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PUBLISHER and EDITOR:

Garry Hardie Mob: 0414 463 125 garry@HBRmag.com.au

ART DIRECTOR: sandie@HBRmag.com.au

CONTENT MANAGER:

Jason Duncan jason@HBRmag.com.au

ADMINISTRATION MANGER: Sharyn Hungerford

sharyn@HBRmag.com.au

PRINTING:

NCP Printing Phone: (02) 4926 1300 sales@ncp.com.au www.ncp.com.au

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HBR from the editor



As we enter the latter part of the decade, it is clear that the one thing that is most predictable is that the rate of change will increase.

Whilst we have some idea of where things are headed, the steps and their timing are largely unknown.

These changes will be particularly

pronounced in technological advances. Most current jobs will not be around in another 10 years or so and the oncoming explosion of technology, particularly artificial intelligence, will see massive changes on how we live and do business.

There is the potential for massive structural unemployment, particularly for unskilled workers or those whose skill have been superseded. More radical policies such as the universal basic income will need to be considered.

Geopolitically, there seems no doubt that Asia, particularly China and India, will rise to be the major economic powers in the world. The USA's more insular policy approach whilst globalisation is increasing is currently creating a partial vacuum that is helping China's global influence to rise.

For Australia, this will create a tricky political path with us not wanting to upset traditional ties whilst continuing to strengthen ties with the growing economies.

For individuals and business here in Australia, we can have only a minor impact on these massive changes ahead. But what we can do is realise that these are in motion and even if we don't like all of them, we can't ignore them. The unpredictability of the details of change mean that we all must be flexible and adaptable so that we will continue to offer the marketplace skills, products or services it values. We cannot blindly continue with systems or methods of operation that were successful in the past but continue to evolve with the changing world.

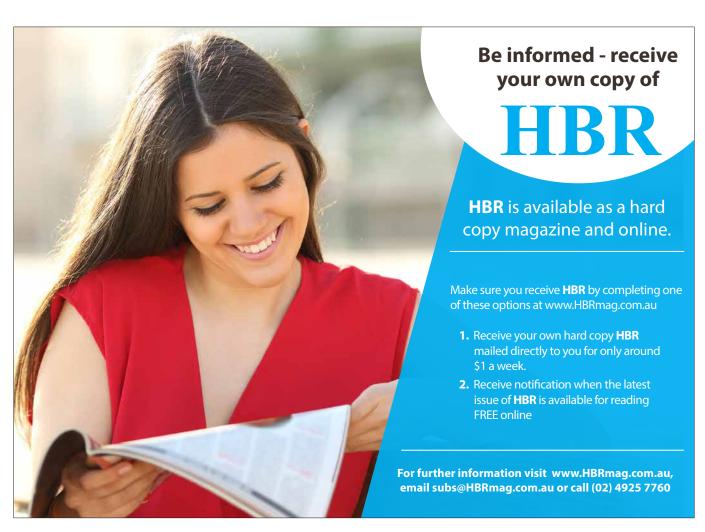
As always with change, there will be challenges and opportunities. Individuals, businesses and even countries that can minimise the former and take advantage of the latter will continue to be successful in the decades ahead.

Garry Hardie - Editor & Publisher

ON THIS MONTH'S COVER

Part of **Insight Building Services**' new offices. For further information on office design and fitout, see the feature starting on page 33.







Newcastle Airport and FlyPelican have announced direct services between Newcastle and Adelaide from March 2018.

FlyPelican is offering the two-hour direct service three times per week from Newcastle on Tuesdays, Wednesdays, and Fridays, with the potential to add more flights if demand is strong. They will be flying Fokker jet aircraft seating 80 or 100 passengers and offering in-flight catering and no charge for checked baggage allowance. Individual baggage allowance is generally 7 kg hand baggage, 23 kg checked in baggage.

Newcastle Airport, now connects with nine domestic destinations and onwards internationally to over 65 locations in just one stop.

Peter Cock, CEO of Newcastle Airport, said, "By connecting people and places, our new route will grow inbound and outbound tourism, create opportunities for businesses, and provide easy links for travellers; a quick, direct two-hour flight provides a smarter choice, and will reduce return travel time by up to 8 hours.

"Community demand for the Adelaide route has been very strong and we are thrilled to be working with FlyPelican and

Adelaide Airport to deliver this direct service to passengers. This is another step for us in creating the airport the region deserves."

Paul Graham, CEO of FlyPelican, said, "As Newcastle's local airline, it is important to us to provide services the community needs. We are proud and excited to expand our network and give travellers greater choice with the new Adelaide direct route."

Adelaide Airport is also enthusiastic about the new services, with Managing Director, Mark Young saying "We welcome FlyPelican to Adelaide and look forward to their inaugural service

"Newcastle has been one of our largest unserved markets and we've been keen to secure a service between our two cities for some time.

"It is Australia's second largest regional city with many similarities to Adelaide, including its defence focus and proximity to the Hunter Valley wine region."

It also provides a great alternative for passengers wanting to travel to and from the Central Coast, Hunter and North Coast regions without having to land in Sydney and find other transport options to get to Newcastle."

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Council staff raised over \$21,000 for charity

Over the past 18 months, Cessnock City Council staff raised \$21,121 which has been distributed to charities including the National Breast Cancer Foundation, Prostate Cancer Foundation and beyondblue.

Breast cancer, prostate cancer, depression and anxiety are issues that hit close to home for many families across our region and Council employees wanted to do something to help. One in eight women in Australia will be diagnosed with breast cancer in their lifetime and prostate cancer is the most commonly diagnosed cancer in men. A person's mental health is also equally as important as their physical heath.

This staff-led initiative has seen both Council's indoor and outdoor uniforms turn pink and blue to raise awareness and funding for these important charities.

Many staff also elected to make payroll deductions as a one off payment or over a longer period to contribute, which has made a huge difference in the amount of money raised.

Cessnock City Mayor, Councillor Bob Pynsent is proud of what Council staff have achieved with these initiatives, particularly the way they connected with the broader community.

"This all started as an idea from a member of our outdoor crew and it has grown into something really special."

"It is just amazing what an organisation can achieve when everyone comes together for a good cause and I commend all staff members who have taken part so far."



Launch of job-creating Defence Export Strategy

The Federal Government is unlocking more jobs and investment in Australia's defence sector, with the release of the new Defence Export Strategy. The landmark document sets out the policy and strategy to make Australia one of the top ten global defence exporters within the next decade.

It presents the Hunter defence industry with further opportunities for continued growth well into the future.

A strong, exporting defence industry will provide greater certainty of investment, support high-end manufacturing jobs and support the capability of the Australian Defence Force. It will complement the Government's record \$200 billion investment in Australian Defence Force capability.

The Defence Export Strategy includes several new initiatives and investments, such as:

A new Australian Defence Export Office which will work handin-hand with Austrade and the Centre for Defence Industry Capability to coordinate our whole-of-government efforts, providing a focal point for defence exports.

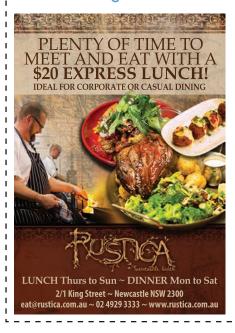
A new Australian Defence Export Advocate to provide highlevel advocacy for defence exports and work across industry and government to ensure our efforts are coordinated.

A \$3.8 billion Defence Export Facility administered by Efic, Australia's export credit agency. This will help Australian companies get the finance they need to underpin the sales of their equipment overseas. It will provide confidence to Australian Defence industry to identify and pursue new export opportunities knowing Efic's support is available when there is a market gap for defence finance.

\$20 million per year to implement the Defence Export Strategy and support defence industry exports, including \$6.35 million to develop and implement strategic multi-year export campaigns, an additional \$3.2 million to enhance and expand the Global Supply Chain program, and an additional \$4.1 million for grants to help build the capability of small and medium enterprises to compete internationally.

The Defence Export Strategy can be downloaded at www.defence.gov.au/exportstrategy

HBR eating out







Outdoor dining trial

Cafés, restaurants and food-based businesses in Port Stephens will now find it easier to expand their business outdoors as Council has joined the NSW Outdoor Dining Trial. The trial commenced on 1 January and will run through to 30 June, allowing current food based businesses a simplified and guided process to receiving Outdoor Dining Permits.

The NSW Outdoor Dining Trial introduces a simple selfassessment process, streamlining the process for existing restaurants, cafes and other food-based businesses to expand trading onto the public footpath and is part of the NSW Government Easy to do Business initiative.

The trial will see businesses only having to deal with a single application form and a fast-tracked approval process. Food based businesses are encouraged to take up the opportunity to expand their business offering during the trial which see's Council and trial partners Service NSW and NSW Liquor & Gaming, waive all associated permit application fees for the period of the trial. By joining the trial, participating businesses will benefit from:

- a streamlined and simplified approach for outdoor dining approvals
- user-friendly, assessment and approval
- lower costs and compliance burdens

Currently six other local government areas have successfully commenced the trial. Whilst these Council's are offering the trial to a select precinct, Port Stephens Council is offering the opportunity to participate to all cafes and restaurants currently operating within the Port Stephens Local Government area, excluding those who propose to extend outdoor dining on to Crown land.

Hunter Valley Steamfest tickets on sale

After attracting a crowd of over 50,000 in April last year, steam enthusiasts are encouraged to secure their tickets early for this year's event, to be held on 14 and 15 April. Locomotive 3642 is already locked in and organisers expect to announce a second steam loco soon.

Last year visitors came from across the state and beyond to celebrate all things steam and enjoy one of the many steam train journeys on offer. There are only a limited number of seats available for each trip.

Steam Journeys this year include trips to Paterson, Port Waratah Coal Loop, Branxton and of course, the popular Great Train Race. In addition to steam locomotive trips, the heritage diesels CHP1/ CHP7 'Tin Hare' and 621/721 'Red Rattler' will be operating between Maitland and Paterson. There will be an impressive display of heritage steam equipment on the rally ground and the Show 'n' Shine is on again in Maitland Park on the 15 April. Steamfest will also have a range of entertainment happening around the Maitland Station precinct including market stalls, face painting, live music and kids amusements.





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New harbour-side apartments for Honeysuckle precinct

The vacant land at 35 Honeysuckle Drive in Newcastle will receive new life with the unveiling of a new residential and retail development.

Hunter Development Corporation (HDC) has unveiled that the successful proposal for 35 Honeysuckle Drive by Doma Group beat shortlisted designs from other national developers, and was selected by an independent design review panel consisting of members from the Office of the Government Architect NSW, Newcastle City Council and the Newcastle Urban Design Consultation Group.

HDC Chief Executive Michael Cassel said HDC is committed to raising the design standards and delivering more accessible public areas and more attractive buildings.

"The community has told us that building design and public spaces need to improve in Honeysuckle and this proposal delivers that – it is a new benchmark for the precinct.

"To achieve this outcome, we ran a comprehensive designfocused process and it has produced architectural excellence that I am confident the community will value," said Mr Cassel.

The proposal features 92 apartments and 1,533m² of retail space adjacent to Doma Group's residential development at 21 Honeysuckle Drive.

"This exciting proposal features significant and attractive public open space around the buildings that will integrate with HDC's future public domain works along the picturesque Honeysuckle harbourfront," said Mr Cassel.

The NSW Government is investing more than \$650 million revitalising the city centre, making Newcastle an extremely attractive place to live and work.

"Together with the private sector, we are building a thriving metropolitan city and creating new jobs and more homes.





"Doma Group's proposal for 35 Honeysuckle Drive will see around 246 construction jobs created, and create around 76 ongoing retail jobs."

HDC expects Doma Group to obtain development approval by the end of 2018 and construction to commence around mid-2019.

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certified designs and tooling.

This is a spacious, free standing laundry uniness, with dedicated parking in a high praffic area. Includes a huge equipment mix with as new vending machines, solar hot water and solar energy systems in place. Sales fo 2017 were up 10% on the previous NSW00514 Andreas Dahmen 0433 107831



\$77,000 W/I W/O

Established in 1995, this unique business is located in Waratah, and supplies food and food components to large clubs and local cafes in Newcastle as well as providores in the Hunter Valley. All recipes are included in the sale, plus full training NSW08090 Stuart McLachlan 0404687706



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Hunter apprenticeships and traineeships go begging

The Apprentice Employment Network NSW & ACT (AEN NSW ACT) released a media statement on behalf of its 23-member Group Training Organisations (GTOs) advising that they have over 1000 unfilled apprenticeships and traineeships across the Sydney metropolitan and regional areas.

The Executive Officer of AEN NSW ACT, Jason Sultana, said, "This is our peak recruitment time of year for the industry. Members (GTOs) are indicating they cannot fill all the apprenticeships and traineeships they have available right now which target young people especially school leavers."

As a member of AEN NSW ACT, the Hunter Valley Training Company currently finds itself with 33 unfilled apprentice and trainee vacancies in the Hunter region and 133 right across the state.

Despite the company's active recruitment process it has a shortage of applicants across many industries including automotive, engineering, customer engagement, electrical, and

HVTC CEO Sharon Smith says undertaking an apprenticeship or a traineeship is an excellent alternative to university study and should not be overlooked by people wanting to start or change

"University is not the only option when it comes to higher education and it may not offer the right training, depending upon your chosen career and learning style," Ms Smith said.

"Apprenticeships and traineeships provide school leavers with an opportunity to earn while they learn, obtain a nationally recognised qualification and hands-on work experience that will kick start their career."



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Newcastle Airport #1 in rankings after record-breaking 2017

Newcastle Airport welcomed a record 1.276 million passengers in 2017, further cementing its position as one of Australia's most significant regional airports.

Customer satisfaction is also at an all-time high, with results from a recent global airport benchmarking survey ranking Newcastle Airport number one in 18 of 31 categories across Australia and New Zealand.

Passengers passing through Newcastle Airport in the 2017 calendar year increased by 4.9% year-on-year, with the growth attributed to a thriving mix of business and leisure travellers.

"This is a significant achievement and proof of the importance of Newcastle Airport as a significant economic enabler for our region," Newcastle Airport CEO Peter Cock said.

"We are excited about the groundswell of support shown by our travelling community and want to let people know we will continue to advocate and work with our airline partners for increased connectivity to and from Newcastle Airport."

The recent numbers were boosted by 25 consecutive months of growth, most recently a 3.7% year-on-year increase in passenger throughout for the month of December.

Newcastle Airport ranked overall first in 18 of 31 categories when compared against 13 other participating airports in Australia and New Zealand in the Airport Service Quality (ASQ) survey. The global benchmarking passenger survey measures passengers' airport experience whilst the passenger is at the airport. It is used in 84 countries and is available in 40 languages.

Stage 2 of Nobbys improvements set to start

A spacious dual-purpose building with family change facilities and accessible toilets will be built at Nobbys Beach to complement the recently refurbished surf pavilion.

Newcastle City Council will soon invite tender proposals to build the 28 sqm assisted-change room facility with accessible toilet, shower, basin and bench next to the lifeguard tower.

A new lift and change amenities will allow for the future installation of a hoist for heavily mobility-impaired beach goers, offering them help to transfer to a beach/water chair if required.

The new facility will be built in conjunction with public domain improvements including:

- * Three new external shower towers with 12 showers on new draining platforms
- * An access ramp from Bathers Way to the lower promenade
- * Seats/benches for some showers to help people with mobility difficulties to shower

The Nobbys Beach Pavilion upgrade stage 1 has refreshed the iconic Depression-era building and overhauled the interior last updated 30 years ago.

The \$1.7million improvement project has been funded by the NSW Government through the Newcastle Port Community Contribution fund, Nobbys Surf Life Saving Club, Newcastle City Council and NSWSLSA and Department of Family and Community Services through the SLSA NSW Community Inclusion Project.





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The Newcastle Knights have been awarded \$10 million from the NSW Government to develop a multi-purpose community sports facility as part of the NSW Government's NRL Centres of Excellence program.

Minister for Sport Stuart Ayres said the Hunter is one of seven local communities across NSW set to benefit from the recent announcement of \$50 million in funding allocated towards Centres of Excellence for NSW NRL clubs.

"Centres of Excellence were identified as an important part of the Stadia Strategy in 2012 to maintain the link between high performance sport and community engagement," Mr Ayres said.

"These centres will provide a pathway for young talented athletes and an additional sport space accessible to the communities that support them - multi-purpose facilities for world-class training and development.

"They also provide NRL Clubs an opportunity to maintain a strong presence in traditional communities as the Government prioritises capital investment into a targeted number of NSW

Government venues," Mr Ayres said.

Funding from the NSW Government must be matched dollar for dollar from NRL Clubs and/or third parties. Government investment cannot exceed more than 50% of the project costs and each club has been informed of individual conditions required to obtain a funding agreement.

Parliamentary Secretary for the Hunter Scot MacDonald MLC said the development of these new centres will bring benefits across the wider Hunter sporting community.

"The Knights Centre of Excellence has been awarded the highest level of funding in NSW" Mr MacDonald said.

"This facility will support the community in multiple ways, and will be utilised by school groups, grassroots sport and Hunter locals for events".

"The centre's construction is a significant step forward in Council's goal of securing the necessary sporting infrastructure to launch a competitive bid for the Commonwealth Games during the next few years" Lord Mayor Nuatali Nelmes said.



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Newcastle Permanent staff salary donations to local charities reach \$750,000

For the past two decades Newcastle Permanent staff have donated more than three quarters of a million dollars directly from their salary to support more than 50 local charities.

The funds were raised by Newcastle Permanent staff through the staff's CommunityAssist salary donation program—an elective program for staff to donate money to charity directly from their fortnightly salaries. Participating staff nominate and then vote on the charities that will be the beneficiaries of the donated funds. Each year four charities are recipients of the donated funds, given in two donation rounds.

In this round of donations the two charities selected by staff were Bears Of Hope and Little Wings; each received \$15,500.

Little Wings is a not-for-profit organisation that provides air and ground transport to seriously ill children in regional and rural NSW allowing the children to attend necessary medical appointments.

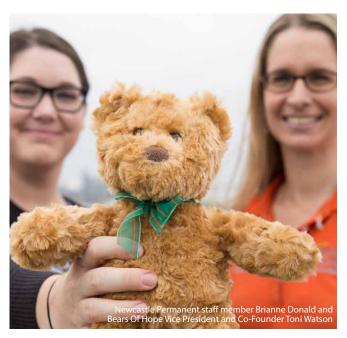
Little Wings CEO, Richelle Koller, said the organisation will use the funds to cover the operating costs for the aircraft and transport vehicles.

Bears Of Hope supports and cares for families who, either through pregnancy or through infancy, experience the loss of a child. With this donation Bears Of Hope's Vice President and Co-Founder, Toni Watson, said Bears Of Hope will be able to provide support to 140 families with a Bear Of Hope and support resources, instantly connecting parents with information, comfort, and guidance.

Newcastle Permanent CEO, Terry Millett said that as a major organisation and employer in the Hunter region, giving back to the local community was fundamental to the fabric of Newcastle Permanent.

"Newcastle Permanent is committed to giving back to our community. Be it through our extensive corporate sponsorship and community programs, through the Newcastle Permanent Charitable Foundation, or through providing our staff the opportunity to donate their own hard-earned salaries to local charities that are important to them.

"For our staff to reach this significant donation milestone of \$750,000, and it be entirely made up from our staff's own salaries is remarkable and shows the generosity of our team. I am incredibly proud of our staff achievement and that our personal giving has supported more than 50 charities over the past two decades," concluded Mr Millett.



Salamander Central to benefit from new road and bus interchange

Salamander Bay has gained a new bus interchange, road, footpaths and traffic lights

The works, which cost approximately \$5 million, have been completed by head contractor Daracon on behalf of Port Stephens Council.

Carmel Foster, Council's Corporate Services Group Manager, says the local community will see immediate benefits from the works across the Salamander Central precinct.

"Salamander Central has never looked better – there's now a dedicated bus interchange, a new road called Terminus Parade, shared pathways throughout the centre for better accessibility and traffic lights at Bagnall Beach Road to improve safety for both drivers and pedestrians," Ms Foster said.

"The new bus interchange will be used exclusively for buses, while the existing bus stop will be turned into a taxi rank. Community buses will still be able to use the rank as a pick up/ drop off area to ensure for easy accessibility.

"The new traffic lights at Bagnall Beach Road will make crossing much safer for pedestrians, while drivers will be able to turn right out of the centre with two dedicated lanes to alleviate traffic," she said.

Port Stephens Mayor Ryan Palmer says the new infrastructure will vastly improve the shopping experience at Salamander Central.

Fun and fitness preferred for Camp Shortland

A children's bike track and outdoor gym equipment have been nominated as the preferred options for the restoration of Camp Shortland following Newcastle's annual Supercars event.

Around two-thirds of 334 survey respondents preferred not to returf part of the Newcastle 500 track that runs through the costal park, with 149 instead giving the thumbs up to a children's bike track.

An outdoor gym finished a close second with 147 nods, while 125 people leant towards a children's play area and 118 supported planter boxes, seating and shade.

Grassing over the eastern hairpin arm was preferred by 38% of survey respondents but would deny access to the park each summer as newly laid turf knitted and grew.

Camp Shortland lies within the Coal River Precinct listed on the State Heritage Register and is regulated by of The Office of Environment and Heritage.

The final activation option will be removable to allow for other events such as Supercars, ANZAC Commemorations, concerts, triathlons and fun runs.

The Foreshore has been significantly improved as a result of the Newcastle 500. Improvements include better roads, 84 additional car park spaces, creation of a dedicated bus drop-off area on Nobbys Road and the removal of a pedestrian/cycling bottleneck connecting the Bathers Way with Joy Cummings Promenade. Car parks were also levelled to improve access for people using wheelchairs.



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Bengalla Warbirds over Scone

Upper Hunter Shire Council has announced that Bengalla Mining Company's Community Development Fund is supporting the 2018 Warbirds Over Scone event through a \$50,000 sponsorship.

Bengalla Warbirds Over Scone is being staged by Upper Hunter Shire Council in conjunction with Vintage Fighter Restorations, Scone Aero Club, Pay's Air Service and Paul Bennet Airshows.

Mayor Wayne Bedggood thanked Bengalla Mining Company and said their Community Fund sponsorship was a significant contribution to the organisation of an event that will build the Upper Hunter visitor economy.

"Bengalla Warbirds Over Scone will be a huge event for the region with a budget of nearly \$200,000 but it is an investment worth making," he said.

"A crowd of over 8,000 people is expected, and aside from entry fees covering the event costs, that should bring over \$1 million in

economic benefits to the region. We are hopeful of attracting visitors from across Australia who will not just attend this stunning aviation display in Scone, but enjoy a number of attractions in the region over the weekend.

"Local businesses and community organisations are being encouraged to hold complimentary events on the Saturday and Friday nights, for the aviation enthusiasts who will be flocking to town.

"In addition to the tourist dollars that the event will bring to the local economy, profits from the day will support the planned major redevelopment of Scone Airport and design and construction of the Warbirds Aviation Centre," Cr Bedggood said.

Scone's Vintage Fighter Restorations (VFR) will once again send its impressive array of warbirds soaring over Scone among other iconic fighters, trainers and bombers from across Australia.

Bengalla Warbirds Over Scone will provide a full day of entertainment on 25 March at Scone Airport.



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Things to consider when choosing a

Jason Duncan Hunter Business Review

When deciding to take that much needed leave there are a few things you should take into account to help you decide where you would like to travel.

Why are you traveling?

What is the reason you have decided to travel? Are you after adventure, relaxation, discovery or education?

For example my next trip will most likely be to New Zealand as I am looking for a bit of adventure, so sky diving, white water rafting and bungee jumping will be on the books. Someone else may like to have a relaxing shopping holiday in Dubai, an island hopping cruise or a family camping trip to Barrington Tops.

Another reason I travel is for festivals. The festival acts as a catalyst for my trip and then I plan what other activities or locations I would like to visit in that country/area. The date of the festival also determines the time of year for my holiday. Find your why and start organising your trip around it.

Who are you traveling with?

Who you are travelling with can change everything. Are you traveling by yourself, with children, a partner or with friends? If you are traveling with other people you also need to take into account their reasons for traveling.

Traveling with children means you need to make sure your destination has kid friendly attractions and activities. Also depending on their age the less travel time the better. Make sure you have a good balance of adult and child orientated activities.

When traveling with a partner or your mates make sure your destination suits both your own and your company's interests. Make sure they are interested in the same activities as you or compromise and allowed them to choose some activities to add to the agenda.

How much time do you have?

An important factor to take into account is how much time you have for your holiday. If you have limited time you will want to spend the least amount of travel time possible. This may mean only traveling to one country or finding a great destination close to home (in Australia and the Hunter Region that isn't hard).



You may also like to organise a holiday schedule and book activities before traveling as this will allow you to get the most out of the holiday. Make sure you don't over book yourself though as you can burn out.

If you have more time, a longer break can allow you to travel to more countries and allows more leisure time to see where the destination takes you rather than sticking to a schedule.

Budget

Your holiday budget can also determine where you head for a holiday. If you are planning a holiday overseas it's always a good idea to check money conversion. A lot of young Australians and Australians with families choose to travel to South East Asian countries as our dollar is very strong in these countries.

Another great way to keep the budget down is to travel in the off season. This also has the added bonus of a lot of main attractions not being overwhelmed with other travellers.

Your budget could also mean staying in Australia which is in no way a bad thing as we have one of the most beautiful countries in the world with many activities and attractions.

For further information contact Jason on (02) 4925 7760 or email jason@hbrmag.com.au



Jason Duncan is the Content Manager at the Hunter Business Review and an avid traveller.



Largest spa network expands in Hunter



Australia's largest day spa network is expanding in the Hunter with the region's third spa to open in Maitland. endota Green Hills will open in March. It will be the 105th endota spa in Australia.

Meghann Squire has been appointed the spa's manager and is setting up her team.

Spa owner and Hunter-based business women, speaker and author Shivani Gupta also owns the Newcastle and Westfield Kotara endota spas.

Ms Gupta said Ms Squire was highly experienced and understands the endota philosophy of creating a haven for

Ms Squire has almost 10 years' experience in the spa industry. She is currently the Senior Trainer and therapist based at the Kotara spa. Born and raised in the Hunter she has returned after working for endota spas in Queensland.

The spa will be located on Level 1 of the Stockland Green Hills shopping centre at East Maitland which has undergone a \$412M redevelopment.

"We're excited to be part of this redevelopment and to be bringing our leading health and wellness services and products to the people of Maitland and the Lower Hunter," Ms Gupta said.

Ms Squire said the spa will offer the full range of endota services including massage, facials, beauty services, organic skin-care and beauty products.

"Our endota spa will be a haven where women and men can escape the stresses of the world to relax, rejuvenate and reconnect," Ms Squire said.

There are now more than 100 endota spas across Australia. The first spa was opened by Melanie Gleeson in Victoria's Mornington Peninsula in 2000. Ms Gleeson still owns and operates the franchise network.

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SOUTH OF FRANCE RIVER CRUISE 2019 - NEWCASTLE CHARTER -



aimie

1. In a few words tell us about your current role. training business where I help people from all walks of life master their presentation skills. I am also a Councillor on Port

2. How have you reached this point in your professional life? I moved from Newcastle to Bathurst at the age of 18 to complete my Bachelor of Communications (Journalism degree) at Charles Sturt University. When I got there I remember during one of the first weeks I was sitting in the lecture hall and looked around to see about 80 other students who all wanted to break into journalism and I thought 'wow, I will be competing for places with these students,' and so I decided to spend all my spare time doing work experience everywhere. I went to Channels 7, 9, 10 and ABC. I eventually picked up a job at Prime TV in Orange and the local radio station in Bathurst where I would write stories and read the news. This gave me a great start. By my final year of university, I got a casual job on weekends reading the news at 2GB Radio in Sydney and by that stage I was commuting between Bathurst, Orange and Sydney. It was a great opportunity as 2GB then offered me a fulltime role that year and I was working fulltime in my field before I graduated the following year. I then took a job at Prime TV in Tamworth where I spent 3 years as a journalist. It was great training as an on the road reporter where I would cover all sorts of stories. After that I took jobs in politics working as a Media Adviser to a local Federal MP in the 2007 election year. I then joined the Air Force and have worked at the RAAF Base in Williamtown for over a decade now doing public affairs. It has taken me all over the world and I love it.

In 2011 I spent 6 months deployed to Afghanistan and here I got to set up the very first media training package. We were dealing with media from all over the world. Over the time I have worked for the RAAF I have also set up my own PR and media training business and had a run at Federal politics myself – I was the Candidate for the seat of Newcastle in the 2013 election.

in the RAAF Reserves, or even as a Federal Political Candidate and now local Councillor and also as a business owner but all these

3. When you're not at work, where can we find you?
I live in Salamander Bay and I love to scuba dive, so I try and do that as often as I can. I have also recently started kayaking which has been great fitness. In summer I pretty much live at the beach. I also love taking my two Labradors with me for long walks and swims. I also present my own radio show as a volunteer every Sunday night on Port Stephens FM.

4. Where do you find inspiration?

Over the years I have actively sought out mentors, particularly female mentors who have achieved great success in either politics, their military or corporate careers. I have taken them for coffee or lunch and just tried to pick their brains. I have learned so much from these women over the years and I am actively seeking mentors all the time to learn from.

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

partying time at University. It was a sacrifice I made at the time and I would even stay at Backpacker hostels in Sydney whilst I would spend a week at Channel 7 for example, just trying to get my foot in the door. Work experience is so important not only for the skills you can learn whilst watching others on the job, but I also established so many connections.

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

I sing! I spent my teenage years singing as part of the Paul Bee Talent School and Showbiz Talent School. We had CD albums and I would travel all over NSW to perform. I was also a soloist in Starstruck in 2000. I then sang in professional bands through University to help pay

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

The Hunter is on the verge of a major transformation and it is very exciting to watch. I know it's been a challenge and commuters and business owners have had to exercise patience as we all undergo this process to see the installation of light rail for example in the CBD of Newcastle but once it is complete – the city – and the wider Hunter will reap the benefits through more jobs, increased services and lifestyle.

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

9. Are you reading anything at the moment?

I read a lot of self-improvement books, although I will admit I often read the first couple of chapters and then lose interest or forget about the book.

10. Do you have a favourite sport or team? Newcastle Jets of course.

11. What's the best line from a film you've ever heard? Notting Hill "I'm also just a girl, standing in front of a boy, asking him



Managing performance: Helping staff to close the gap

Scott Douglas
SiDCOR Chartered Accountants

With the beginning of a new year, has your business been through a performance review process for your staff? Have you identified any performance gaps that need addressing to propel your team and your business to the success it deserves?

When assessing team performance, I often recall the adage of hire slow and fire fast! I for one think this philosophy is archaic and misleading. Yes, there are times when team members simply don't work out, but rarely is this a one-way street.

When I hire someone, whether it is fast or slow, I don't do it lightly, but do so on the basis that it is a partnership, one that I expect the person to bring their will and their skill, and one where as a business we take responsibility for training and supporting them to be successful in their new role.

Ray Dalio in his book Principles says hire people you want to spend your life with. You want to hire people as quickly as it takes to determine that they are the kind of person you want in your business. Once there, make sure you do all you can to support your staff, giving feedback and identifying any performance gaps so you can help them close those gaps, and not use against them. Address the gaps in the most compassionate and constructive way you know how, and if it doesn't work out, try and find another role for them, hopefully in your business, but if not, do all you can to make them successful somewhere else.

I do believe that one of the least compassionate things you can do to a team member who cannot fulfil the role you need, is to leave them in that role. They will lose self-confidence, taking that feeling into their teams, and undermining your

leadership as others will see someone in a role where they don't belong. Worse of all, the person loses belief in themselves, taking that energy with them in all aspects of their life.

Reviewing the performance of your team is critical to a successful business. Identify performance gaps, and address them compassionately, for the sake of your business, and your team members.

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



Scott Douglas, the CEO at SiDCOR Chartered Accountants, has over 20 years' experience in accounting and taxation, having begun his career with international accounting firm KPMG. With extensive experience in a variety of industries and with all types of businesses from local entrepreneurs to national organisations, Scott is perfectly suited to provide solutions needed to minimise tax and maximise wealth. Scott has a Bachelor of Commerce from Newcastle University and is a member of the Institute of Chartered Accountants.

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Hunter retailers face tough road ahead with franchisees in for greatest pain if they fail to evolve

Lloyd Kerr Jirsch Sutherland

Many Australian retailers in the Hunter region are in for a bumpy ride in 2018 – and the franchise sector, in particular, is one to keep an eve on.

Accountants and business advisors have told us that the retail sector is really struggling, and many are only just holding on.

There is a range of factors impacting retailers. We're seeing that some major shopping centres have historically exercised a large amount of control over standalone stores with a callous attitude to their tenants' survival. Compulsory fit out upgrades, relocation to unfavourable areas, lack of foot traffic due to building works, and high rents have driven many retailers out of business. Of course, there are variations within the region. For example, the Upper Hunter has been significantly impacted by a lack of spending in the mining areas.

We've already seen a number of high profile retail brands collapse in 2017, including Pumpkin Patch and the 80-year-old brand Oroton - which paints a gloomy picture for other Australian retailers. We predict that we haven't seen the worst of it, and that the new year will see many more homegrown brands go into insolvency.

The impact of e-commerce is having a major effect on the retail sector. Unsurprisingly, the arrival of Amazon is also making retailers nervous, with the most recent Business Expectations Survey (2018) from Illion (formerly Dun & Bradstreet) revealing that one in five retailers and wholesalers are concerned about the potential negative impact Amazon will have on their business.

One example of the e-commerce impact is the sports shoe store, where they are seeing an upturn in people trying on name brands and getting the sizing right, but then not buying. Anecdotally they hear that having used the store for fitting the consumer then buys online from an overseas store.

E-commerce is a necessity now, not a point of difference especially with savvy competitors entering the market. However, unfortunately some retailers are being left behind or have not sufficiently invested in their e-commerce platforms; they're finding that the fixed costs of having a bricks-and-mortar presence alone are too high.

Franchisees in for greater pain - evolution is key

One sector that will face a tough new year is franchising. Franchisees face the same issues as other retailers – rising rents and staff costs - but there's also an added layer of having to pay franchise fees, often based on sales rather than profits, which really chews into their margins. And as we've seen with a couple of franchise groups, the crackdown on correct payment of wages by Fair Work Australia has highlighted the struggles being faced by franchisees to turn a profit.

Lack of support is another major issue. There seems to be a pattern of cost cutting at head office that leads to no in store support or training.

The recent Franchise Accountants Conference highlighted that there are five key things that the franchising industry needs to address in order to evolve in 2018:

1. Greater accounting support: Whether it's helping to reduce the compliance burden, using technology to improve cashflow or getting things set for Single Touch Payroll turning to an accountant for support can help free up both



time and money that can be reinvested back into growing the husiness

- 2. The franchise financial model needs to be reviewed: Franchises are facing cost increases from power bills, rent increases and wage increases - and this flags the need for careful modelling of financial profiles for existing franchises. This is currently the responsibility of the franchisee, but if they don't have accounting or business experience, they should engage bookkeepers and/or reliable accountants.
- 3. Stay across the numbers: While often vital, staying across the numbers can be a weak spot in franchises. Franchisees need to establish relationships that foster the sharing of data in order to evolve and grow.
- 4. Franchisors need to engage with payroll issues: Wages compliance programs should be part of a franchise system and franchisors need to take this seriously. One complaint by an underpaid worker can lead to an expensive legal case. And a mistake with classifications doesn't just affect wages, it also flows on to tax, super and leave payments.
- 5. Don't be afraid to ask for help: Accepting you can't run a store alone and calling on help is not a sign of weakness. That might mean hiring good people to effectively manage all the necessary operations of your store, or it could mean investing in outside consultants, service providers or companies that can help their stores in various ways the franchisee alone cannot. Willingly investing in people and companies to help the business achieve success is critical.

For more information contact Lloyd Kerr on (02) 4965 6500 or email LloydK@jirschsutherland.com.au



Lloyd Kerr established Jirsch Sutherland's office in the NSW city of Newcastle: the first specialist reconstruction and insolvency practice in the Hunter Valley. Lloyd worked in commerce before joining the insolvency profession. As part of this transition, he was involved in several workout situations as a contractor, both in New Zealand and Australia. This gave him an in-depth understanding of the stresses and demands of SMEs.

The rise of the Chief Ethicist Officer

Christina Gerakiteys UtopiaX

As we race towards what is known as The Singularity and we make exponential leaps in medical research, there is an executive position re-emerging; Chief Ethical Officer.

The Singularity, also referred to as the Technological Singularity, indicates a point where machines surpass the intelligence of humans, a point where humans cannot think in advance of the machines. Quantum computers can already achieve this. A problem fed into today's desktop computers and given to a room full of specialists may be solved within weeks. Quantum computers are solving the problem within minutes.

The machines referred to in relation to the Singularity might be Al. They might also take the form of a fusion between human and Al.

The Singularity is a term that was originated by John von Neumann, a mathematician, in the 1950's. More recently, Ray Kurzweil, futurist and cofounder of Singularity University has popularised discussions around the concept.

But have we moved beyond 'concept'?

Elon Musk is advocating the merger of human with machine. The Transhumanist movement is gaining momentum. Zoltan Istvan, an advocate of the movement, is running for Governor of California this year. The theory is that a robotic body will be better than the one we have. Our bodies begin dying from the day we are born. Not so synthetic parts.

The question we face is, if we could upload our brain/consciousness/soul into a robot and live forever, would we?

Medical Research recently succeeded in the cloning of monkeys. Cloning of animals isn't a recent accomplishment. The first animal to be cloned was a sea urchin in 1885. What makes the cloning of monkeys so important is the successful cloning of an animal so close to humans in DNA. Experiments in Gene Splicing, where sections of DNA have been removed and replaced by new DNA, are occurring globally. The designer babies of science fiction are now science 'possible'.

Neil Harbisson is the world's first cyborg. Officially. He is a colourblind artist who senses colour through an antenna implanted in his skull. His next project? He wants to sense time.

Sophia, the social humanoid robot developed by Hanson Robotics, is currently the centre of debate. Scientists and engineers are arguing about how human 'she' really is. 'She' has also been granted Saudi Arabian citizenship.

What is the role of the Chief Ethicist Officer? The role has existed since the 1990's. Some have said that the role is simply a façade for companies and organisations to hide behind. Traditionally the role of the CEthicistO has been to deal with complaints and allegations, conflicts of interest, and act as advisor. In more recent times the role is morphing into an advisory and central control for ethical conversations around Medtech, Fintech and Al. Anywhere exponential technologies may lead us.

It is no longer simply a matter of compliance. It is no longer simply "can we do that" or "is it legal" or "is it appropriate for our organisation". We are now engaging in debates as to whether we "should".

How far should we go with the Singularity? How long should we live for in transhumanist terms? Where do we draw the line between 'acceptable' and 'too far'?

Seth Godin has said that the person who invented the car invented the car crash. We can't go back. Imagine life without a Smart Phone or laptop. Technology has democratised education, demonetised industries, and increased the research capacity of the health industry to save millions, probably billions of lives. But we do not fully understand the Pandora's Box we have opened. A Chief Ethicist Officer may potentially keep us alert and thinking about the road on which we travel.

Simon Sinek has said "An idea without action is hallucination". We cannot possibly deny the opportunities technology affords us. Tom Kelley from IDEO believes "Our best work comes as we blend technology with humanity". We know the most successful businesses throughout history, have utilised the latest technology of their time.

In deciding what is right or wrong, deciding what is ethical and what is not, we judge based on our truths. Each truth we hold is unique to us. Our truths are layered by our own perceptions.

The question is, how far would you go to save the life of someone you love?

For further information contact Christina on 0425 236 156, email christina@ideation.global or visit www.ideation.global



Christina Gerakiteys is the Founder of UtopiaX. She is a Creativity and Innovation Educator with a purpose to inspire hearts and minds to possibility. Christina writes and presents business development and innovation programs, conducts workshops, and facilitates strategic planning meetings and conferences.





Contact **HBR** today to find out how to participate in the next issue

HBR new appointments



NEWCASTLE OFFICE INTERIORS

Brandon Sheppard has recently moved to Newcastle and has joined Newcastle Office Interiors as Fit Out Senior Project Manager, Brandon has over 25 years experience and has managed a wide range of projects, including multi-million dollar projects in all sectors of the construction industry. He has well-developed professional skills and is know for his common sense approach to problem



PROSPERITY ADVISORS GROUP

Alex Warian has been appointed as Head of Lending and Leasing at Prosperity Advisers Group. Alex previously spent 19 years at Macquarie Bank. There Alex held senior positions, the most recent one being Division Director: Head of Professionals Bank, Business Banking, where he established new standalone segment strategies, setup distribution for a new lending offering as well as promoting and championing insight driven events.



MYFLEET

Lauren Hensby has recently been promoted to Marketing Manager for leading GPS Tracking and Fleet Monitoring provider, MvFleet. The team at MyFleet is driven by delivering innovative and purposebuilt designs to the trucking industry. Reflecting MyFleet's core values, Lauren provides practical and professional strategies with a personal touch.



DEST. SYD. SURROUNDS NORTH

Destination Sydney Surrounds North has appointed Michael Forster as Industry Development Manager. An industry professional with over 15 years' experience in Hospitality and Tourism. including senior roles with TFE Hotels and The Minor Hotel Group, Michael has recently turned his focus to Regional NSW and has a strong knowledge of the DSSN region. His diverse range of skills complements his passion for the role and will be an asset to regional tourism over coming years.



NEWCASTLE OFFICE INTERIORS

Joe Kelley has joined Newcastle Office Interiors in Development. He has extensive customer service and sales background, helping local businesses throughout the Hunter. Having grown up in Newcastle, Joe has an excellent understanding of the needs of local businesses and is well positioned to help them grow.



NEW. CRUISING YACHT CLUB

Sandy Hapgood has joined Newcastle Cruising Yacht Club as the Marina and Assets Manager. Sandy is originally from Queensland and brings extensive marina management experience to NCYC. Relocating to NSW late 2015, she now leads a team delivering customer service, facilities improvement and adapting to the dynamics of commercial property management. Sandy has extensive experience on superyachts and is an active sailor.



LINK NEWCASTLE

John FitzGerald now with LINK Newcastle is keen to assist business owners aiming to maximise the value of their business when selling. Bringing over 30 years of business experience to business broking with a diverse management and consulting background. He has owned businesses, and fully understands the issues that challenge a business owner when they decide to exit. John specialises in agricultural and associated rural and regional businesses.

Let us know about your people!



Waterfront property development sales indicates hot Lake Macquarie property market

The Lake Macquarie property market continues to run hot says PRDnationwide Lake Macquarie Residential Sales Consultant Paul Ashcroft given the overwhelming interest in the Water's Edge development at Warners Bay.

Mr Ashcroft says only months after the initial marketing launch of the 112 apartment complex more than 60% are sold.

Water's Edge will be located on the former BP service station site fronting King Street and The Esplanade. The \$80 million dollar project comprises one, two and three bedroom residences, approximately 200 car parking spaces as well as limited, groundfloor retail and commercial spaces. Construction is expected to start in February 2018. It is being marketed by Newcastle New Projects, a division of PRDnationwide Newcastle & Lake Macquarie.

"Warners Bay has been such a well-kept secret but the foreshore rejuvenation and the array of great cafes and restaurants, means the development has attracted national as well as local buyers," Mr Ashcroft says.

"Our most recent Lake Macquarie property market research report, released in December, shows now is the time to get into the local market with median apartment prices for the local government area having increased by 8.4% to \$450,000."

He says it is the location as well as the quality of the Water's Edge development that has buyers flocking to sign contracts. The development is by award winning construction company BLOC. The firm is also behind The Foundry at Adamstown and is building Verve Residences in Newcastle West.



"BLOC, will design and finish the residences to set a new standard." "Every apartment has either uninterrupted lake views that will never be built out or a sun drenched balcony overlooking the resort style pool deck."

"Water's Edge will be a "jewel in the crown" of a suburb that is becoming Lake Macquarie's most desirable lifestyle hub."

BLOC Director and Design and Business Development Manager, Andrew Redwin says the team at Newcastle New Projects has delivered results for the project.

"We look forward to delivering this superb set of apartments to buyers, setting a new benchmark for design and quality," Mr Redwin says.

WATERS EDGE SETS A NEW BENCHMARK





"The team at Newcastle New Projects have certainly delivered the results on our project at Warners Bay. Just a few months after the official marketing launch, Water's Edge is now 60% sold with the remainder expected to sell quickly. We look forward to delivering this superb collection of apartments and limited commercial spaces to Lake Macquarie and setting a new benchmark for quality and design."

Andrew Redwin, Managing Director of BLOC

Newcastle New Projects offer services including:

- · Feasibility advice
- · Site procurement
- · Design consultation
- Proven salesn strategies

· Project marketing

To get the Newcastle New Projects team working on your next development give us a call on 4926 0600 - 24hrs or head to newcastlenewprojects.com



PRD nationwide

Newcastle office market strong

The Property Council of Australia's latest Office Market Report shows that Newcastle's office market is one of the strongest in the country with vacancy dropping from 10.3% to 9.0%.

The drop in vacancy was due to positive demand and withdrawals indicating Newcastle is a strong, emerging regional office market.

"Newcastle has a strong office market with a growing population and local economic growth. Over the period, 1,250 sqm of office space was added indicating there is still strong supply," Property

Council NSW Executive Director Jane Fitzgerald said.

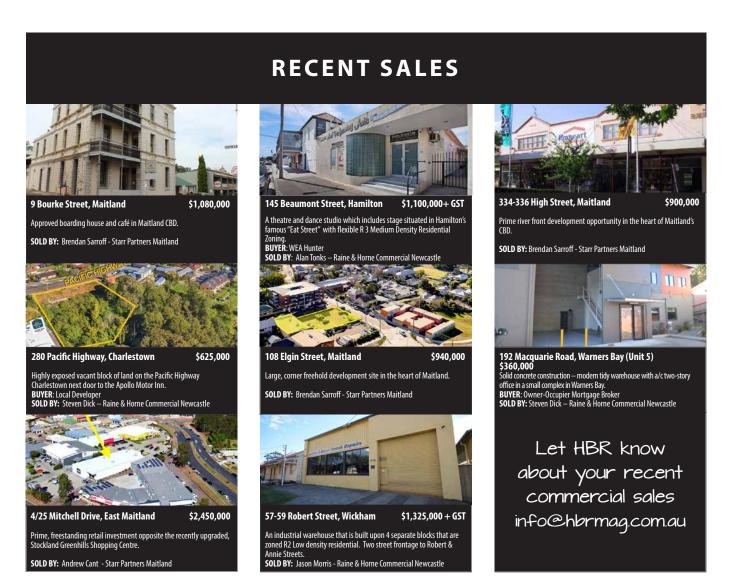
"All grades of office space recorded a vacancy decrease, with the exception of D Grade, which demonstrates a healthy local market and a good foundation of growth.

"A Grade office space recorded single digit vacancy, which could point to the need to attract a greater array of business to the local market.

"There is a minimal amount of supply in the pipeline over the shortto-medium term, however 31,600 sqm is mooted and we expect to see a long-term trajectory of growth in the Newcastle market."

Key market indicators, Newcastle (aggregate)

Grade	Vacancy, Jan 18 (%)	Vacancy, Jan 17 (%)	Net absorption, 12 months to Jan 18 (sqm)	Net absorption 12 months to Jan 17 (sqm)
Α	6.4	8.6	2,236	12,183
В	11.2	12.2	1,992	-1,030
С	10.4	11.4	-1,476	-1,458
D	8.3	7.1	-281	258
Total	9.0	10.3	2,471	9,953



Landmark apartment complex

The up and coming hot spot of the Newcastle property market will have a new landmark apartment and retail development following Council approval of the DA for Neufort Wickham.

The development, at 12 Railway Lane, comprises 135 apartments – 12 studios, 23 one-bedroom and 100 two-bedroom apartments plus 284 sqm of retail and commercial space across the 4,556 sqm site. It borders Wickham Park and Railway Lane.

PRD Newcastle & Lake Macquarie has been appointed sales and marketing agents for the development and is now taking expressions of interest. Construction is expected to start in 2019.

The development has been designed by award winning Newcastle firm EJE Architecture.

Director, Barney Collins, said Neufort has been designed in line with the new Wickham Master Plan to take advantage of its superb location and give a nod to the heritage of the suburb.

"This is a large development but we have broken down the scale between the upper and lower levels to give a dynamic appearance," Mr Collins said.

"We are bringing in the warmth and texture of face brickwork to reference the masonry characteristic in the suburb's signature buildings such as the Wickham School building and wool stores," he said.

"The style combines the robustness of the wool store buildings with modern contemporary apartment living."

"Importantly, active community spaces are introduced through a large courtyard at the podium level, as well as the bridge connecting the two residential towers."

The development is the first in Newcastle for experienced developer Blake Organisation. Managing Director Peter Blake said he is impressed by Newcastle's transformation and sees great potential for the city.

"We only create premium residential projects in prime locations with supreme lifestyle factors," Mr Blake said.

"Wickham is a great location that offers easy, contemporary living to buyers," he said.

PRD Newcastle & Lake Macquarie managing director Mark Kentwell said he expects strong interest from first home buyers and investors as the apartments will be priced attractively. Mr Kentwell said the two-bedroom, two-bathroom, dual balcony apartments will be particularly attractive to investors as well as two people jointly buying an apartment or those buying but looking to rent a bedroom to help finance their purchase.

"Although there'll be 143 car spaces, Neufort's location is perfect for a car free lifestyle," Mr Kentwell said.

"Neufort is minutes from the new Newcastle Interchange as well as a short walk or bike ride to Beaumont Street and Islington, Honeysuckle Marina, the CBD and University campus as well as our amazing beaches."



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 18m frontage approx.

 Building area 340m²**

 This property is a must to inspect and

- This property is a must to inspect and won't last long.
- * Subject to Council approval ** Approximate
 For further information please call Brendan Sarroff: 0400 986 779

MAITLAND

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Liquor License available subject to approval Extraction system with stainless steel canopy



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- Air conditioned Wall to floor tiling
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 Wall & floor tiling
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Rarely does such a space become available within the CBD.
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Tourism and infrastructure drive inner city living

Steve Cornes The Apartment Specialist

Newcastle is maturing into a metropolitan city with an incredible lifestyle – facts that can't be denied. Combine this with the current infrastructure and construction spend as well as increased exposure from events such as the Supercars, our city is in a prime position to be the nation's next apartment hot spot.

We are often compared to the Gold Coast because of our beaches, coastal lifestyle and being a regional city close to a capital centre. Many would argue our differences. Though, Newcastle has one distinct advantage, we are closer to Australia's largest city Sydney.

With the Gold Coast's second coming of age from a holiday destination to a sophisticated metropolis, there are even more similarities. Its transformation has been contributed to two economic drivers – tourism and infrastructure – that have been fuelled by it hosting the Commonwealth Games in April 2018.

It is estimated \$17 billion has been spent on infrastructure that includes Pacific Fair expansion; the light rail; The Star (formerly the Jupiter's Casino) development and the airport upgrade.

This expenditure has attracted a surge of property buyers, the strongest since the Global Finance Crisis. The unit prices have jumped by 5.1 per cent in the past year according to a Core Logic report. This growth is expected for a couple more years due to the Games plus the release of 1200 apartments after the event.

Newcastle, as it matures from its industrial roots into a cosmopolitan city, looks as though it is on a similar trajectory.

For a start, we have very similar economic drivers. Newcastle has been put in the international tourism spotlight from the women's soccer blockbuster at McDonald Jones Stadium and the Supercars returning each November for the following four years.

Then there is the estimated \$6.5 billion infrastructure investment that includes the light rail, transport interchange, cruise ship terminal, CBD revitalisation and airport upgrade. Plus we have the impending tertiary education wave with Japan's Nihon University campus at the old courthouse and the University of Newcastle looking to expand its city campus to Honeysuckle.

These drivers have assisted more than a \$1 billion in building approvals in the past year. The city's high-rise limit has lifted to 66 metres or 19 levels. Many existing buildings are being restored and renovated, so the city's character is being enhanced with more depth and a metropolitan vibe, as its heritage and culture blends with new developments.

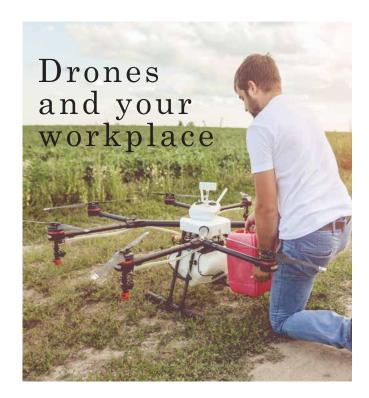
All this activity has attracted international, national, regional and local investors as well as retirees, downsizers and lifestylers to buy apartments in the city.

In the past 12 months the median unit price has been \$601,500 and given investors the capital gain of 21.76% against the NSW figure of 8.01%. (Your Investment Property Mag, September 2017). Since June, I have seen sales ranging from \$357,000 for a studio through to \$1.8 million for a three-bedroom penthouse. There has also been a trend towards buyers seeking out particular developments and securing them before the public market is aware.

Sydney buyers, in particular, marvel that the properties are about half the price, closer to the city, harbour and beach as well as a more laidback lifestyle. Apartments in Bondi range from \$25,000 to \$40,000sqm where in Newcastle's East End across from the beach, a recent benchmark was \$14,666sqm.

Newcastle's reputation as an apartment market with value and potential growth will continue to gain momentum. I believe 2019 will be the litmus test year as major infrastructure comes online.

By 2022, we can expect to see a skyline dominated by cranes as construction booms across Newcastle's CBD and spills into neighbouring suburbs. Within 15 to 20 years, it is projected there will be more than 1200 new apartments in the city, which will help accommodate the predicted population growth of 33,300 people across the LGA.



Jackie Dujmovic **Hover UAV**

According to the International Labour Organization (ILO), more than 2.3 million workers die every year as a result of occupational accidents or work-related diseases. In addition to this astounding number, each year 313 million accidents occur on the job resulting in extended absences from work.

The ILO estimates that the annual cost to the global economy from accidents and work-related diseases alone is a staggering \$3 trillion.

Can Drone technology help protect your workers?

Could drone technology be part of the answer? Can drones help save lives and protect workers? Many industries have been opting to include drones into their workflow. These remotely piloted aircraft can assist with daily duties and help you make informed business decisions in a cost effective and timely manner.

Drones can go places people cannot. They capture high quality aerial imagery, video and data that would otherwise require a crane, helicopter or someone working aloft.

We are seeing drones used to add additional safety across many industries and organisations including surf lifesaving, search and rescue, mining and the oil and gas sectors.

The ILO estimates that approximately one in six of the fatal workplace accidents reported globally takes place in the construction sector.

Some of the safety aspects that the construction industry would benefit from by introducing drone technology include minimal personnel working aloft, progress reporting, surveying and onsite safety auditing.

Drones are being used to survey the site which is minimising time surveyors need to be onsite around large potentially hazardous machinery, and dangerous steep terrain. The data imagery collected by these drones can be converted into 3D maps and 3D models.

Drones can also live stream video back to the construction manager, WHS officers or engineers to monitoring work sites ensuring safety standards, inspect higher structures without having staff working aloft or simply to check project progress.

A drone fitted with different sensors can also assist with the detection of hazardous conditions such as gas and hazardous substances and report back prior to staff accessing the location.

Do drones create new workplace hazards?

However, while you will see tremendous gain by utilising drone technology to add additional safety to your worksite drones also may create new workplace hazards. It is important to evaluate and manage drone operations to ensure their safe operation on your site. You need to be aware of these new hazards, assess the risks arising from them, and apply controls to reduce the risks. Unstable flying conditions, operator errors and faulty equipment may present potential hazards to nearby workers and other air traffic from the use of drones.

How do you prepare for future drone operations on your worksite?

So you think you would like to implement it onto your operations. Where do you start? And how do you prepare it for future operations? It is recommended that if you are thinking of outsourcing your drone needs you seek a fully licensed commercial company holding all relevant licenses and insurances or if you are considering in-house operations. It would be advised that you seek professional advice such as the consulting team from Hover UAV who can assist you through the process from idea to implementation ensuring all aviation guideline, safety standards are implemented and the correct equipment is acquired.

For more information please contact Jackie on 1300 655 918 or email info@hoveruav.com.au



Jackie Dujmovic is the founder and director of Hover UAV a company who uses drones, to deliver high quality aerial imagery, research, video and data. She also utilises her experience and acts as an instructor for "She Flies".



Nimbler Digital becomes a **Hubspot Certified Agency Partner**

Newcastle Digital Agency Nimbler Digital has joined HubSpot as a Certified Agency Partner. HubSpot, the world's leading inbound marketing and sales platform, works hand-in-hand with Agency Partners to grow their businesses through inbound software, services, and support.

Of the announcement, HubSpot Channel Account Manager Brent Claremont said, "We are thrilled to welcome Nimbler Digital to HubSpot's Partner Program. Their savvy, sophisticated, and innovative approach to inbound makes them a company that businesses everywhere can learn from. Watching them transform their Agency with inbound has been a rewarding experience!"

Over the past year, Nimbler Digital has grown significantly by incorporating inbound strategies into their client's marketing arsenals to attract, engage, and delight customers. Over the last 18 months the Newcastle company, has expanded its client base beyond Newcastle to Sydney and Melbourne with its professional array of Digital Marketing services and solid Marketing Strategy credentials.

Noted for their stand for utilising best-in-breed website development platforms, including the Silverstripe CMS, and an array of integrated digital marketing tools, their list of clients includes:

- The Royal Automobile Club of Australia
- Ovesco
- Challenge Community Services
- · Hunter Business Review
- · Newcastle University's DADEE program and more

Nimbler Digital empowers brands to generate high value, personalised relationships with their customers and is passionate about the power of meaningful content and interactive digital communications. This is achieved by a team with high-end digital development skills including digital marketing strategy, UX design, website and App development and content systems integration.

Nimbler Digital Managing Director, Jonathan Poynter, said "This certification cannot be bought. It has to be earnt and we are proud to have achieved this level of co-operation with Hubspot. The relationship will benefit our clients as well bring a unique level of Hubspot Inbound expertise to their marketing objectives."

Google Solutions Architect to Speak at Interactive Minds Newcastle

Growthwise & Vicinity Digital Marketing recently joined forces to launch Interactive Minds Newcastle, a new series of morning events for forward-thinking businesses, digital marketers, and agencies in the Hunter.

Interactive Minds was founded by Louisa Dahl, whose events in major Australian cities and annual Digital Summit has attracted speakers from brands like Airbnb, Amazon, Netflix, Google and Facebook. The objective for the Newcastle team is to bring speakers of this calibre to Newcastle on a regular basis.

The first Interactive Minds event, which will be held at the Crown Plaza Newcastle on 28 February, has drawn an impressive panel of speakers including Ash Rane from Google, Yoan Demarty from HubSpot and Andy Gallagher from local Virtual Reality Studio, VRXP. They will discuss the latest approaches to AI, chatbots, virtual reality, big data, disruption, and automation.

Data backup, only half the story

Tim Norris Norris IT

With the increasing risk of your systems being infected by ransomware there is no better time to look at your disaster recovery solution.

What is disaster recovery?

Disaster recovery involves a set of policies, tools and procedures to enable the recovery or continuation of vital technology infrastructure and systems following a natural or human-induced disaster.

A key part of disaster recovery is ensuring that your data is continually backed up, however, this is only half of the story. If you haven't tested that backup and attempted recovery of your data there is no guarantee that it will be available when you need it most.

Backing up

When setting up your data backup you will be required to choose a frequency for the process, it is at this moment you should think about the possible implications of the timing. Consider this, Acme Co has 10 employees and they operate from 9-5 Monday to Friday, if their data is corrupted on Thursday and the latest recoverable backup is from the previous Friday it would take 320 hours to reproduce the work created in that time - this is without completing any

A complete data backup and recovery solution should consist of multiple solutions, from a range of vendors. The general rule is that your data should be stored in at least three different places: local, off-site and, the cloud. A full solution will include regular testing of your backup to ensure that when required it is recoverable – this means you need to download the backed up data and confirm that the latest work has been included.

Recovering your data

Within your disaster recovery planning you should have multiple avenues for recovery.

It is worth putting some time into researching the most suitable solution for your set up.

There are differing types of data recovery ranging from bare metal (brand new blank PC) to files and folders (would need to go onto a PC already configured). It is a good idea to confirm that your recovery solution has the ability to do more than one recovery type.

The full solution

To make sure that all of your bases are covered (or as much as they can be) it is advisable that you have a disaster recovery policy in place that covers all of the above and any other things that you may require.



Tim Norris started Norris IT with his wife Racheal in 2015 after recognising a need for professional IT services in the Dungog district. Norris IT has grown from strength to strength, starting out in their home with only Tim and Racheal to now having a presence in the main street of Dungog with 3 employees.



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The risky business of entering international contracts online

Kym Butler **Bulters Business and Law**

More and more Australians are entering into international contracts online. At a commercial level, these arrangements often involve outsourcing services. As individuals, many of us book holidays through online intermediaries operating in foreign countries. However, an agreement is no less formal simply because it is entered into electronically. In general, there are three types of online contracts:

Clickwrap contracts require a user to click a button to accept the terms and conditions.

Browsewrap contracts allow a user to use a website without formally accepting the terms and conditions.

Sign-in wrap contracts do not include an 'acceptance' function; however, users are generally taken to accept the terms by proceeding with use of the website.

The terms of online contracts are often complicated by the implication of international contract law. When entering international contracts online, it is important to understand the contract terms and which laws apply.

Case example - Gonzalez v Agoda Company Pte Ltd

The recent Supreme Court case of Gonzalez v Agoda Company Pte Ltd [2017] NSWSC 1133 highlights the importance of reviewing website terms. In this case, Ms Gonzalez booked a hotel in Paris through Agoda, an online Singaporean booking intermediary. When Ms Gonzalez made the booking, she accessed the Agoda website from her home computer in Sydney, Australia.

Agoda's standard terms and conditions included a clause providing for the 'exclusive jurisdiction' of Singapore. This means that the

only law that would apply to the contract was Singaporean law. Ms Gonzalez was provided with a link to these terms and clicked the 'book now' button to complete the agreement.

During Ms Gonzalez stay in Paris, she slipped in the bathroom and broke her leg. She claimed that a fault in the shower screen caused soapy water to leak and made the floor slippery. Ms Gonzalez filed proceedings against Agoda in the NSW Supreme Court. The court gave substantial weight to the 'exclusive jurisdiction' clause and found that Ms Gonzalez had essentially 'signed' the document by clicking the 'Book Now' button. Unfortunately, Ms Gonzalez was bound by the terms of the contract regardless of whether she read them.

Things to consider when entering into an online contract

In an increasingly digitised world, it is easy to enter into online contracts without considering potential legal implications. Here are some key things to consider when entering into an online contract:

Make sure you read the terms and conditions of any agreements you make online. You will be bound by anything you agree to even if you haven't read it.

Be aware that an agreement doesn't always need your actual signature to be binding.

Be aware of any domestic and foreign laws that affect the agreement. Investigate the true location of the business of the other party. It is easy to make incorrect assumptions from a quick glance at a website.

Check whether the contract has an 'exclusive jurisdiction' clause specifying which country's laws will apply.

For further information on employment law call (02) 4929 7002, email contacts@butlers.net.au or visit www.butlers.net.au



Kym Butler is the founder of Butlers Business and Law. He has decades of experience both as a legal practitioner and chartered accountant. He is an expert in business structuring, asset protection and taxation.

What the new Privacy Laws mean in 1 minute.

As of 22nd, February 2018 the Privacy Amendment (Notifiable Data Breaches) Act 2017 goes into effect, requiring all businesses in Australia to notify the Office of the Australian Information Commissioner and any impacted clients about significant data breaches.

WHO DOES THIS APPLY TO?

The law covers most Australian government agencies, businesses with an annual turnover of \$3 million or greater, and smaller organisations who handle personal data. If your business handles

- Tax Information
- Personal Identifiable Information
- Credit Reporting

Then you need to be compliant. This can include (but not limited to) child care centres, accountants, legal firms, real estate and medical practices.

PENALTIES

There are two penalties for failing to adhere to the privacy act:

The legal consequences include a public investigation that may result in a penalty of up to \$2.1 million

The shaming can be even worse. Failing to follow this act gives your competitors the ability to talk about it in their marketing campaigns,

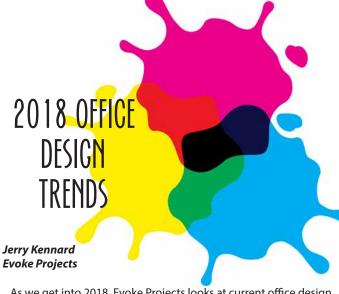
"Choose Us - We Protect Your Data, Unlike That Other

WHAT CAN I DO

- Develop a compliant response plan
- Identify at-risk systems and data
- Train staff on identifying issues with systems, around data loss, and on your response plan.
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- Download our NDB white paper and information pack
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As we get into 2018, Evoke Projects looks at current office design trends in office space use, materials and technology. Find out how you can introduce these design trends into your workplace during your next office fit-out or refurbishment.

Relaxed spaces for a more relaxed culture

Lately, workplace trends lean towards a more relaxed workplace culture. Office designs that align with your brand and culture have synergistic effects on the whole business model. If you are aiming for a more relaxed culture to appeal to the modern generation, include some relaxed spaces in your next office fit-out or refurbishment. Consider adding more open areas, collaborative environments, quiet rooms, phone booths and areas that reflect home living.

Office furniture can also give a 'dressed down' look; bean bags, ottomans and sofas simply ooze relaxation.

Homely creature comforts

Given smartphones bring work into home lives more than ever, businesses are recognising that some permeation of home into work seems to reset the balance a little! Adding some creature comforts into the office design will help to integrate work and play. Consider a cosy fireplace, a bar or juice area, shower facilities, a pool table or a table tennis table.

Adaptable spaces

Change is as good as guaranteed these days! Designing your office space to allow for constant growth and change means aiming for a flexible layout. This trend is certainly not a faddish trend and is absolutely vital to future-proof your business. Lightweight modular furniture and castor wheels are excellent for easy manoeuvrability.

Activity based working zones also make the office space more adaptable. In preparation for your next office refurbishment or fitout, why not map out your business process flows and day-to-day team interactions? It's amazing what efficiencies can be achieved with workplace zoning.

Biophilic office design

Yes, you read that correctly! Biophilic office design aims to connect the workspace with nature to aid health, fitness and wellbeing. It is an attempt to balance the experience between the inherent 'concreteness' of offices with the benefits of nature. An article in Forbes magazine states that working in a green-certified office results in a 26% boost in cognition, 30% fewer sickness-related absences and a 6% rise in sleep quality, which shows that the benefits of a green office extend to our home lives too¹.





Office design trends in materials and colours

Concrete is fashionable when blended with natural elements. Concrete benches and sinks sitting alongside natural wood give that earthy back-to-nature feel. Wood is on-trend and also has style longevity that won't date.

Technology never stands still

Technology can be a challenge for office design because it changes so often. The trick is to see where the future is heading and try to plan for that. At Evoke Projects, we advise our office fit-out and refurbishment clients to ensure technology ports are accessible from multiple places in the office. Also ensure that your wireless capability is top notch for the wireless charging of devices that will take over from AC power charging.

The sit-stand desk has revolutionised the way we work in recent years and that looks set to continue as smart desks with built-in touchscreens and even artificial intelligence enter the market.

Like all trends, it is important to consider the long term outlook. Some trends will help future-proof your business and maximise productivity, motivation and retention of quality staff. Other trends could be more faddish and not good long term investments.

1 https://www.forbes.com/sites/adigaskell/2017/02/15/a-green-office-equals-a-productive-office/#1bd106b57ca5

For further information call Evoke Projects on (02) 4924 4920, email info@evokeprojects.com.au or visit www.evokeprojects. com.au



Jerry Kennard is Evoke Project's passionate Managing Director. Jerry thrives on producing a customised workplace strategy and design for each client that not only achieves their operational objectives but also increases the engagement, productivity and retention of their team.

CONTINUED GROWTH FOR INSIGHT BUILDING SERVICES LEADS TO NEW OFFICE/SHOWROOM

Recent years have seen continued growth for Insight Building Services, a local business offering commercial/industrial building services, office fitouts, multi-unit residential and project management services.

They have been extremely active, particularly with office and retail fitouts. Recent projects include:

- HelloWorld Travel Hunter Street, Newcastle (Six Level Office and Retail Fitout)
- Raine & Horne Darby Street, Newcastle (Office Fitout)
- Pure Performance Stores Newcastle, Warners Bay and Maitland (Retail Fitouts)
- Avery Plastic Surgery Watt Street, Newcastle (Medical Surgery Fitout)
- Coal LSL Honeysuckle Drive, Newcastle (Office Fitout)
- Green St Property Hunter Street, Newcastle (Office Fitout)
- Newcastle Transport Services Hunter Street Mall, Newcastle (Information Desk Fitout)

This continued growth led to Insight Building Services investing in a new head office, located at 97 Bailey Street, Adamstown which opened in late 2017. The office includes a showroom area where current and potential clients can explore the latest features in office fitouts and discover how they can make their existing or new premises more functional and productive.

Insight Building Services Director, Luke Finlay is thrilled with the new office and its strategic location.

"Insight Building Services has always prided itself on its foundation of good principles whilst always striving for the 'win win' in every situation," said Luke.

"Our new office and showroom is a major milestone in the growth of Insight, allowing us to provide customers with an interactive experience when planning their next office fitout or refurbishment project".

"We have found that combining our extensive building knowledge, with our positive 'can-do' attitude has placed us as market leaders within the Newcastle and Hunter region. This has resulted in numerus opportunities to be involved in challenging & mutually rewarding projects with our clients".

Luke is looking forward to the next phase of the business growth and is excited to contribute to the revitalisation of Newcastle.























Lets chat about your office fitout plans.

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M: mail@insightbuildingservices.com.au or drop into our office - 97 Bailey St, Adamstown

Insight is recognised throughout Newcastle for high quality craftsmanship, innovative project delivery and an honest approach to business. From Commercial Office Fitouts, Refurbishments to Construction Projects, our goal is to create spaces that people love.

Our goal is to understand our client's needs, and then deliver with contemporary designs, innovative approaches and high quality finishes. We love what we do and we are passionate about creating inspiring outcomes for our clients.

Offering Optimal Spatial Design
High End Finishes
Leader in Office Fitouts in Newcastle
Transforming Office Spaces

"The Insight team – Thank you! We pushed, we challenged, we frustrated you, but you never stumbled, your team delivered without faulting. Thank you for being as committed to this project as we were

"I have placed my utmost trust in Insight Building Service's ability to deliver our projects. They provide cost effective solutions and always go above and beyond the brief provided".

Peter Aloupis, Green Street Property Services

"Insight Building Services operate in a very professional manner, and as an architect who works largely on multi-residential projects I know this is a rare commodity. In all cases Insight has impressed me not only with their ability to deliver a building of excellent quality within budget and time constraints but also with the way they conducts their business and manages others".

Kelly O'Connell

"Insight Building have an amazing approach to building and working with architects. The team go above and beyond to respect the design intent, always aspiring to meet the expectations of both architect and client with no compromise on quality. Luke and the team make the construction process easy, building positive and lasting relationships with the whole team from the outset and delivering excellence within time and budgetary constraints. Their attention to detail and dedication to quality have had a hugely positive impact on my personal experience on site, but also on the experience on our clients. I look forward to working with the Insight Team on many more successful projects in the not-too-distant future".

Daniel Hadley – Architect, ELK Designs

NEW CASTLE OFFICE INTERIORS EXPANSION

As the name suggests, Gateshead based Newcastle Office Interiors specialises in all facets of office fitout / refurbishment and commercial office furniture. Their continued growth shows them retail facilities.



Their two dedicated teams of professionals consist of Project Managers who cater for the Design and Construct aspect of the business while a separate but conjoined Furniture Sales team take care of all of the Office Furniture requirements from client liaison, specification, design assistance and full fit out, they provide a personalised and focussed approach to all vour needs.

EJE Architects and Interior DesignersIn another important step, Newcastle Office Interiors has recently formed a collaboration with one of Newcastle's most revered architectural firms EJE Architecture, partnering with their Interior Design Specialists. The coupling of NOI and EJE creates an opportunity to offer, then in turn deliver the sought after visual and environmental impact that clients seek in any specific office or retail space, regardless of industry.

New Premises

To help accommodate its current and future growth, NOI has just purchased new premises which is being custom fitted to facilitate clients with a larger showroom and allow the internal operations a more `substantial warehousing/despatch space.

Although NOI was set up to service a wide range of industries locally, it has recently completed significant projects in Sydney and Lithgow and regularly carries out work in Adelaide

We create

"With our continued expansion, new premises and industry alliances, the business is entering a new phase in its evolution and we are excited about the new levels of service we can offer businesses to make their workplaces flow more efficiently whilst also creating a more pleasant environment for their staff."

Capability

NOI Founder, Jock Whyte said, "Newcastle Office Interiors was established to service a wide range of customer needs, from a single office chair right up to a complete refurbishment/ design and construction of office space for hundreds of staff."



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W: www.newcastleofficeinteriors.com.au



THE EVOLVING OFFICE

The nature of the office environment, and the way we approach our working day has evolved drastically in the past decade.

Our lives are fast and the demand for a balanced lifestyle has generated a need for a altered style of space. We expect more out of our surrounds - our ability to multi-task has increased. It's easy to order our lunch, update our phone or purchase a new car at our desk or workstation – which results in us spending more time at our desk.

We now accept that an active work space is both desirable and achievable. Less sitting and more standing is proven to enhance our health, wellbeing and posture. In 2018 it is common to have a sit stand desk, height adjustable meeting table and ergonomic seating options – maybe even a ping pong table in our office! The message is clear - get up whenever possible.

Experienced Office Furniture's General Manager Paul Wildschut is on board, Paul is always looking to push the boundaries - his aim is to design interiors which can evolve.

"A current trend in office interiors are breakout spaces, hot desking and communication spaces - or in layman's terms a versatile space within an office which can provide privacy and versatility. Somewhere you meet with a client or somewhere for a casual employee can sit, a space that is ultimately undefinable," Paul said.

"EOF is embracing this trend and our new Square Series is simply perfect. Aesthetically divine the Square Series creates quiet private spaces where employees can meet together or can provide a space to make a private phone call."







Innovative interiors are inspiring and exciting to be amongst, but even more importantly they can enhance your lifestyle and wellbeing. We now work longer hours and later in life, so our workspace is almost an extension of our home.

Offices are now open plan. With the emergence of communal spaces which encourage co-workers to integrate the layout of an office has changed. Dead spaces in your office are now being transformed, gone are the grey partitions with maroon seating instead we are seeing eye catching textures, modulating screen heights and colour. There is however still an obvious need for privacy and the desire to have a space to personalise. This can be achieved through the use of screens, high back lounges, planter boxes which replace the older trend of personal offices. The control of sound is paramount and when designing the interior the use of customised materials minimises issues. Colour is also instrumental in creating zones in the workspace - breakout zones are often designed using a different palette.

"We love visiting our past projects a few months after completion," Paul said "When you pop in and see the spaces being utilised - that's when an office really buzzes."





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OFFICE DESIGN LAYOUT

Luke Keating Webber Architects

A successful office design layout is one which attracts, retains and engages workers, promotes the brand and culture, encourages collaboration, and nurtures worker wellbeing.

The principles relate to the diverse ways in which we now work - the way we use technology and the way we interact physically and virtually; and which are sustainable and adaptable to changing needs. Considered office design maximises the use of space by invigorating all areas to create a range of formal and informal settings.

An efficient layout results in an economic footprint and logical circulation routes, and fluidly connects hubs to foster focus, learning, collaboration and socialisation.

Movement and options in work settings can be created by installing touchdown spaces and enclaves to accompany assigned workstations necessary for individuals requiring focused individual working.

Shared comfortable and inviting spaces help people connect with one another and access tools, resources and information to facilitate this. It is through collaboration that innovation is achieved.

Creating indoor and outdoor breakout spaces allows for socialising which is important for building a sense of community and wellbeing.

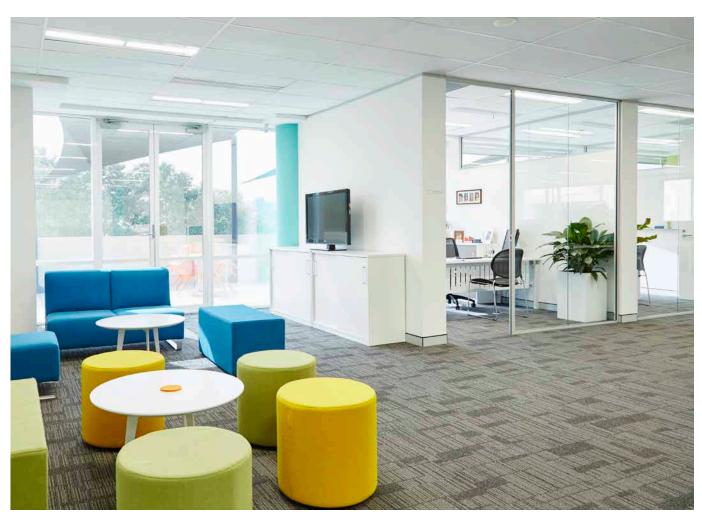
Aesthetics and setting can communicate brand and culture. Colours and imagery as well as a mix of fixed and moveable furnishings can be used to build identity and to define the different hubs. This gives permission for all workers to move freely between the hubs and to exhibit the behaviour valued.

We plan to embark on our own office design this year inspired by what we have learnt from research and office projects we have completed, and considering how we use our space and how we anticipate this will change as our business continues to grow. We hope to share the outcome as an example of efficient office design promoting creativity and community.

For more information please contact Webber Architects on (02) 4926 1078 or email info@webberarchitects.com



Luke Keating is an Associate at Webber Architects where he has worked for over 7 years. He is an integral part of a project team responsible for commercial and residential architecture, interior design and master planning.



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HBR funny business



A moth is sitting in the therapist office, and the therapist says,

The moth says, "Oh it's great, just wonderful, just got a promotion which came with a nice raise, they moved me up to the top floor and now I have the greatest view of Newcastle anyone could ask for."

So, the therapist says, "Great news! And how's the home life?" The moth replies, "Excellent!! The wife and I are working on our second larvae!!"

Finally, the therapist says, "Well then why the hell have you come to the psychiatrist? Seems to me like your life is just fine."

The moth says, "because your light was on"



A man walks up to the pearly white gates of heaven God looks down on him and speaks.

"We don't know of anything particularly good or bad you have done in your lifetime, so it is up to you to tell us a story that will persuade us whether you will go to heaven or hell."

The man looks up shaking and responds with a story.

"One day when I was driving down a rural freeway, I saw a gang beating up a child. Feeling brave, I popped my collar, put my sunglasses on and parked the car. Running out to them, I yelled 'If you want to hurt him you'll have to go through me first"

God smiled down on the man and asked. When was this?" The man replied, "Around 5 minutes ago."



A man absolutely hated his girlfriend's cat and decided to get rid of him one day by driving him 20 blocks from his home and leaving him at the park. As he was getting home, the cat was walking up the driveway.

The next day he decided to drive the cat 40 blocks away. He put the beast out and headed home. Driving back up his driveway, there was the cat! He kept taking the cat further and further and the cat would always beat him home.

At last he decided to drive 10 km away, turn right, then left, past the bridge, then right again and another right until he reached what he thought was a safe distance from his home and left the cat there.

Hours later the man calls home to his girlfriend: "Jen, is the cat there?"

"Yes", the girlfriend answers, "why do you ask?"

Frustrated, the man answered, "Put him on the phone, I'm lost and need directions!'



Once upon a time, there were three kingdoms, all bordering on the same lake. For centuries, these kingdoms had fought over an island in the middle of that lake. One day, they decided to have it out, once and for all.

The first kingdom was quite rich, and sent an army of 25 knights, each with three squires. The night before the battle, the knights jousted and cavorted as their squires' polished armour, cooked food, and sharpened weapons.

The second kingdom was not so wealthy, and sent only 10 knights, each with 2 squires. The night before the battle, the knights cavorted and sharpened their weapons as the squires' polished armour and prepared dinner.

The third kingdom was very poor, and only sent one elderly knight with his sole squire. The night before the battle, the knight sharpened his weapon, while the squire, using a looped rope, slung a pot high over the fire to cook while he prepared the knight's armour.

The next day, the battle began. All the knights of the first two kingdoms had cavorted a bit too much and could not fight. The squire of the third kingdom could not rouse the elderly knight in time for combat. So, in the absence of the knights, the squires fought.

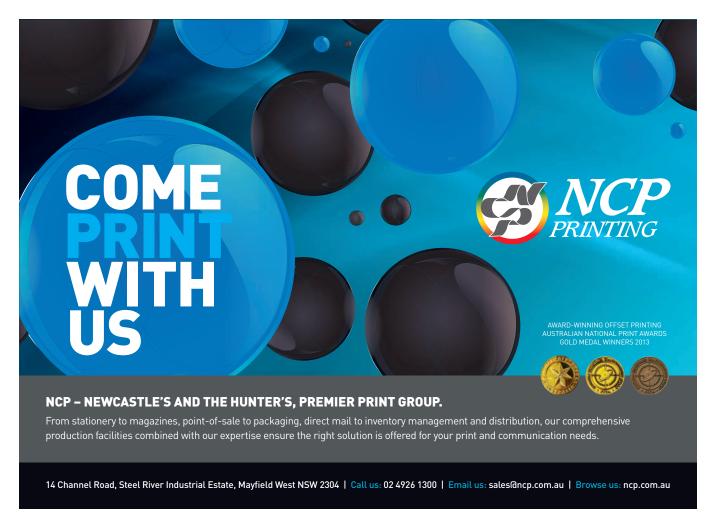
The battle raged well into the late hours, but when the dust finally settled, a solitary figure limped from the carnage. The lone squire from the third kingdom dragged himself away, beaten, bloodied, but victorious.

And it just goes to prove, the squire of the high pot and noose is equal to the sum of the squires of the other two sides.

QUOTE OF THE MONTH

"So often people are working hard at the wrong thing. Working on the right thing is probably more important than working hard."

- Caterina Fake, Co-Founder Flickr





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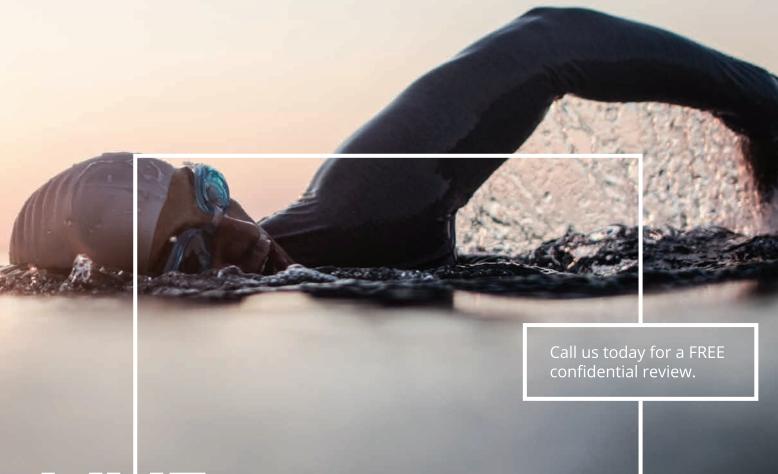
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