinds of skills? Building talent takes time and forward planning.

3. Identify the people you need

When you hire, promote or develop someone you are taking a bet on them, but there are ways to spin the odds in your favour. Once you have defined the capabilities needed within your organisation, it's time to develop assessment methodologies to understand the development areas of your leaders and evaluate new hires or high potentials. A mix of different methodologies can give the fullest insight: psychometric tests, role-playing scenarios and competency-based interviews.

4. Develop your leaders' capability

If organisations are spending big on leadership development programs without a framework targeting their specific needs, they could be developing irrelevant skills or investing in the wrong people for the job. Instead, highly focused development programs focus on real-life strategies, assistance, coaching and feedback – from superiors, peers and external experts. Practical advice grounded in real business experience stands the best chance of helping leaders see the world differently, and changing the way they react in different situations.

In summary, a great leadership strategy reflects what the organisation needs to do. When leaders demonstrate the capabilities the organisation needs most, and are supported to continue to improve in this area, it has a flow-on effect through the entire workplace. I've watched it happen and it is remarkable: organisations move so much faster to their end goals, and their people love the ride.




[This is an abridged version of an article that first appeared on au.hudson.com]

For further information contact Hudson on (02) 4927 2220, email deb.hawcroft@hudson.com or visit <http://au.hudson.com/>



Simon Moylan is the Executive General Manager, Talent Management, for Hudson Asia Pacific. In the Hunter region he works with Hudson Newcastle's Sieglinde (Siggy) Lendering to help organisations transform their talent function through better leadership, selection, engagement, development and transition of their people.



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Insurance – don't leave it to chance!

Ian Morante
NSF Super

The logic may seem surprising, but while most Australians insure their cars, homes and other assets, many forget to protect their most important asset – themselves and their ability to earn an income.

If you're in that position yourself, it may be worth considering some of the following questions.

Do you need insurance cover at all?

You most likely need life, disability and/or income protection insurance cover if:

- You or your family need an income to cover day to day expenses;
- You have debts; or
- You support someone financially.

Depending on your personal circumstances and stage of life, not having the right type of insurance, or enough cover, could have a major impact on your standard of living or your family's financial position.

For younger people, consider whether you're in a position to rely on parents, friends or extended family in the event of an accident or poor health, or whether you'd be prepared to sell any assets you may have to cover any loss of income.

For people with families or those a little older, consider whether you'd have enough cash, or be prepared to sell property or investments regardless of market conditions in the event of longer-term ill health or loss of income. How would that situation impact your lifestyle, retirement goals, and other family members?

If you're concerned about any of those things, then it's worth assessing your current arrangements and getting some licensed financial advice.

How much cover do you need?

The amount of cover you need is dependent on your own circumstances as well. A number of factors will need to be considered when deciding on the level of insurance cover you need, including;

- What debts would you like or need to pay off?
- What additional amount would you like to leave your family to help meet their ongoing living costs?
- Do you already have existing insurance?
- Do you have any assets that can be sold quickly if required?

Protecting yourself and your ability to earn an income isn't a



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'set and forget' proposition either - as your life and circumstances change, so will your insurance needs.

Common life events like marriage, having children, significant changes in salary, or taking out loans should trigger a review of your insurance arrangements, to make sure they are still providing adequate cover for your current needs.

The simple message is that regardless of your circumstances, getting your insurance arrangements right and reviewing them regularly is important – and may provide just the right support when you need it most.

This article was prepared by the team at NSF Super, located in Charlestown. Call the team on 1800 025 241 or email enquiries@nsfsuper.com.au if you

would like any more information on their insurance options.

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Ian Morante is CEO of NSF Super. He has a wealth of superannuation experience, including roles with Hunter Water and State Super Financial Services. He began at NSF in 2005, holding the positions of Company Secretary and Fund Secretary before assuming the role of CEO in early 2015.

Don't value your life

Matt Kerr
Pitcher Partners

"Only a crisis – actual or perceived – produces a real change". I believe this quote by Milton Friedman sums up many people's attitude towards taking out insurance on their lives. I have known a number of people that did not want life insurance, until one day, without explanation, they come to me wanting to get cover as soon as possible.

What has produced this change in attitude?

More importantly, why did it take a crisis to make them act?

There are a few reasons why people don't take out life insurance – it's too expensive, lack of trust in insurance companies or advisors, complexity, too many forms and questions, the need to disclose medical details.

I believe all of these are just excuses used to cover up the real issue.

So what is the real issue? I believe it is people struggling to accept their own self-worth by associating the amount of insurance cover to their perceived value.

Attaching a value to possessions like your home and contents, car, boat and caravan is fine as the insurance for these items is trying to replace their value. Even with a buy/sell arrangement for business, the insurance is a funding mechanism for the value of the business, which can be relatively easily determined.

However, trying to associate the amount of insurance cover to how much you are worth as person is complete rubbish.

You can't value your life like it is some material possession as there is so much more value you provide as a person that can't have a

dollar figure attached to it. Forget the notion that the level of life insurance is what you are worth and begin seeing this amount of cover for what it really is.

I am sure there are things you want to do in your life – travel, spend time with family, buy your dream home, reduce work. All of these need financial resources and your ability to generate income allows you to work towards achieving these. Life insurance is to cover the gap between your current level of financial resources and the level needed to continue meeting your needs.

If you are struggling with the level of cover, you should review what you are trying to achieve – not what you think you are worth.

For further information contact Pitcher Partners on (02) 4911 2000, email matt.kerr@pitcher.com.au or visit www.pitcher.com.au



Matt Kerr works for Pitcher Partners Wealth Management. He is a Chartered Accountant and a Certified Financial Planner. Matt has over 26 years assisting clients with their superannuation and personal finances. Matt is passionate about sharing his knowledge and experience with people to build relationships based on improving his client's understanding of their options, giving them control to make decisions.

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Do you have a key person risk in your business?

Gavin Fernando
Prosperity Advisers Group

Managing risk is a key component of the ongoing management of any enterprise. There are many risks involved in business including competitive threats, obsolescence of products or services, insolvency of the business or a key individual, and the death or prolonged incapacity of a business partner or key team member.

Competitive threats can be identified through SWOT or similar analysis and strategies developed in consultation with business advisers to minimise risk through diversification of product/service lines or differentiation. Insolvency risks can be mitigated through sensible financial structuring such as the use of companies and/or trusts to reduce the personal risk to owners and their personal assets. An area many business owners are reluctant to think about is financial risk in relation to death or prolonged illness. It's a hard topic to discuss around the dinner table yet it's something which can have a real and lasting impact on many small and medium businesses. When looking at this we usually consider the risk in relation to the business or the individual's capacity to:

- Bear the loss
- Manage the loss
- Avoid the loss
- Insure against the loss.

Here are some things for you to consider when looking at how you might insure against the loss in your business which might come from the death or prolonged poor health of a significant individual.

There are four main groups of life insurance that can be taken on an individual's life:

1. Death cover – a lump sum payable to the nominated beneficiary/s or the deceased Estate upon the insured's death.
2. Total & Permanent Disablement (TPD) Cover – a lump sum payable in the event that the individual is no longer able to work due to illness or injury.
3. Trauma or Crisis cover – a lump sum payable in the event of diagnosis with a specified illness or injury.
4. Income Protection cover – a regular sum (usually monthly) payable to the insured if they are unable to work due to illness or injury.

Death and TPD cover is useful in a business sense to fund Buy/Sell agreements. In the event of the death or permanent incapacity of a partner, the insurance is triggered and the life insurance payment can be used by the surviving partner/s to payout the deceased or ill partner's equity. This type of cover is sometimes held through a Trust specifically setup for this purpose. Premiums can be funded by the business.

This type of cover can also be held by the individual to satisfy the payment of personal liabilities and/or the funding of lifestyle or education costs for his or her surviving beneficiaries. A common way to assess the appropriate level of cover is to consider the likely ongoing requirements of the beneficiaries, their life expectancies and insure for an amount that will fund the regular expenditures over the beneficiaries' lifetime. Any debt or one-off capital requirement can be added to the calculated amount.

Trauma or Crisis cover is a relatively new insurance type. It pays upon the diagnosis of a specified condition or injury. The main triggers are heart attack, stroke and cancer. The lump sum is payable assuming the insured survives the condition for a specified period. This cover was designed in recognition of

the advancement of medical treatments that meant the severe illnesses that were terminal for our parents and grandparents can frequently, with early intervention, be treatable these days. The ensuing recovery period is, however long – hence the Trauma cover to cater for expenses through the recuperation period.

Income Protection is arguably the most important of the insurances. Just as most businesses are valued as a multiple of their earnings or profit, the most significant asset an individual owns is typically their ability to generate an income. This can be worth millions of dollars over a lifetime. In the event of an illness or injury, the regular payment kicks in for (a) an amount no greater than the sum insured; after (b) the specified waiting period in the policy; and (c) for a period covering the absence from work or the benefit payment period (whichever is the lesser). Sums insured are no more than 75% of pre-disability earnings.

The four insurances are usually "packaged" to cover the likely costs that may occur in the short-term, long-term or death. Determining the appropriate levels of cover, the right insurer (for a particular person or occupation), and the correct structure within which to hold insurances, is the subject of good insurance advice. If you are considering how you can manage risk in your business then speaking with a suitably qualified and authorised financial planner is a good idea.

For further information contact Prosperity Advisers on 02) 4907 7222, email mail@prosperityadvisers.com.au or visit www.prosperityadvisers.com.au

Gavin Fernando is an Authorised representative of Prosperity Wealth Advisers Pty Ltd (ABN 32 141 396 376), part of the Prosperity Advisers Group and an Authorised representative of Hillcross Financial Services Limited, Australian Financial Services Licensee 232705.

This article contains information that is general in nature. It does not take into account the objectives, financial situation or needs of any particular person. You need to consider your financial situation and needs before making any decisions based on this information.



Gavin Fernando is a Financial Adviser and Director of Prosperity's Financial Services Division. Gavin has over 30 years' experience in the financial services industry. He focuses on bringing clarity and simplicity to financial matters, working to accelerate financial success and bringing that extra measure of freedom that financial advice and wealth building delivers.



DARK CLOUDS & SILVER LININGS

Mark Bramley

Arthur J. Gallagher Insurance Brokers

The April 2015 superstorm and severe weather conditions changed the future course for many NSW business owners. More than 12 months on and still we're reading about people living in tents, the harsh realities of lost business income, and anxious waiting times for claims to be settled. What appears to be simple on the surface is surprisingly complex when you dig deeper. In many cases, however, some up front preparations could have changed the outcome.

Being closely linked with our local community we are always concerned to hear of business owners and local residents who are impacted in this way. Take a moment to look around your premises. Check the gutters for leaves and debris, deal with blocked drainage and manage any long overdue repairs and modifications that could be made now that will make a difference later. It's a worthwhile investment.

Take photos of any improvements and/or remedial work on your business premises, including storing receipts and keeping a detailed record of any maintenance related expenditure. Why? Having this type of information readily to hand demonstrates your commitment to keep your business operating over and above an acceptable baseline. It may also help to streamline claims processing and resolution.

Also consider what would happen if an unexpected event pressed 'stop' on your business. A worrying statistic is that less than 50% of Australian businesses have any form of business income protection. Without this in place you're vulnerable to any unexpected bumps in the road which you could otherwise have survived with insurance protection in place. Cyber-attacks are also increasingly on the rise, with 93% of attacks compromising a business within minutes. \$15 million of the recently announced National Cyber Security budget has been assigned to providing small business grants to test their cyber security which will hopefully go some way to helping businesses tackle this issue head on.

A broker is more than just a purveyor of all things 'insurance'. They are a business partner, trusted advisor and the first person to call when the unexpected happens. Being in a position of trust with local business owners is something a good broker takes very seriously. When a claim is made you experience the first real test of what sits behind your insurance policy. As a strong claims advocate, we have many case study examples of where we have been able to go significantly beyond where a traditional insurance provider can.

For further information contact Arthur J. Gallagher Insurance Brokers on (02) 4979 3333, email newcastle@ajg.com.au or visit ajg.com.au



Mark Bramley is Branch Manager of Arthur J. Gallagher Insurance Brokers and leads a team of 24 staff to provide proactive advice and solutions to clients to position them financially to survive any insurable event. Mark has over 20 years' experience in the financial service sector in both banking and insurance services.

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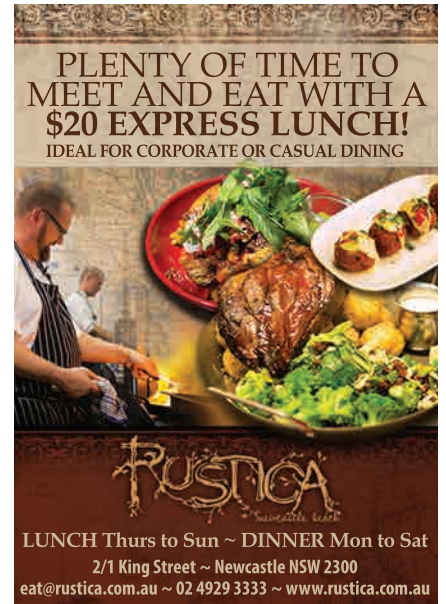
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HBR funny business



A police officer saw a car full of nuns going much too slow for the highway they were on. He pulled them over and went up to the driver.

"Why are you going so slow?"

The nun that was driving then replied "That sign right there says 20."

The police officer looked at the sign. "That's the highway number that you are on."

"Oh, sorry officer."

The police officer looked in the back seat to see three nuns that looked like they were terrified. "What's wrong with them?" the officer asked.

The nun that was driving looked back at them. "We just got off of highway 190."



A forgetful woman and her husband lived in a house in the country. One day their home tragically caught fire and the man was trapped under a falling beam as they were trying to escape. Fearing for his wife's safety, he tells her to get herself out and call the fire department once she is safe.

"Tell them to bring the big hose truck!" he shouted as she ran out of the burning building.

Once she is safely in the front yard she frantically dials 000 and is connected to a dispatcher.

"Please help, my husband is trapped in a fire and he said to make sure that they bring the hose truck - or maybe it was the ladder truck, I can't remember - just please send help!"

The fire department arrives with the ladder truck and the firemen rush in, saving the man's life. Without the hose truck, however, they are unable to put out the raging fire.

"What the hell?!" the man exclaimed. "You were supposed to bring the hose truck!"

"Well," the chief fireman said, "given the choice between the two, we always take the ladder."



A priest is on top of a house during a flood. People evacuating came to him in a boat and told him to get in,

he says "No, god will save me." So they left him and got out.

As the water was reaching his waist more people evacuating came to his aid, again he replied with "God will save me."

Now the water is at his neck he remains calm more people in a boat are rushing him to get in but the priest sticks with his words saying "God will save me."

As the water is at his face a helicopter comes down to save him, he refuses their help with the same statement and they are forced to leave.

So the priest dies and meets God "I had faith and belief in you, why didn't you save me?"

To which God replies "Are you kidding me?! I sent 3 boats and a helicopter".



A taxi driver got fired from his job.

It turns out his customers didn't like it when he tried to go the extra mile.



Tom was at the hospital visiting with his best friend Larry who was dying.

Tom asked, "If there is cricket in heaven will you come back and tell me?"

Larry nodded yes just as he passed away. That night while Tom was sleeping, he heard Larry's voice in a dream, "Tom..."

"Larry! What is it?!" asked Tom.

"I have good news and bad news from heaven."

"What's the good news?"

"There is cricket in heaven after all, but the bad news is you're batting on Tuesday."

QUOTE OF THE MONTH

"I am not afraid of any lions led by a sheep: I am afraid of sheep led by a lion."

- Alexander the Great

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2013



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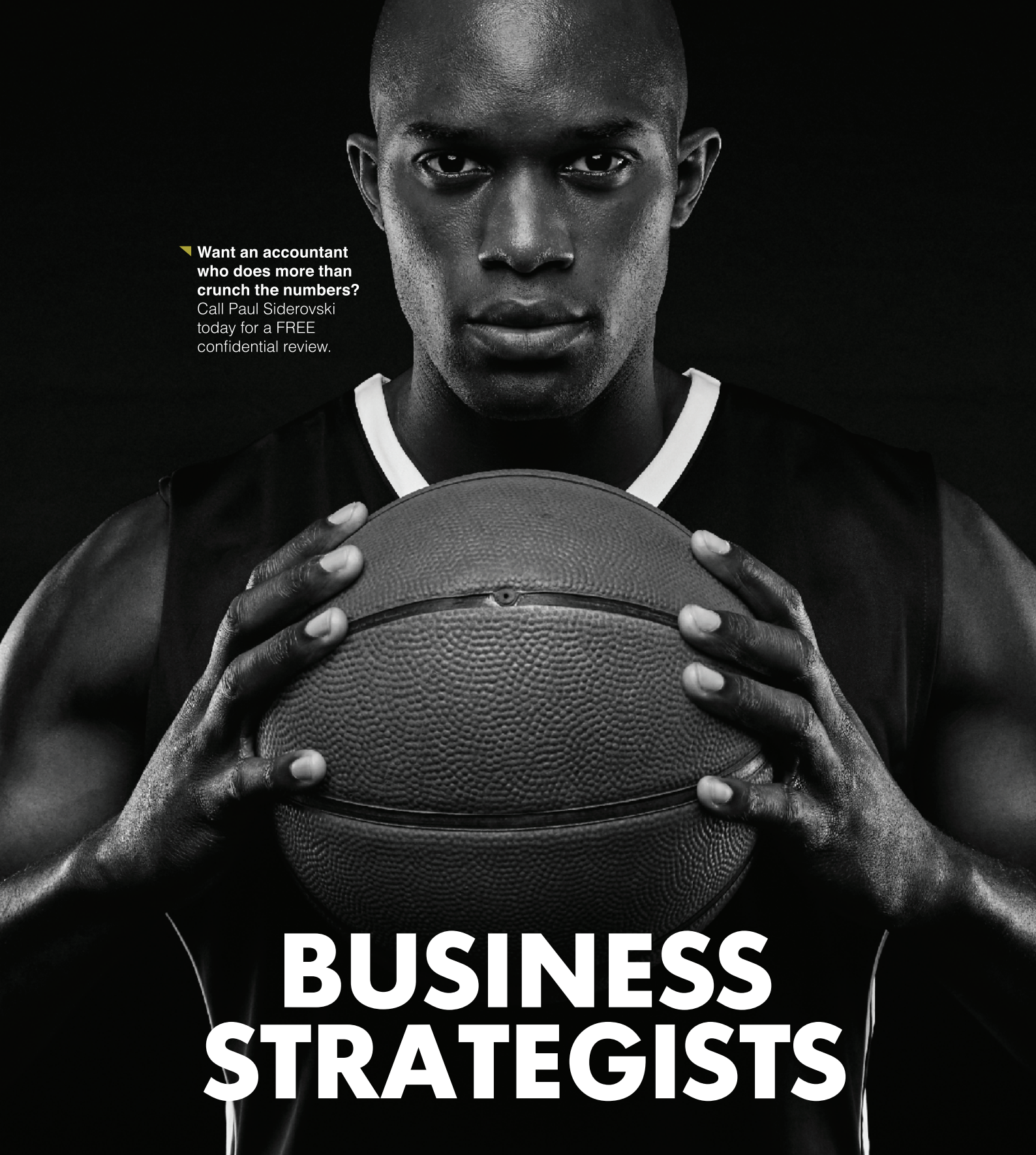
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