

# HBR

Hunter Business Review ■

15TH YEAR  
OF PUBLICATION

JULY 2019

VOLUME 15 NUMBER 6

Print Post Approved 100002454

## R NEWCASTLE RENEWAL

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ISSN 2202 - 8838 (Print)  
ISSN 2202 - 8846 (Online)



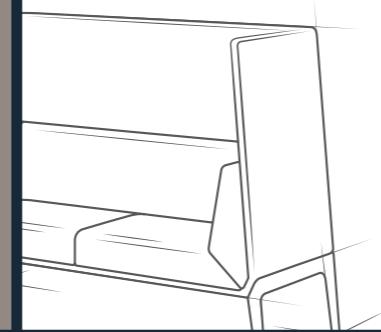
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**PUBLISHED BY:**  
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[www.ncp.com.au](http://www.ncp.com.au)

Published monthly (except January)  
Hard copy circulation: 5,000  
Also available online

[www.HBRmag.com.au](http://www.HBRmag.com.au)

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GARRY



SANDIE



JASON

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With softening domestic and global economic growth, it will be important for the Federal Government to monitor the effect of two consecutive interest rate cuts and a tax cut has on stimulating the economy.

Reserve Bank Governor Philip Lowe recently called for more infrastructure spending and job creation policies, and stated that easing monetary policy

was not the only way to stimulate the economy.

Philip Lowe is correct, but it would be prudent to wait at least a couple of months to allow the interest and tax cuts to move through the economy before taking major action.

With the Federal election well out of the way, the Federal Government has some freedom to take actions to stimulate the economy later in the year but is somewhat bound by the pre-election claim that the Budget is in surplus, or really that their forecast for the 2020 financial year is for a surplus.

Any additional stimulus spending would threaten its ability to keep this forecast surplus, but then again so would a significant economic downturn.

It is interesting that in recent decades that producing a budget surplus is almost seen as the holy grail of good economic management. Whilst we should be looking at being budget neutral over the longer term, it is only natural to expect deficits in times of economic downturn or major economic restructuring.

Indeed, it could be seen as a sign of bad economic management to pull money out of the economy with a budget surplus when the economy is soft.

The Federal Government will no doubt be hoping that it does not need to go down this path and that the current economic stimuli do indeed have a significant effect.

\*\*\*

Congratulations go to Jodi Mackay for being elected leader of the NSW State Opposition. As a born and bred Hunter person, Jodi has a deep understanding and appreciation of our region.

In another boost for the region, Member for Swansea, Yasmin Catley was voted in as Deputy Leader of the Opposition.

Whilst their impact is reduced by being in opposition, it will be extremely interesting to follow their performance over coming years, particularly if they take the ALP to government in the next election.

**Garry Hardie**  
Publisher & Editor

#### ON THE COVER

A F-35A Joint Strike Fighter. The F-35A Joint Strike Fighters are Station at RAAF Base Williamtown.  
*Image courtesy of the Department of Defence.*



## HVTC recognised as diversity champion

HVTC has been recognised for making real headway towards creating a more diverse and inclusive workforce.

The not-for-profit organisation, which employs and manages almost 700 apprentices and trainees for host employers, was named the Diversity Champion (Organisation) at the 2019 Hunter Diversity Awards.

These Awards were announced in Newcastle on 18 June and aim to recognise individuals and businesses who are making their workplace and/or community a fairer, more equitable and more successful place to live and work.

Since 2009 HVTC has increased the percentage of Indigenous apprentices and trainees from 1% to 10%, creating significant employment outcomes across NSW, particularly in regional areas.

HVTC has also achieved a representation of Women in Non Traditional Trades of 4.6%.

"This gives young women

greater access to a broader range of well-paid and rewarding careers that not only addresses gender pay equity but also improves the productivity and successfullness of businesses," said HVTC Manager Human Resources & Safety, Janet Lee.

According to Lee, the company's success in the diversity space has been the result of its multi-pronged approach to diversity and equality, underpinned by a long-term Strategic Plan.

"This Strategic Plan outlines policies surrounding workplace and gender equality and sets out specific goals in relation to diversifying our Hosted Employee representation," she said.

Ms Lee added that most organisations today have some form of policy relating to diversity and equal opportunity.

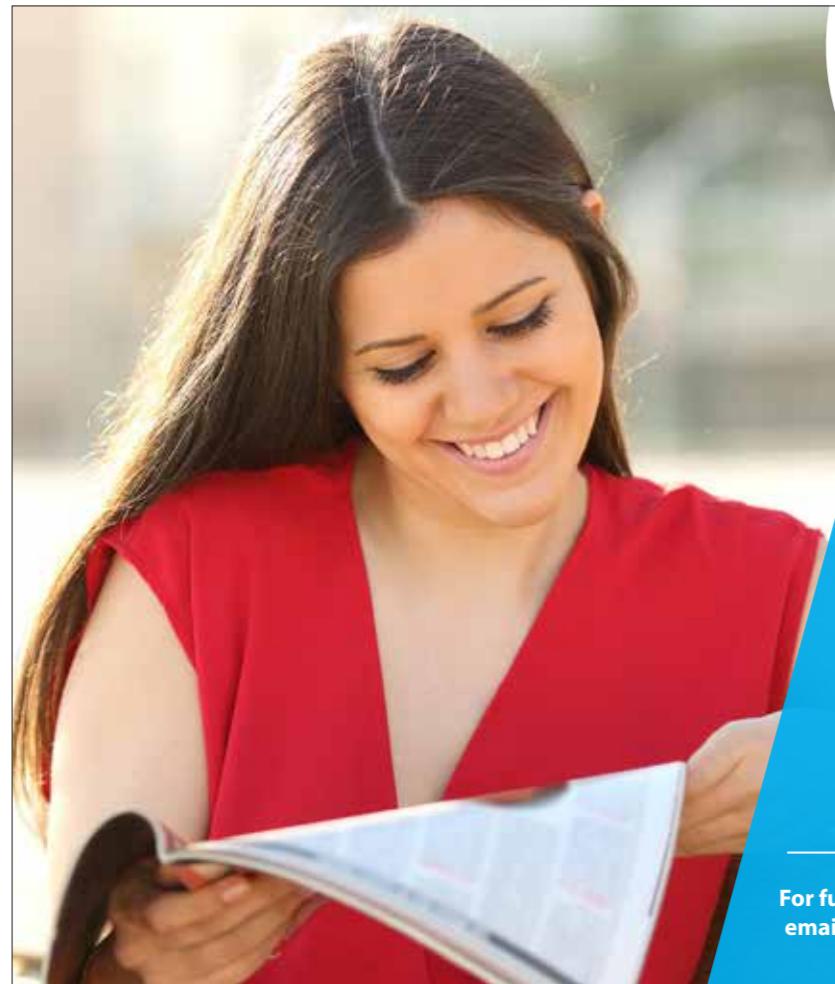
"Businesses are beginning to realise they have a corporate and social responsibility to ensure their workforce is a true reflection of the communities in which they operate," she said.

One of the actions HVTC has taken to ensure it continues to meet and maintain its strategic goals has been securing Anti-Discrimination Board exemptions for 35 Women in Non-Traditional Trade (WNTT) placements and 35 Aboriginal and Torres Strait Islanders (A&TI) placements.

For the next two years, HVTC can offer recruitment of WNTT and A&TI apprentices and trainees to any employer without the three month waiting period and can place advertisements for positions that are only available to WNTT and A&TI applicants.

Through HVTC, businesses can provide opportunities for people to gain a nationally accredited qualification through an apprenticeship or traineeship while concurrently strengthening diversity and inclusion in their organisation.

"Winning the Diversity Champion Award is affirmation that we're doing a good job. We're incredibly proud of the culture we've created."



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## LEAH JAY MOVES TO THE NEW GATEWAY

After 25 years in Hamilton, Leah Jay has relocated to the new CBD of Newcastle.

Hamilton's been home since 1994 but we are excited at what's happening with the city and want to be in the centre of it. The fantastic new A Grade Gateway building, opposite the transport interchange, is our new home.

On 1st July we celebrate 25 years as the property management specialists. Just as Newcastle takes a new foothold for the future, so too Leah Jay steps into the new heart of the city to expand its services for property investors.

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## Swansea RSL Club reopens following a \$4.5 million makeover

One of the Hunter's oldest Clubs re-opened following a \$4.5 million makeover on Saturday 29 June with a FREE community fun day.

The much-loved Swansea RSL Club has undergone significant refurbishment over the past 12 months including a new kitchen incorporating Oceans Brasserie and Sea Level café.

Operating since 1936, the Club is unrecognisable – aside from the featured ANZAC war memorials built in 2002 and 2015 respectively, and the amazing water views.

The refurbishment included floor to ceiling glass downstairs and two new open air decks upstairs to take advantage of the unobstructed views of the channel from the top outdoor deck and enclosed restaurant.

The dining room also got a touch up with a completely new lounge, bar and poker machine area, whilst Oceans Brasserie now offers delicious fresh meals with specials integrated into the menu mid-week.

General Manager, Kiel Emerton said this is an important day in the Club's history and he was looking forward to welcoming loyal members and the local community to the grand re-opening.

"We invite everyone to come and experience the new Club – I guarantee the views will take your breath away," said Mr Emerton.

"The menu has been revamped, there's more open spaces with magnificent views overlooking channel and bridge, perfect for celebrations or a quiet meal," he added.

The community day provided an opportunity to celebrate this exciting renovation with our local community and to thank them for their patience during construction.

"The Swansea community spirit is strong and it is important for us to share important celebrations like this with them."



## Lake Mac CEO wins Minister's Award for Women in Local Government

Lake Macquarie City Council's CEO Morven Cameron has received a prestigious award at the 2019 Minister's Awards for Women in Local Government.

Ms Cameron was awarded the General Manager/Senior Staff – Regional or Rural category, in recognition of her contribution to local government over a 20-year career and her leadership within the industry.

Lake Macquarie Mayor Cr Kay Fraser said Ms Cameron's positive style of leadership and collaborative approach empowers people across the organisation.

"Since Ms Cameron's appointment as CEO 18 months ago, the organisation has moved from a traditional hierarchical structure to a more flexible and collaborative one that enables staff to be more responsive in the way they work and serve their community," Cr Fraser said.

"Ms Cameron has challenged stereotypes to become the first CEO/General Manager of Lake Macquarie City Council. She is a role model for women who aspire to leadership positions within the organisation, in local government and beyond."

Ms Cameron said she was honoured to receive the Award.

"Local Government is an exciting and rewarding industry, and one I'm very passionate to be a part of. I'm proud to be recognised alongside so many high achieving women as part of the Minister's Awards for Women in Local Government," Ms Cameron said.

"I am also extremely proud to lead an organisation that actively embraces innovation and seizes the opportunity to change the way we work in order to deliver better outcomes for our community."

Council's Customer Service Officer, Renee Keir, also received High Commended in the Women in Traineeships or Apprenticeships, Rural/Regional for her role in promoting careers with Lake Macquarie City Council and in local government more broadly.

Cr Fraser said Lake Macquarie is very lucky to have a number of women in leadership roles, who are great ambassadors for our organisation, our community and our female colleagues.

"Ms Cameron and Ms Keir should be very proud of what they have achieved in their roles with Council," Cr Fraser said.

"We are a progressive organisation and their work is helping make some incredible improvements to become more efficient, grow our visitor economy, and make sure that you, our customers, are at the centre of everything we do."

The winners of the 2019 Awards were presented by the Minister for Local Government, the Hon Shelley Hancock MP, at a function held at Parliament House on 6 June 2019. The Minister's Awards for Women in Local Government celebrate the contribution of women to local government in NSW.



## TAFE NSW mining skills program students graduate

On 14 June more than 100 resources sector industry representatives and community members applauded 30 students from across the Hunter in graduating the 2019 TAFE NSW Muswellbrook Mining Skills Program.

The comprehensive six-month program complements the course delivery of qualifications the students are studying at TAFE NSW – in the areas of either machining, electrical, metal fabrication or automotive.

All first-year apprentices, the students are working throughout their apprenticeship with a resources company based in the Hunter. Through the program they learn the fundamentals of each trade area and receive an overall education on mining, including several visits to mining and heavy industry environments.

Three students were recognised on the night with awards:

**Highest Achiever (Dux)** – Angie Simpson, Singleton, BHP apprentice

**Outstanding Achievement** – Ben Ferrier, Muswellbrook, BHP apprentice

**Outstanding Achievement** – Antonia Moncrieff, Stockton, Port Waratah Coal Services apprentice



# NAVIGATE A NEW PURPOSE

from –

# HIERARCHY to HIGH PERFORMANCE

# LEAN to LEARN

# LINEARITY to CIRCULARITY

*"we can't resolve our problems with the same type of thinking that created them"*    Albert Einstein



## New commercial real estate business for the Hunter

Four of the region's reputable property experts have joined forces to open the independent brand Commercial Collective, a real estate business based in Newcastle.

Offering over 69 years of commercial and industrial property and project marketing experience, Adam Leacy, Byrne Tran, Matt Kearney and Dane Crawford have been involved in the sale of some of the region's largest commercial property transactions and iconic buildings.

Previously, these experts have represented corporate clients, government agencies, institutions, and private investors and developers.

Commercial Collective offers a full range of services including

- Commercial and Industrial Sales and Leasing
- Asset Management
- Residential Project Marketing / Consultancy
- Property Advisory



## Variety of Chefs

Variety – the Children's Charity invites you to enjoy a special evening at their premier gala dinner, Variety of Chefs on Saturday 10 August.

Variety of Chefs promises an impressive culinary experience, exclusive entertainment, excellent auction items and time for you and your guests to celebrate and let your hair down.

This year's event will celebrate its 5th year and will feature the culinary delights of acclaimed and hatted local restaurants and chefs including Celebrity chef Jason Roberts, Mal Meiers from Subo, Chris Thornton from Restaurant Mason, Mitchell Turner from Rick Stein at Bannisters and Matt Skelton from NEX. VIP guests will be treated to canapés by local chef Tim Montgomery.

Celebrity Chef Jason Roberts, a New Zealand native who splits his time between Sydney and New York City, is an internationally known chef, author, television personality, fitness enthusiast and gluten free lifestyle advocate. Jason along with the other wonderfully talented chefs will be sure to tantalise your tastebuds on the evening.

The funds raised at Variety of Chefs will go towards helping kids get a fair go in life through grants, programs, scholarships and experiences.

Variety of Chefs has raised more than \$400,000 over the past four years which Variety has used to help more than 12,000 local kids.

Variety's goal is to raise \$130,000 on the night to continue supporting kids in need and with your help they can reach our target.

There are still individual and tables of 10 available. To purchase tickets please visit [www.variety.org.au](http://www.variety.org.au), email [newcastle@varietynsw.com](mailto:newcastle@varietynsw.com).

## NSW Mining 2019 Industry and Suppliers' Award winners announced

The contribution of the NSW mining industry to the state was recognised at NSW Parliament with representatives of the NSW mining industry and mining supplier businesses joining over 20 Members of Parliament at the 2019 Industry and Suppliers Awards Dinner.

NSW Deputy Premier and Minister for Regional New South Wales, Industry and Trade, The Hon. John Barilaro, delivered the keynote

address at the dinner, praising the contribution mining makes to the NSW economy and regional communities right across the State.

NSW Minerals Council CEO Stephen Galilee, said that the awards highlighted the importance of mining in fostering growth in regional communities by providing jobs and investment.

"Our Industry and Suppliers' Awards highlight the vital role mining plays in NSW, particularly the contribution our industry makes to regional communities. We had outstanding entries for the awards this year, reflecting the quality of our State's world-class mining sector," Mr Galilee said following the Awards.

"A strong mining sector is critical to NSW. Over 40,000 people work in mining in NSW, and coal, copper and gold are our State's most valuable exports. NSW also relies on our sector for its energy needs, with our coal helping to generate around 80% of NSW electricity," he said.

The Industry and Suppliers' Award winners were:

- **Outstanding Supplier** - Sponsored by Yancoal Australia  
Winner: Hitachi Construction Machinery
- **Mining Operation of the Year** - Sponsored by Quarry Mining and Construction Equipment  
Winner: Peabody, Wambo Coal Mine
- **Young Achiever** - Sponsored by Evolution Mining  
Winner: Nicholas Sainty - Peabody, Wambo Coal Mine
- **Outstanding Contribution to Mining** - Sponsored by The Bloomfield Group  
Winner: Mick Buffer, Glencore



Plastic bags, recycled glass and printer toner will be used in the construction of new Hunter roads thanks to a cutting-edge facility operating in Lake Macquarie.

On 5 June Lake Macquarie Mayor Kay Fraser hit the button to officially open the \$5 million overhaul of Downer's asphalt plant in Teralba, allowing it to produce thousands of tonnes each year of sustainable road and pavement materials for the Hunter Region and Central Coast.

One of the key products to be manufactured at the site will be Reconophalt, a road-base alternative that uses processed soft plastics such as shopping bags and chip wrappers to act as a 'glue' that bonds and waterproof roads.

The soft plastics are collected through the RedCycle program, which has collection bins in Coles and Woolworths supermarkets, while waste toner used in the product comes from the national Planet Ark recycling initiative.

Every kilometre of two-lane road made with Reconophalt contains the equivalent of 530,000 plastic bags, 168,000 glass bottles and 12,500 toner cartridges.

Cr Fraser said today's opening, which coincides with World Environment Day, bolstered Lake Macquarie's reputation for encouraging and embracing sustainable businesses and practices.

"I congratulate Downer on investing in new methods to close the loop on recycled materials," Cr Fraser said.

"In the past 12 months in Lake Mac, we've seen the introduction of recycled glass sand in Council's civil works, a trial of recycled materials in concrete footpaths and now this next step in our war on waste."

Downer Executive General Manager Road Services Dante Cremasco said the use of recycled materials reduced the requirement for 'virgin' alternatives by one-third.

Testing of the new Reconophalt material showed it lasted longer and was less prone to deformation than traditional forms of asphalt.

# NEWCASTLE'S NEWEST AGENTS ARE NOT SO NEW.

## EXPERTS IN PARTNERSHIPS

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## Newcastle manufacturer expands

Newcastle manufacturer Brain Industries is expanding its workshop space to accommodate its growth in business and staff. Brain is leasing the 1,194 sqm building at 174 Young Street, Carrington.

The space will also be home to Brain's main office. The extra space increases the amount of workshop space Brain has available to manufacture an expanding range of products.

Brain's three other existing areas are adjacent to the new building, in Young Street Carrington. The new building brings the total size of Brain's manufacturing workshops and office space to 3,265 sqm.

Managing Director Gillian Summers said Brain was exporting more product and in the past six months the number of full time equivalent staff grew from 16 to 25. Gillian said during that time the company had also invested \$800,000 in additional equipment, including:

- a new stress relieving oven
- CNC shaft lathe
- large capacity manual lathe
- inner shield and submerged arc welding equipment including work piece manipulators and rotators.

Ms Summers said Brain had just sent another two of our Airloader pumps to oil and gas fields in Nigeria, Africa. Brain also exports to the Middle East, North America and Asia.

"We are proof that manufacturing is not dead in the Hunter," Ms Summers said.

"Our genius team design and manufacture products such as pumps that work where conventional products won't to clean up spills, pump the impossible, and keep conveyors and pulleys moving," she said.

"Our quality products have few internal moving parts for less wear and outstanding reliability."

"We don't just make equipment, we engineer custom design solutions to industry problems and assist with servicing, overhaul and recertification.

"We solve materials handling problems, avoid downtime and help keep workforces safe.

With Brain continuing to occupy more of Young Street, Ms Summers said Brain's Co-founder, Tony Lobb, and staff have joked that its southern end could be renamed Brain Street.

Brain manufactures pumps, stone dusters, conveyor products, oil and fluid diffusers to make difficult materials handling jobs easier and keep workforces safe. It is serving an expanding client base in Australia and overseas in the mining, tunnelling, transport, oil & gas, agriculture, local government, waste treatment, and marine industries.

Gillian Summers with stress relieving oven

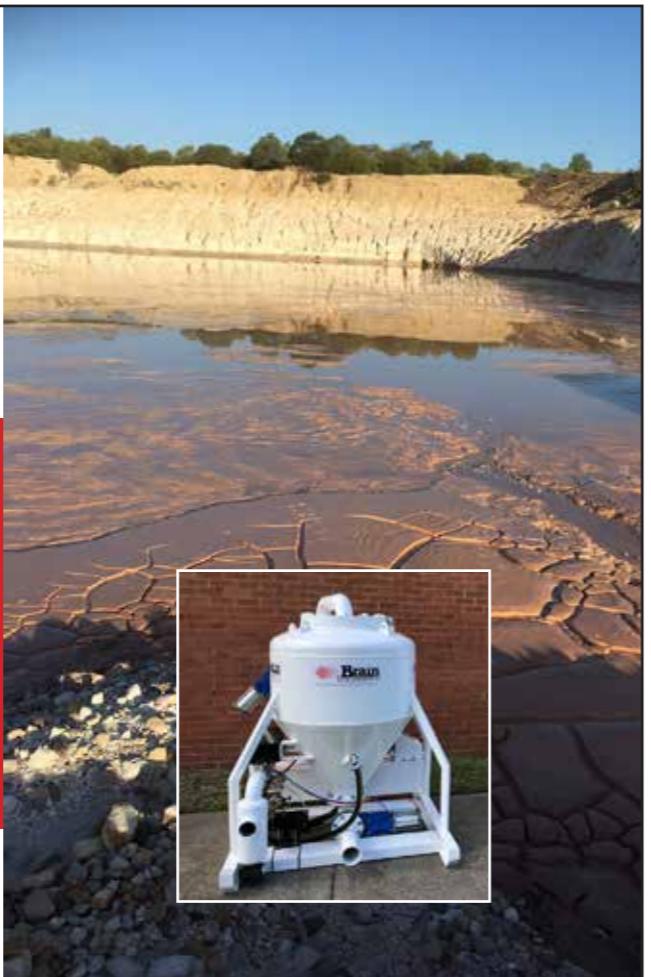


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## School tours back on the road

The Upper Hunter Mining Dialogue's School Mine Tours Program is on the road for 2019.

The School Mine Tours Program will see 18 schools from the Muswellbrook-Singleton area tour 13 Upper Hunter mines. The schedule includes 21 tours across the year with about 800 Year 5 and Year 8/9 students participating.

May kicked off the 2019 tours program with three mines hosting tours from four schools - Mt Pleasant Public School students toured Glendell Mine, Australian Christian College, Singleton, visited Hunter Valley Operations and St Joseph's Primary School, Denman, and Pacific Brook Christian School pupils travelled to Bengalla Mine.

The Dialogue tours program aims to offer a fact-based, first-hand educational experience to teach local students about the impacts and benefits of coal mining in the Upper Hunter.

The Dialogue offers the free tours to all schools in the Singleton-Muswellbrook educational catchment and the program uses educational materials and messaging developed by a Dialogue working group made up of teachers, community members and industry and local government representatives.

## More tourists to choose Maitland thanks to NSW Government funding

Next time you're considering a NSW getaway, Make it Maitland – that's the message of the NSW Government's latest tourism marketing campaign, in partnership with Maitland City Council.

Minister for Tourism Stuart Ayres said the campaign, primarily targets singles and couples aged 35 to 55 years residing in Sydney, as well as those who live two to four hours' drive from Maitland.

"The NSW Government, through its tourism and major events agency Destination NSW, is proud to contribute \$100,000 to the Make it Maitland campaign, which will be matched dollar for dollar by Maitland City Council," Mr Ayres said.

"Maitland is a vibrant, historic city rich with experiences for all tastes. Research shows that over 55s are significantly more aware of Maitland than others so we have a real opportunity through this campaign to grow awareness and destination appeal with a slightly younger audience.

"Positioned on the banks of the Hunter River, Maitland charms visitors of all ages with its intriguing heritage, food festivals, delicious eateries and bustling markets.

"Visitors can discover beautifully restored colonial buildings, museums and a fine regional art gallery.

"Maitland is also home to eclectic regional events like the Aroma Coffee and Chocolate Festival, Riverlights Multicultural Festival, and Bitter and Twisted Festival.

"Being within such easy reach of Sydney makes Maitland a perfect

weekend getaway and, for those living further afield, Newcastle Airport is only 25 km from the city centre and offers direct flights to and from east coast cities and Adelaide."

Maitland City Council's Mayor Loretta Baker said, "Maitland has such a unique story to tell. With our rich history, engaging local characters, strong creative culture, quality food offering and fantastic events we should be telling a wider audience and this campaign is going to do that for us.

"The Make it Maitland campaign is a great opportunity for local businesses and residents to get involved and share the word on social media about how vibrant our city really is."

The campaign leverages the Make it Maitland brand which is Maitland City Council's new destination brand identity and will incorporate the existing #mymaitland social media hashtag. The campaign is funded through the State Government's Regional Tourism Fund (RTF) which offers funding for marketing and product development support activities between \$100,000 and \$500,000 to invest, which is matched dollar-for-dollar by Destination NSW.

## Prosperity recognised for Pro Bono work at Hillross Adviser Awards

Prosperity has been acknowledged as the Cancer Council Pro Bono Award winner at the Hillross Financial Adviser Awards. The Hillross awards showcase advisers outstanding examples of financial advice and their contribution to the community. Hillross Managing Director, Chris Digby congratulated the winners and the finalists in each category, saying the stories highlighted the great work advisers were doing for their clients while dealing with unprecedented change in their industry.

"The daily reality of financial advice is revealed in the stories from our winners of helping clients secure their financial futures, supporting their colleagues through challenging times and building great businesses," Mr Digby said.

Receiving the award on behalf of Prosperity, Hamish Landreth who leads Prosperity's project said "Working with referrals from the Cancer Council has been challenging but extremely rewarding. Sometimes it's easy to forget that what we do can have a massively positive impact for people, not just in the outcomes we achieve for them but the peace of mind they get knowing someone is "taking care of it" for them. Thank you to Prosperity for supporting me in being able to provide this service to the local community."

Allan McKeown, CEO and Founder of Prosperity Advisers Group said, "We are very proud to have Hamish as part of the Prosperity team and are delighted that we have been recognised for making a real difference to the lives of individuals and their families by using our skills and expertise for the benefit of those less fortunate."



Clare Corrigan  
Bankruptcy Specialist



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## Maitland City Council signs up for energy savings program

Maitland City Council is one of 18 councils to join the Office of Environment and Heritage's (OEH) ground breaking program to help councils and communities save energy and cut power bills.

The OEH Sustainable Councils and Communities Program is a \$1.7 million, four year pilot program working with 18 councils to help them better understand their energy use, so they can make the business case for efficiency or upgrade projects.

OEH Sustainability Programs Director Mick O'Flynn said, "This program is funded by the NSW Government's Climate Change Fund to help councils with limited budgets become 'investment ready' for energy saving projects, which previously have been beyond their reach."

"The program will also focus on cutting energy bills for households and businesses and improving the comfort of homes for the most vulnerable. Participating councils will encourage their communities to apply for programs like the Appliance Replacement Offer and discount lighting upgrades for small businesses and households."

Council's Group Manager Infrastructure and Works Chris James said, "Council signed up to the Sustainable Councils and Communities program in January 2019. With the support offered by the SCC program, we have access to independent experts who can tell us exactly how to invest our money to achieve significant savings."

With the help of expert consultants funded by OEH, Council is planning to increase the amount of solar power on the works depot and is about to undertake a detailed energy audit of the Maitland Regional Art Gallery (MRAG). The MRAG audit will provide recommendations on upgrading the air conditioning system which is coming to the end of its life. It will also recommend lighting systems that are customised for art gallery conditions and suggest how much solar power should be installed to offset the gallery's energy bills.



appa MEMBER

## University continues to climb QS World University Rankings

The University of Newcastle is now ranked equal 207th in the prestigious 2020 QS World University Rankings, released in June.

Moving up seven places since last year, this University has improved its ranking by a total of 91 places in the highly-competitive global rankings since 2014.

Vice-Chancellor Professor Alex Zelinsky AO said that the achievement was testament to the University's unwavering focus on delivering excellence in education, research, and industry engagement.

"In a sector that continues to face strong competition at both an Australian and international level, we are incredibly proud to continue our ascent in the QS World University Rankings. This result is reflective of the work of our talented staff – both those leading critical research breakthroughs, and those inspiring the next generation through innovative approaches to teaching and learning," Professor Zelinsky said.

This year, the University saw significant improvements in Academic Reputation, Employer Reputation, and Citations per Faculty, which combined are worth 70% of the overall score. It has also continued to maintain a far greater than average International Faculty score, which indicates how internationally attractive the University is to global academic staff.

Professor Zelinsky said that the improvements are indicative of a sustained emphasis on quality of output, as well as a strong and growing network of industry relationships.

"In addition to recognising our staff, I am grateful to our impressive alumni network for being such positive ambassadors for the University – enhancing our institution's reputation on the local, national and world stage," he said.

This year's QS World University Rankings considered 1620 institutions from 82 locations, and contained 50 new entrants. Across Australia, 37 institutions were considered, and the University of Newcastle maintained its ranking as 10th in the country.

## REACHING MORE PEOPLE IN NEWCASTLE

# 256,000

PEOPLE TUNE IN TO SCA RADIO IN NEWCASTLE EACH WEEK\*

# 435,700

PEOPLE TUNE IN TO 9NBN NEWCASTLE EACH WEEK\*\*

## SCA RADIO IS STILL #1 & #2\*



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SOURCE: \*GFK NEWCASTLE SURVEY 1, 2019. P10+ CUME REACH / SHARE, MON-SUN ROS.

\*\*REGIONAL TAM DATA, TOTAL PEOPLE, AVERAGE WEEKLY REACH = 1 MIN CUME (0200-2600, NETWORK), SURVEY 3 2019, CONSOLIDATED 7, SUN-SAT.

## Hunter's manufacturing awards unveil new vision

The Hunter Manufacturing Awards (HMA), the platform that has contributed to building the capability and strength of the region's manufacturing sector for 14 years, is set to unveil a new vision.

Through its role as connector and facilitator, the champion for the region's manufacturing industry inspires and encourages the region to secure its place as Australia's leading manufacturing sector.

HMA's new strategic direction, and a supporting rebrand for the organisation, was shared at a networking event hosted by HelloWorld in Hunter Street, Newcastle on 4 July.

HMA Chairman and Managing Director of Advitech Group, Mr Steven Smith, said manufacturing formed a proud part of the Hunter's DNA.

"We acknowledge the significance of the region's manufacturing history, and we are committed to ensuring manufacturing continues to play an integral role in inventing the region's future."

"Manufacturing today is being driven by innovators and collaborators working across networks and supply chains. Successful enterprises are outward-looking with a business strategy that is future-focused and agile."

Within the Hunter's manufacturing sector, more than 1,500 businesses employ 30,000 people supplying to companies across mining, defence, chemical processing, construction, and energy generation and distribution.

Mr Smith said the Hunter Manufacturing Awards (HMA), which are currently open for 2019 nominations and applications, embraced the new world of diverse and advanced manufacturing.

"Through education, collaboration and connection, HMA offers small, medium and large organisations unique insight to mature and grow their business in an environment of unprecedented competition and change."

"HMA works collaboratively with key regional organisations to highlight the achievements of the region's manufacturers and the importance of manufacturing in general," he said.

Mr Smith said HMA was also motivated by a mission to promote best practices in manufacturing.

"We believe this can be achieved by showcasing the achievements of the best to encourage and sustain the aspirations of those who want to be among them."

"With nominations now open for the 2019 Hunter Manufacturing Awards, I encourage the community to put forward organisations, to highlight excellence across innovation, product design, technology, emerging talent and more."

**Registrations and applications for the 2019 Hunter Manufacturing Awards can be submitted visit [hma.org.au](http://hma.org.au). Applications close on 31 August.**

The Awards Night will be staged on Friday 11 October at Wests City, King Street Newcastle. Tickets will be available through the HMA website.

## Grand designs in progress for John Street Singleton

The Singleton Town Centre upgrade is moving steadily along John Street with work underway on the detailed design of Stage 2. To be funded by a 50% contribution from the RestartNSW Resources for Regions program with the remaining \$3.5 million from Singleton Council, the project covers John Street from the Ryan Avenue intersection north to Campbell Street, and from Campbell Street to the New England Highway.

The design will include improvements to the Elizabeth Street intersection and Campbell Street roundabout, as well as traffic and parking management, landscaping, street lighting, footpath improvements and upgrades to Baileys Union Park.

Singleton Council has appointed SMEC Australia Pty Ltd to provide a concept design, leading to fully detailed design, following a resolution at Council's ordinary Council meeting in May.

Anthony Egan, Council's Director Corporate and Community,

said the project was a continuation of the works to upgrade John Street and Ryan Avenue in 2015.

"There are a number of important objectives that this project must address, including enhancing the gateways to the Town Centre, managing traffic to support the Town Centre and improving pedestrian connectivity," he said.

"But most importantly, Council is looking for this project to deliver social outcomes for our community, including enhancement of the public space to bring people together and celebrating Singleton's heritage."

"We are also encouraging the community to tell us what they think with consultation to occur as part of the development of the design."

"The idea is this project will build on Stage 1 of the project that was completed from Gowrie Street to the north to Ryan Avenue, to enhance the appearance of the Town Centre, instil civic pride and encourage residents and visitors to come into John Street for a range of reasons including shopping, dining, leisure and recreation."

Mr Egan said he was looking forward to seeing the design that would come forward.

"The intent of this phase of the project is to produce construction drawings and specifications, taking into account community feedback, including considerations for underground power, street lighting, pedestrian enhancements, parking and streetscape improvements to allow for Council to call for tenders for construction," he said.

"We are aiming for construction to commence in early 2020."



After 25 years in Hamilton, Leah Jay, the property management specialists, are relocating to purpose-built offices in the new CBD of Newcastle.

The new offices are located on the ground floor of 'The Gateway' building, corner of Stewart Avenue and Hunter Street, Newcastle West. The doors to their new space opened on 24 June, 2019.

With the construction of 'The Gateway' building, the Directors at Leah Jay saw an opportunity to step into the new heart and future of the city.

"Hamilton has been home for us since 1994 but we're really excited with what's happening in the city and want to be in the centre of it," said Cassandra Lantry, Operations Manager and Director at Leah Jay.

"This vibrant new space will enable us to continue to grow the business and develop new services for our clients".

The building provides a world class A Grade office location for Leah Jay. It delivers on a number of key environmental, energy and waste parameters, and provides a beautifully designed space that offers an abundance of natural light and high quality finishes.

Pippa Rowntree, Manager – People and Projects at Leah Jay, has overseen the relocation project, working closely with local developers, builders, architects and designers. The challenge has been to carve out a unique space for the Leah Jay team that ties in all of the elements of the state-of-the-art construction and also brings to life the style and innovative thinking, for which Leah Jay is renowned.

"It's been amazing being a part of the construction process and planning the design and layout of the new offices. We've tried to create a space that fosters a cohesive team environment, provides dedicated break out areas and an 'innovation' space featuring new technology," says Pippa.

Another drawcard is its proximity to the Newcastle Transport Interchange. Just a 2-minute walk away, the Interchange offers convenient transport access for owners, tenants and staff.

# HMA 2019

[www.hma.org.au](http://www.hma.org.au)



## REGISTRATION AND APPLICATIONS ARE NOW OPEN

Showcasing organisations small and large, the Awards highlight excellence across innovation, product design, technology, emerging talent and more. The Hunter Manufacturing Awards inspire and encourage the region to secure its place as Australia's leading manufacturing sector.

### REGISTRATION PERIOD

Closes 19 July 2019

### APPLICATION PERIOD

Closes 31 Aug 2019

### AWARDS NIGHT

Friday 11 Oct 2019

Hurry! Don't miss the opportunity to be a part of the 2019 Hunter Manufacturing Awards. Visit [www.hma.org.au](http://www.hma.org.au) or call 0438 242 899 to find out more.

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# LET'S TALK WITH....

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

AusIndustry Regional Manager with the Department of Industry, Innovation and Science. My role is about promoting Australian government information and assistance to businesses in the Hunter, Central Coast and North Coast NSW regions. Complimenting this role I am also a Board Member of Hunter iF Limited a local not for profit innovation support organisation and I was Chair of the Hunter Innovation Festival in 2019.

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

I began working with the Department in our Canberra head office through a Graduate intake in 2002. Prior to that I worked in the hospitality, tourism and events industry both during and after my time at University in Canberra. Initially I moved between the Department's Canberra and Melbourne offices completing various placements in the Departments Tourism, Corporate and Manufacturing Divisions. I next found a role with AusIndustry – the Department's outward facing Division, working at the interface of business and government.

I found that my people skills were well suited to this role and was fortunate to work on a range of industry assistance programs across Australia. An opportunity presented itself to move to Newcastle in the AusIndustry Regional Managers Network – to provide advice to business in their dealings with government programs. I worked with Graham Baker in the Newcastle office from 2004-07 then took a promotion to relocate to our Tamworth office from 2007-15. I was fortunate enough to complete an MBA whilst in the New England and when the opportunity presented itself to move back to Newcastle I jumped at the chance and have now been back in the Hunter for just on 4 years.

My role relies on speaking a couple of languages - both government and business. I find my role works best in being solutions focused and a very honest broker. Business doesn't have time to waste with forms and bureaucracy so I do my best to make Government assistance programs accessible to all firms, regardless of their industry, size and location.

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

Coming from Victoria originally I have played Australian rules football all my life. I played football in Gippsland where I grew up, in Canberra when attending University, in Bendigo and Melbourne after Uni and have been heavily involved with the Tamworth Kangaroos and Newcastle City Blues as both a player and Coach. I am the Head Coach of the Newcastle City Blues First Grade team on Saturdays during winter and also get the honour of coaching my daughters Under 12s team on Sundays. I was lucky enough to Coach the first ever AFL team from Newcastle East Primary School this year where my kids attend school. My family is very sporting so we all run the 5km Parkrun events together each Saturday morning (my wife Erin has completed 200+ whilst our kids Zoe (12) and Jake (9) are coming up on 200 Parkruns each themselves). As a family we compete in triathlons during Summer and love hanging out at the beach during the day light savings months.

## 4. Where do you find inspiration?

Thinking outside the box always inspires me. My role is to promote and encourage innovation and I get to see some amazing ideas and meet with a range of innovators and entrepreneurs. I try to work with doers - people who have a high work rate. As they say if you want something done, give it to a busy person.

There are some amazing people I have been fortunate to engage with in Newcastle including Neville Sawyer, John Coyle, Adrian Price, Nathaniel Bavinton, Micky Pinkerton, Siobhan Curran, Gabe Robinson, Norman Ballard, Grant Sefton and my old boss Graham Baker who was a great innovator. I am impressed by those that can be innovative in a complex bureaucratic environment – a great local example is the Smart City team at the City of Newcastle and their counterparts at Lake Macquarie City Council. These projects will create some game changing opportunities for the region. Despite a shaky season just gone I think Lawrie McKenna and Ernie Merrick have done a fabulous job in reinvigorating the Newcastle Jets, ditto for the team at Wests with the Newcastle Knights.

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

"The world is run by those who show up." Not just in a Government role but in any industry my advice would be to show initiative. At any level across any role (especially in front line roles) you are often the first one to see opportunities. How you act on those might just define how you are viewed both within and outside of your organisation.

My role requires significant networking and stakeholder liaison. The ability to work alongside many people across a variety of industries is



critical. Whilst I have worked for the Department of Industry for over 15 years now, the role has constantly evolved and the programs that I work on and the businesses I work with are always changing. Working as part of a small regionally based team sees us partnering with local stakeholders in a lot of the projects we work on. Often this includes the University, local and state government, local business and industry associations and proactive business leaders. Networking and public speaking skills are vital in this day and age, as well as the ability to stay up to date with technology and consumer trends.

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

I am also the AusIndustry Regional Manager for Norfolk Island. This requires travel to the island to meet with business and industry representatives a few times each year. I am currently working with the local council on a major upgrade to the Island's airport.

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

The Hunter region has an enviable lifestyle and it is a perfect place to raise a family. My vision for the region and personal and professional ethos echoes that of local innovation organisation Hunter iF "to harness the Hunter region's immense potential to help create a more innovative future and establish the region as an internationally recognised thriving centre of innovation that has successfully transitioned into a knowledge-based economy".

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

Mischief Kitchen at Belmont for their relaxed and kid friendly vibe and the Commonwealth Hotel in Cooks Hill with the always amazing Publicans Cath and Stew.

## 9. Are you reading anything at the moment?

I listen to podcasts more than I read. I love Brian Gittins and Ricky Gervais for a laugh, Eric Thomas for some motivation and Casefile for some late night listening.

## 10. Do you have a favourite sport or team?

Collingwood Magpies (AFL), Newcastle Jets (A League) and the Newcastle City Blues First Grade.

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

From the Movie 300:  
Persian: A thousand nations of the Persian empire descend upon you.  
Our arrows will blot out the sun.  
Stelios: Then we will fight in the shade.

## JULY 2019 EDITION

We thank the following organisations for sponsoring **#HunterInnovate** and supporting innovation in our region.



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## Are innovation managers constantly chasing innovation?

**Christina Gerakiteys**  
UtopiaX

"Does the theory ever match up to the reality?"  
Mike Hatrick, Group Director IP Strategy and Portfolio, Volvo Group Trucks Technology.

Volvo is claiming its place in the autonomous vehicle space. It has even started vocalising once again, its ownership of the vehicle safety space.

For a while, Volvo's safety-driven mission led car buyers to identify Volvo as the car you bought to keep the family safe. The marketing worked. Except it also led to the association of Volvo being 'a box' and far from the sexiest car on the market. Not anymore.

With the rise and expectation of full autonomy of vehicles, safety is back on the agenda. News blasts when a Tesla has an accident. Heard of an autonomous Volvo having one? Volvo did however make the news when it claimed its autonomous vehicles would be so safe, the company itself would insure them all.

I recently interviewed Mike Hatrick, Group Director IP Strategy and Portfolio, Volvo Group Trucks Technology, and he spoke of Volvo's leadership in the autonomous vehicle sector. And he wasn't just talking about family cars. Volvo is active in the electric bus, boating, manufacturing vehicle and truck arenas.

The new autonomous hauling 'truck' looks like something out of a science fiction movie and is already hauling heavy loads. Volvo is also testing a platoon of trucks travelling together that has a driver operated front vehicle, with the other drivers resting in the back one. The platoon is programmed to travel with precise distances between vehicles, calculated to maximise aerodynamics so as to save fuel.

Hatrick spoke of his time as an innovation manager and the roller coaster lifecycle of innovation. Most entrepreneurs will find themselves identifying with the cycle. Elation and enthusiasm spur you on as you embark on your ground breaking mission to introduce the 'new' and create the next best thing; fear follows as you realise everyone doesn't buy into your enthusiasm; elation overtakes as you find your first momentum; and the downward trend as you realise how much work will be required and that the overnight success you envisaged is in reality likely to be a ten year story.

Which approach towards successful innovation is best? The one where the building blocks of capability, culture change and structure are embraced? Or the agile model that requires serendipity, freedom and unlimited passion?

**#HunterInnovate**

There are times when even the most converted of us tire of the overuse of the word "innovation", yet as Hatrick points out, "if you don't talk about it, people misunderstand innovation and don't get excited. Innovation is a powerful word". In an organisation, someone needs to be responsible, be the champion for innovation. The Innovation Manager, or Chief Innovation Officer, needs to be the craziest person in the company, prepared to test its tolerance. And absolutely beg for forgiveness rather than ask for permission. Most importantly, they need to "go big" with the success stories.

According to Hatrick, an Innovation Manager is seen by others as a magician, a genius, a rebel, someone who can pull a rabbit out of a hat, and someone who has super powers. The Innovation Manager sees themselves as having a Masters in Plate Spinning. In real-life, an Innovation Manager is a researcher, strategist, evangelist, pioneer, change agent, leader, organiser, designer, coach, trainer, decision maker and project manager.

There is no one clear path to Innovation. You can win the chase with any combination of agility, theory, cunning, speed and/or capability. If there was a book written espousing the perfect road to innovation, we wouldn't need innovation conferences. Except of course when the books, and the conferences, and the advice, and the innovation teams themselves, require innovating.



**Christina Gerakiteys** is the Founder of UtopiaX and CEO of Singularity Australia Summit. She is a change catalyst and instigator of Moonshot Ideation. Christina opens hearts and minds, inspiring impossible to possible.

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## Hacking your culture – Small shifts, big results

**Alexandria Joy**  
UQ Power, The Minimalist Leader

It's easy to think that big projects like culture change, need big solutions or major hacks. However, experience shows that by making lots of small "ten-degree" shifts, you can hack your culture and make positive change in a sustainable long term way.

Think about it like flying a plane. If a pilot shifts their course by only ten degrees, over the length of a long-haul flight they could end up in a completely different country!

The principles of hacking can be easily applied to culture, finding the little shifts you can do every day to create positive, iterative change. Just like a software development team on an engineering sprint, it's about focusing on small shifts frequently across the company or team rather than trying to overhaul everything with big town hall meetings, massive restructures and a massive change agenda.

### Shift your thinking

Organisational planning days often draw out moon shot ideas and goals that everyone gets excited about, but when they return to work they can't see how to execute on them. Maybe the goal feels too impossible, with too many steps, or just too many barriers in the way of success.

Start by making a 10 degree shift in your collective mindset. Instead of thinking how can we achieve this big goal, shift to asking, who do we have to become to be the sort of company that can achieve a goal like this? Then ask everyone to personally consider what small daily shifts in their habits would they make to be more like that?

This process works best when an organization believes in co-creating culture - meaning, it's not something dictated top down, nor is it some radical bottom up approach, rather it's a middle out approach - co-created by everyone, across the entire organisation, every person, every day.

### Shift your focus

In their latest book Inspired Inc authors Lisa MacCallum and Emily Brew make a profound yet simple statement. "Profit is good. Profit as purpose is not." This tiny shift in focus and language has a profound effect on how you look at your company's purpose and reason for existence. Of course profit is good, without it there would be little business however when profit becomes the core purpose, the systems, norms and behaviours are shaped by that and cultures start falling apart.

The world has experienced a whole era of uninspired companies with profit as their sole reason for being - no blame assigned - however we shouldn't ignore their crumbling ways nor try to fix what's broken, instead we can choose to make a shift by offering something better. Instead of a mission focused around becoming number one in your industry or maximising shareholder returns, shift it to one that stands for a bigger purpose. Create an inspiring mission that is true to your company's uniqueness, is founded on a big idea, has many winners and longevity and focuses on real people and their needs. Eg:

IKEA – To create a better everyday life for many people.

Got Your Back Sista - To see women and their children happy, thriving and living independently after escaping the trauma of domestic violence.

### Make a shift

No two company cultures are alike, therefore not all hacks or shifts will work for every company. The key is to have a solid understanding of your culture, your people and your shared values so you can implement small shifts that support them. For example:

Rather than undertaking the annual employee engagement survey, have managers undertake regular pulse questions with their individual team members and collate the data.

Change the words you use to talk about culture. Instead of talking about "changing culture" talk about how you everyone can "co-create" culture. US based business Zappos frequently talk about how they involve everyone to "co-create" their collective culture. They also have constant feedback loops that enable ongoing shifts, course corrections and culture building.

Replace fluorescent lighting with warm ambient floor lamps and loads of natural light and pot plants. Greenery lifts oxygen levels and mood.

Don't wait for your company culture to need a complete overhaul, implement small shifts every day and watch your culture evolve – great company cultures are built: they don't just come into being and they certainly don't derive from one charismatic individual.



## Hunter businesses more innovative than national counterparts

A higher proportion of Hunter businesses innovated in 2018 than the national rate, according to the latest data from the Hunter Research Foundation (HRF) Centre.

The HRF has collected data on local business innovation since 2009. Each year 300 local businesses are asked whether they introduced new or significantly improved goods and services in the year prior. Figures from the 2018 survey were released at the Hunter Economic Breakfast in Newcastle on 16 May. They show that 45% of Hunter businesses said that they innovated during the year prior. This rate is above the national rate of businesses claiming to have successfully introduced or implemented a new good or service (17%) or any broader innovation (38.3%) in 2016-17. The Hunter rate is on par with the proportion of businesses claiming to be innovation-active Australia wide.

Dr Anthea Bill, HRF Centre's lead economist, says the latest data show why innovation is an imperative for all businesses in the Hunter.

"Our Hunter time series confirms that there is a relationship between innovation and improved performance," Dr Bill states.

"It also shows that the benefits for firms who innovate have been growing over time."

In 2009, the start of the HRF data series, there was virtually no difference between innovators and non-innovators in the share of firms reporting improved profitability. In 2018, firms who were innovating were more likely to report their profitability was increasing 'moderately or substantially' than non-innovating firms. The same was true of firms who were hiring, exporting and experiencing improved trading performance. Greater benefits accrued to innovators versus non-innovators in 2018 compared to 2009.

Sander Van Amelsvoort, Director of SJS Strategy, and the Immediate Past President of the Netherlands Chamber of Commerce Australia, was guest speaker at the breakfast. He provided an international case study in collaboration across sectors on development of a vibrant innovation ecosystem in Eindhoven.

Eindhoven has successfully transitioned its economy, over two decades, to be recognised as one of the most innovative regions in Europe. With only 4% of the Netherlands population, the Greater Eindhoven area - now known as the 'Brainport' region - generates 44% of the country's patents and 19% of its private investment. Van Amelsvoort shared ways in which Eindhoven's experiences can inform the Hunter's transformation.

Download the speakers' presentations and the Innovation in Hunter Businesses report from the HRF Centre website.



## Newcastle wins second smart city gong

City of Newcastle's great smart city strides were recognised again at a national event highlighting the latest technologies being deployed across Australia's building, transport and utilities industries.

Newcastle was named joint winner of the headline Smart City of the Year – Metropolitan prize along with Adelaide's City of Prospect at the Smart Cities Awards 2019 in Melbourne.

"This award recognises our commitment to planning for the future and engaging widely with the Hunter's tech minds as part of the Smart City Strategy, adopted by Council in 2017, and the extent of our smart city development," Lord Mayor Nuatali Nelmes said.

"Whether investing in energy-efficient solar projects or rolling out electric-vehicle charging stations and bike-sharing initiatives, we're leading the way when it comes to investment in and uptake of technology.

"This includes the roll-out of free Wi-Fi and low-power wide area networks that will link sensors and integrated technology to provide detailed real-time data to improve ease of access, efficiency and liveability for residents, businesses and tourists.

"It's also important to move beyond the installation of technology alone, to also engage with the community around the future city. This is what we've seen with our catapult project working with innovative startups, and workshops and events aimed at ensuring our smart city is for everyone.

"This is an exciting time for our City, and I want to pay tribute and extend a big thank you to the great achievements of our Smart City team."

The latest gong follows the City's win of last year's Smart Cities Strategy Award, which recognised the Smart City Strategy 2017-2021 at the Smart Cities Council Australia and New Zealand's inaugural Smart City Week.

## Newcastle company delivers for new \$188 million telescope

Newcastle business, government and community leaders joined members of the CSIRO Board in April at CSIRO's Newcastle site to discuss opportunities for collaboration across the full range of research conducted at the national science agency.

The Board hosted guests including Newcastle-based specialist electronics manufacturer Puzzle Precision, who are about to complete work building receivers for CSIRO's \$188 million next-generation radio telescope, the Australian Square Kilometre Array Pathfinder (ASKAP).

Chairman of the CSIRO Board, David Thodey AO, said Newcastle's innovative culture and entrepreneurial spirit will continue to drive Australia's national prosperity into the future.

"We're very proud of the breakthroughs made at Newcastle's Energy Centre, including work being done now to integrate renewables into the grid, store their power in next-generation



batteries, and use big data to better understand the needs of the grid," Mr Thodey said.

"But our Energy Centre is just the front door to the whole of the national science agency, from energy to space, manufacturing to agriculture, and many others.

"It's great to see partnerships with local businesses like Puzzle Precision show how world-class engineering and research in areas like astronomy and space science can be turned into real-world impact when we work with local businesses, and grow our national space industry.

"CSIRO was created a century ago to solve the greatest challenges facing our nation, and Newcastle is a growing part of that story today."

Puzzle Precision Director, Sandra Coburn, said working with CSIRO helped to further grow their expertise, as well as their business.

"It has been a wonderful opportunity to be part of such a significant scientific project for Australia," Mrs Coburn said.

"Collaborating with CSIRO has helped us to grow our business, increase our local workforce, and continue to improve the processes that are needed for advanced manufacturing.

"We have worked alongside CSIRO to understand the requirements of the ASKAP circuit boards and have developed the production techniques needed to build 20,000 of them.

"This has opened new markets for us, and being part of the ASKAP project has also brought work to the Hunter for other small businesses."

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## Business planning – is it worth it?

**Graeme Fitzgerald**  
Lead C.I.

"Operating a business without a plan is somewhat like getting into a car, shutting your eyes and starting to drive"

In a recent conversation with a colleague who has spent the last 20 years working with large organisations, we were discussing the merits of planning in business.

Given most of his clients have been large publicly listed organisations, I was astounded to hear that, in his experience, big organisations do not differ significantly from small and medium sized enterprises on an important issue. There is an absence of business planning and deployment.

In the 21st century is there really any need for businesses to plan? With rapid change, we could argue that planning takes a business's most valuable resources away from getting on with responding to the ever-evolving environment in which they operate.

It is critical to understand that now, more than ever, an organisation's ability to identify their reason for existing (strategy), and then target how they go about operating their business every day, week, month and year (planning), is crucial to surviving and thriving in an increasingly reactive world.

Operating a business without a plan is somewhat like getting into a car, shutting your eyes and starting to drive.

Leading approaches to strategic planning cover six key areas:

**Purpose** – recognises why the business exists in the first place. Helps stay aligned with why you do what you do. This is not about turnover or profits, but what leaders are passionate about and deliver. Purpose generally remains unchanged.

**Vision** – describes your business at a future time. Previously a three to five years exercise, now about shorter time frames (one-two years) or even longer (10+ years) which provides a better opportunity to handle evolving external trends and responding to opportunities. Should be revisited regularly (yearly) and describe how your business will look from the outside (customers), and from the inside (team).

**Mission** – an expression of the numbers. Outlines what sales levels, profit numbers, how many customers, locations, how many teams? The best organisations have short, medium and longer term numbers which are used to inspire, motivate and provide feedback regarding how your business is proceeding towards its overall vision.

**Values** – clear and deliberate standards. Values are often considered the soft and fluffy stuff. When defined, they provide a guiding set of principles and expectations for how people behave. A business plan must include a documented list of values from which the team can understand, assess performance, and maintain a sense of reality to their working environment.

**Priorities** – many businesses stop planning because they get too busy. Short term predictions are difficult. A long term perspective of vision and mission ensures defined priorities drive the business in the right direction. Maintaining these supports a greater focus on resources to achieve improvement and change to take advantage of opportunities.

**Goals** – short term activities to achieve specific objectives. By focusing team goals on key actions and objectives, a business can provide a strong structure to achieve traction, get the right stuff done, and provide positive feedback about progress.

Every business needs an up-to-date and functional business plan to guide where it's going and how it's going to get there. Worthy planning however is the regular, systemic review, over time, by the right people, to ensure your business remains relevant, on track, and consistent with its purpose, vision and mission.

Is your business worth the planning?



**Graeme Fitzgerald** is a partner at Lead C.I. and co-developer of the BOS-Ex Framework delivering specialist advice across Business, Operations and Sales Excellence. A senior leader with more than 30 years' experience, he has guided profitable, successful change and improvement across many small, medium and large business and industry organisations. Graeme has held senior management positions with BHP and OneSteel. He has extensive experience in Australia, Asia and Europe with companies including Orica, British Steel, Hatch and with a wide range of organisations in the engineering and construction sector.



Once you have some office design plans in mind, share your ideas with the team before starting the office fit-out. Test your theories, ask people for their honest opinion. This is where people centric design can really add value! Asking for people's opinions may sound like a recipe for an expensive office fit-out, but if you work with the right office design company, you will be amazed at what can be achieved within your budget.

While we're talking money, did you know it can cost as much as 50 to 60% of an employee's annual salary to replace them?<sup>2</sup> Also, one study compared businesses ranking in the top and bottom 25% on employee engagement: there was an 18% drop in productivity and a 60% drop in quality (measured by defects in products) between the top and bottom performers.<sup>3</sup> Ignoring people is expensive stuff!

### WELL on the way to people centric office design

People centric office design can improve well-being, which is good for society, family life and the Australian economy. It's possible to quantify and measure aspects of people centric office design through expert third party programs.

One example is the WELL Building Standard™ that aims to improve overall well-being through complying office design and workplace programs. According to WELL, around 18% of adults will experience a common mental health condition over a 12-month period, with depression and anxiety costing the global economy an estimated USD \$1 trillion due to lost productivity. In Australia, the Australian Institute of Health and Welfare (AIHW) tells us that lost productivity, due largely to absenteeism, is costing Australian businesses around \$11 billion every year. An investment in office design that results in people centric office fit-outs and refurbishments will benefit the economy and the businesses that participate in that economy through lower absenteeism.

The WELL Building Standard v2 has ten concepts with distinct health intents: Air, Water, Nourishment, Light, Movement, Thermal Comfort, Sound, Materials, Mind and Community. All these concepts have elements that can contribute to people centric office designs. For more information on WELL, please visit [www.wellcertified.com](http://www.wellcertified.com).

<sup>1</sup><https://www.educba.com/employee-most-valuable-intangible-assets/>

<sup>2</sup><http://www.confessionsoftheprofessions.com/keeping-employees-infographic/>

<sup>3</sup><http://www.insyncsurveys.com.au/resources/articles/employee-engagement/2012/10/impact-of-employee-engagement-on-productivity/>

## What's your most important business asset? It's actually who...

**Jerry Kennard**  
*Evoke Projects*

Undoubtedly, people are the most important asset of a business. In fact, it's been said that the skill of employees accounts for 85% of a company's assets.<sup>1</sup> As you know, when a savvy investment is made in assets, the returns can be exponential. The work environment is the framework in which your team's skills develop, and 'people centric' office design creates the optimum environment by supporting and inspiring the team. Evoke Projects looks at the rationale of putting architecture second to people when it comes to office fit-outs.

### Resetting the balance between work and home

People centric planning means putting the person front and centre of the office design by taking a holistic approach to office fit-outs and refurbishments. Today, more than ever, with technology creating demands outside of the traditional 9-5 work day, people need to feel supported in their work environment otherwise they will burn out or lose motivation. Given that work encroaches on home life, the balance can be reset with more creature comforts and socialisation during office hours.

Aesthetics are obviously important, but architectural design should be secondary to the overall impact on employees' everyday lives. After all, physical workflows and the effort and skills involved in those workflows involve people. The architecture should be there to support and inspire the team, not just to look good.

### How to start a conversation about people centric office design

At Evoke Projects, we believe in Stephen Covey's principle, 'begin with the end in mind'. Visualise your team performing at their very best. Now look at their current interaction with their physical environment, their workflows and meeting habits. Think deeply about this. What do they need to work more efficiently? Could the current office fit-out be improved with more human elements, more homely touches, more choice about where they sit, or stand?

Choice is a big part of being human. People have to work, but if you can give them flexible spaces with informal breakout areas, collaborative space, quiet booths and traditional and stand-up desks, you bring choice back to their day. Never underestimate the importance of this to the human psyche.



**Jerry Kennard** is a highly focused and results driven CEO who leads through example and motivates the Evoke team to work to their full potential. He inspires his team to think outside the box when delivering creative and visionary office design and fit-out solutions to ensure that every client not only achieves their operational objectives but also increases the engagement, productivity and retention of their team. He believes the physical environment is like the soil for every team to grow in, and ultimately the determinate of their success.



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**MARA CONSULTING**

Mara Consulting has welcomed engagement and communications specialist, **Olivia Louis** to the team. Olivia has a strong background in working with local government and state government agencies, with significant experience working on complex projects that require behavioural change. Part of Olivia's success is creating campaigns that encourage communities to get involved through activations, events and communication campaigns.

**NOVASKILL**

Novaskill has announced that **Kristie Geddes** has joined their team as the new RTO Manager. Kristie has over 6 years' experience in the VET sector and during that time she has developed a diverse and comprehensive knowledge of both operations and VET compliance. Kristie's experience will complement the services at Novaskill and she will be a welcome addition to the team.

**BAKER LOVE LAWYERS**

**Sam Lewis** has joined Baker Love Lawyers. A recent law graduate specialising in the areas of family law, litigation and dispute resolution, commercial law and employment law, Sam has great enthusiasm for the law and is looking forward to further developing his skillset at Baker Love Lawyers.

**MARA CONSULTING**

Senior Landscape Architect, Urban and Social Planner, **Esther Hermans** has joined the Mara Consulting team after 7 years of working in local government. Esther specialises in designing and delivering large community and social infrastructure projects that support urban renewal for both public and private sector clients. She has developed a reputation as someone who can effectively manage and collaborate with multidisciplinary teams, getting the best outcomes for clients.

**BURKE MEAD LAWYERS**

Burke Mead Lawyers has appointed **Rebecca Furner** as Senior Associate and Practice Group Manager of their Family Law Team. Rebecca practices solely in family law and is particularly experienced in complex property settlements and matters in which one party has raised allegations of abuse or family violence. She advises and represents clients in relation to all family law matters, including parenting disputes, relocations, recovery orders, contraventions, and child support."

**DIAMOND IT**

Diamond IT has welcomed **John Vody** to the team as a Business Technology Manager. John brings a unique combination of experience, working in both IT and Sales (Real Estate) for over 12 years. He will be working with customers and prospects to understand their needs and determine the best technology solutions to help them succeed.

**NEWCASTLE PERMANENT**

The new CEO for the Newcastle Permanent Building Society, **Bernadette Inglis**, commenced her role on 1 July. Bernadette has the skills and experience to lead Newcastle Permanent into the future. Her strong customer, community and people focus combined with deep financial services experience and expertise are an excellent match with Newcastle Permanent.

**PEOPLEFUSION**

**Jemma Hayes** has joined peoplefusion to lead the administration, accounts and contact centre division for permanent recruitment. Jemma brings with her over 14 years' experience in the banking and finance industry, including roles with major banking industry player Westpac. As Assistant Relationship Manager in the Commercial Banking division, Jemma was directly accountable for relationship management and getting to know her clients and their business to provide customised solutions.

**BAKER LOVE LAWYERS**

**Matthew Carney** has joined Baker Love Lawyers as an Associate with over a decade of family law and criminal law experience. He is an Accredited Specialist in Family Law and brings a wealth of experience to the firm with his professional, practical and effective advice.

**THE BUSINESS CENTRE**

The Business Centre has appointed **Steve Wait** as new CEO. Alongside Pierre Malou, Steve Wait has led the not for profit organisation through an exciting period of growth. Over the last 24 months, the Business Centre has grown their team of Business Advisors, become the lead provider of Business Support in the NDIS sector and secured Australian Government funding through the Incubator Support initiative for its acceleration program Start House.

**BELLCORP ACCOUNTANTS**

Bellcorp Accountants recently welcomed **Bernadette Smyth**, a CPA qualified finance professional with over 15 years' experience across public practice, commercial and charitable organisations. Bernadette is leading Bellcorp's new Profit For Purpose service offering which draws on her passion for the For Purpose sector, to provide expertise to education providers, charities, clubs, aged care and NDIS service organisations.

**DSI UNDERGROUND**

DSI Underground APAC has announced the official appointment of **Tim Helmrath** to the Executive position of Regional Chief Financial Officer; leading the Finance function for the total APAC business. Mr Helmrath has extensive experience in senior financial management positions with various corporate organisations in Europe (including as CFO); and holds a Bachelor degree in Finance and Masters degree in Accounting.

**ROBERTS LEGAL**

**Tasha Wolodko-Kouril** has joined Roberts Legal as a Solicitor in their growing Commercial Litigation and Building & Construction teams. Tasha also has a background in Debt Recovery and Insolvency and works with companies, business owners, builders, contractors and individuals to advise and assist them to best resolve disputes and assess commercial risks.

**MORAY & AGNEW**

**Holly Ulmer** has been promoted to Partner in Moray & Agnew Insurance group in Newcastle. She specialises in workers compensation and acts on instructions from workers compensation scheme agents for employers. Holly's promotion to Partner means that now 47% of Moray & Agnew's Newcastle partnership is female. She is also the youngest partner in this year's Australian Financial Review's Law Partnership Survey.



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## Adapting to the changing face of retail

**Steve Dick**  
Raine & Horne Commercial Newcastle

Retailers are losing their desire to operate from expensive bricks and mortar storefronts with the new generation focusing on their virtual operations rather than their shiny glass main street position.

It is an exciting time of change for retail as it adjusts to the way it delivers goods and services to customers. That said, of even greater interest is the way retail shop owners adapt to this threat to their rental incomes.

### Online is the natural domain of the Millennial retailers

Many contributing factors are threatening returns for retail landlords, including the arrival of the new avant-garde of retailers who have grown up in the digital realm. In all respects, the latest generation of retailer is no different from shopkeepers of the past. They share with their forebears a desire to sell their wares to others, and the enjoyment of sourcing products or items that match their theme. They relish the making of products and displaying them for others to see, and the discourse with their customers.

Like the earlier generations, contemporary retailers are looking to keep costs to a minimum. The ability to establish a digital storefront and use the devices they have grown up with is just a natural and logical progression for them to create and build a retail business.

The media regularly showcases online business success stories, and you don't have to be international juggernaut Amazon (only ranked 15th in Australia's e-commerce trading), or our own homegrown Kogan to be an online retail success story. All you must do is go to some weekend markets to see the vibrancy of the next generation of retailers displaying and selling their wares while handing out cards that take you to their digital shop fronts.



## Cessnock Central ONE TENANCY LEFT



### The cost of bricks and mortar

On the flipside, many shop owners are living in the past and still longing for the rents they achieved five years ago. They are also working from the paradigm that rents continually rise, which is the reason they invested their money in the first place. Now with fewer retail tenants, rents can be determined based on basic supply versus demand equation and the price elasticity of rent. With Australia already the 10th largest e-commerce market in the world, the pressure will mount as more and more retail is done online.

The other side of owning bricks and mortar are the costs such as council and water rates, land tax, insurance, management, maintenance (lifts, air conditioning, fire inspections) and strata fees. All of these are passed through to the tenant in one form or another or on to the owner if vacant. The higher the profile of the location, the more significant will be these costs.

The local and state governments contribute primarily to this cost base, working from land values that reflect not the retail component of the site but the potential of the land if the landlord could build in the air space above. This is a boon for governments but a massive deterrent to the new form of retailer. Councils also impose special rate levies in what they perceive as high retail areas further adding to the retail cost base.

### Government sponsored over supply

With the increase in apartment construction, councils are demanding that the ground floor of residential buildings provide retail space. Sometimes this new area replaces one older shop with 4 or 5 others thus increasing the retail floor space in an area. Along with the increase in the overall floor areas the rents must increase to meet developers return expectations.

### What's the solution?

I'm not sure I will get anywhere near to solving this dilemma. But in the first instance, landlords must forget their old rent structures. Furthermore, if they have an existing retail tenant, they should work hard to keep them by adjusting the rent to meet their needs. It's too late to start negotiating with a tenant when they move or shut down. To avoid a painful vacancy time, landlords must work with their tenants or risk undermining their investment.

Also, governments must do their bit by examining a more equitable land tax and rating structure. This examination probably won't happen as governments don't like to reverse revenue streams until forced. But land tax and rates are killing the incentive for small businesses to operate from bricks and mortar.

We must all accept there is a new way of approaching retail. That said, having a well-known address can work for a retailer's online store by legitimising the business's existence. Customers feel some peace of mind when they buy from a store that has a physical presence. It feels better than sending your credit card details to a business operating in the back streets of an overseas city. However, there needs to be a reduction in the cost base. So, maybe, much as David Jones and Myer have done, several smaller retailers could legitimise their existence by pooling their resources and dividing their costs of a bricks and mortar presence into a multi-outlet shop.

The truth is I have no proven solutions. I am just an observer of a challenge that will grow for many retail shop owners. The analogy that nothing stays vacant forever is true, but unless landlords and governments change tact, the time between now and forever will hurt.

**To find out more about the state of play in Newcastle's retail property markets, contact, Raine & Horne Commercial Newcastle on (02) 4915 3000.**



**Steve Dick** is a Director of Raine & Horne Commercial Newcastle, and was recently named the network's best commercial agent in NSW for 2018.

2 North Avenue, Cessnock 2325  
02 4323 7606 [www.vcmmanagement.com.au](http://www.vcmmanagement.com.au)

## \$1.24 billion worth of development approved in Lake Mac

Development continues to boom in Lake Macquarie despite a national downward trend, with a record \$1.24 billion worth of development approvals in the past financial year.

Major new housing subdivisions in the City's west and south, commercial developments at Cameron Park, Gateshead and Morisset, and the \$70 million Wakefield motorsport complex helped push the total past the 2017-2018 figure of \$1.16 billion.

Lake Macquarie City Council Chief Development Planner Liz Lambert said the result reflected ongoing confidence in the City's direction.

"There has been a real push in the past five years to promote and embrace appropriate residential and commercial development in Lake Macquarie," Ms Lambert said.

Seizing opportunities to welcome new development will attract new residents, keep skills here in the Hunter Region and provide myriad other flow-on benefits."

Electronics giant Toshiba is among the companies drawn to Lake Macquarie, capitalising on the City's development potential, value and proximity to Sydney.

Construction is nearing completion on a 1832sqm warehouse, workshop, training area and office at Morisset, establishing a regional hub for the company.

Council Head of Development and Planning Justin Day said Lake Macquarie had positioned itself as a base for industry leaders and innovators.

"Toshiba's decision to set up shop in Morisset demonstrates our growing ability to attract major national and international companies," Mr Day said.

Cameron Park emerged as the number one boom suburb in the past financial year, thanks to widespread residential development in the area, approval of a \$26 million Woolworths shopping centre on George Booth Drive

and a \$24 million aged care facility slated for Portland Drive.

Morisset Park – including Johnson Property Group's Trinity Point development, Toronto, Windale and Wakefield were the next-best performing suburbs in terms of the value of approved development applications and DA modifications.

Ms Lambert said that while the total number of approved DAs fell slightly in the past financial year, their overall value increased.

"We tend to be buffered to some extent in Lake Macquarie by extremes in the development industry," Ms Lambert said.

"Our DAs are quite evenly spread across our entire City, and cover all development types."

Lake Macquarie Mayor Kay Fraser said Council would continue to nurture progressive partnerships with organisations that shared its vision for the future.

"Our strategy is to drive and manage the right kind of growth," Cr Fraser said.

"The Lake Macquarie community values our natural environment, liveability and idyllic location, and with the right approach and ongoing community consultation, we can grow and become an even more attractive place to live."

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For further information please call: Matthew Higgins 0403 706 042

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## How cyber insurance could help save your business

**Mark Bramley**  
Gallagher

Cyber attacks seemingly hit the headlines every day. Whether it's Westpac, The Australian National University or Maersk, businesses in all industries are being targeted more than ever by online threats.

You may think that these attacks will never happen to you but, unfortunately, that isn't the case. According to Norton, more than 500,000 small businesses fell victim to a cyber attack in 2017. A recent survey by insurance firm Chubb found that 60% of SMEs had already experienced a cyber attack, while a Verizon study found that 61% of breaches hit SMEs and 60% of those impacted are out of business within six months of an attack.

It makes sense that smaller firms are targeted. Think of how much money a large firm can spend on cyber security and compare that with your own cyber security budget. Smaller businesses offer an easier target and with technology more prevalent in all industries, the opportunities for a cyber attack have never been greater.

### How can I protect my business?

It is important that you secure your business first and foremost. Think about it in a similar way to securing your premises. You don't leave the doors unlocked, you make sure you secure your most important machinery or documents, staff are trained in what to do in an emergency, and you have insurance as a backstop. Cyber security is similar.

Make sure you have defences in place, secure what you see as the 'crown jewels' of your business such as client data, train staff in what to do, and what not to do, online and have insurance to help you respond.

### What is cyber insurance?

In the aftermath of a cyber incident it can be confusing to know the best ways to proceed as different businesses, industries and type or attack, require different responses.

Cyber insurance helps you get back on your feet in the aftermath of an incident. The average cost of losing one data record rose by 4.8% from US\$141 to US\$148, while Australia saw the average cost of a data breach rise by over 5%, according to The Ponemon Institute. With breach costs increasing, cyber insurance can cover costs related to an incident which could prove vital.

The cover can also provide access to experts who can guide you through the process of recovery. From IT specialists to public relations or legal advice, cyber insurance provides instant access to experts that can help you identify, contain and control your post-incident response.

It may just make up one important aspect of a cyber security strategy but cyber insurance could be the difference between your business surviving a cyber attack or being forced to close its doors.

*To discuss cyber risk and insurance, or if you have any questions regarding your insurance coverage, contact Mark on (02) 4979 3333 or [mark.bramley@ajg.com.au](mailto:mark.bramley@ajg.com.au).*



**Mark Bramley** is an Area Director at Gallagher and has worked in the financial services industry for more than two decades.



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To find out more, contact Gallagher's Newcastle Branch on **(02) 4979 3333**, visit [info.ajg.com.au/newcastle](http://info.ajg.com.au/newcastle) or drop in and see us at **Sky Central, 123 Pacific Highway, Charlestown**.



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## Mobile plant and equipment insurance solutions from Newcastle to the world



The company that is now UAA was founded in 1972 in Newcastle where their current global head office, administration centre and NSW branch is based today.

In support of their Australia, New Zealand and global client base UAA has additional offices in Melbourne, Brisbane, Perth, Adelaide, Auckland NZ, Tauranga NZ, Suva Fiji, Mexico City Mexico and Singapore. In addition, UAA has franchise businesses across nine countries in Latin America and South East Asia via the global QBE and Zurich Networks.

All branch offices provide full sales and underwriting facilities providing local expertise. UAA uses state of the art technology and quality control procedures to ensure an efficient and timely response to client needs.

UAA became an underwriting agency in 1988, and in 2008, UAA transitioned from private ownership to become a subsidiary of QBE Insurance. As of 1 April 2015, Australia's largest insurance broker group and largest owner of underwriting agencies in Australia the Steadfast Group Limited acquired ownership of all UAA's operations. Steadfast is an ASX top 200 listed company. The Steadfast Group purchased 88% of UAA. The existing management team took the opportunity to purchase a 12% shareholding in the UAA business highlighting the team's commitment to success and Steadfast desire to keep the skills and specialist expertise imbedded in the UAA business.

In conjunction with the QBE Group, UAA has been involved in the successful introduction of the "ISP" product into the Latin America and Asian insurance markets.

In particular, UAA underwrites on behalf of the QBE Insurance Group in Australia, New Zealand and the Pacific Islands and provides services to QBE elsewhere in the world. In Latin America UAA has a service partnership with the Zurich Insurance Group.

UAA has grown to be the largest provider of specialist Mobile Plant and Equipment insurance in both Australia and New Zealand. They have been a finalist in the underwriting Agency of the year four times across Australia and New Zealand.

### Remaining Newcastle-based

There are now 66 staff globally, but the company's heritage is in Newcastle and their Global Head office, administration claims function and NSW branch functions will always be based here regardless of the company's growth and size. A large percentage of the UAA staff are local as are some of the largest customers and clients.

UAA is also an active supporter of the local Hunter and Central Coast communities.

UAA is a proud supporter of the NSW Central Coast Academy of Sport, sponsoring a junior Indigenous Talent Identification

program. This program is the first of its type conducted by a specific academy of sport. The main purpose of this program was to give Indigenous youth the chance to explore sports that they may not normally get the opportunity to experience or further develop their skills. One of graduates of the program had the opportunity to compete against International netball teams at the under 15-age level. The sports offered were AFL, Athletics, Basketball, Golf, Netball, Hockey, Touch Football and Rugby Sevens.

From the talent identification day, 20 sporting scholarships were offered and funded by UAA.

UAA continues to endorse and support the local charity "Got Your Back Sista". This organisation based in Newcastle supports women and children who have been involved in domestic violence incidents. Their goal is to help these women and their children re-establish their lives.

### Products

UAA continues to develop innovative insurance solutions for the mobile plant industry. Their industry specific insurance products have been designed to meet the needs of the Australian, New Zealand and global plant insurance market and include Industrial Special Plant (ISP) and ProCon. These products are considered global leaders and best in class.

### Industrial Special Plant (ISP) / Mobile Plant and Machinery

Incorporating seven key cover options into one package, ISP is designed to protect all types of plant and machinery from the smallest post hole digger to the largest fixed or mobile crane. The UAA ISP product is the result of ongoing research, development and commitment by UAA's team of experts. ISP can be tailored to suit a client's business needs and provides a simple and easy one quote, one application process. ISP can cover:

1. **Material Damage** – cover for owned mobile plant and equipment
2. **Hired in Plant** – cover for non-owned mobile machinery and plant hired in by the insured
3. **Additional Benefits** – a combination of automatic and optional benefits which allows you to tailor coverage to the insured's business needs
4. **Financial Protection** – a combination of covers which allows you to tailor coverage to protect your insured's business from financial loss
5. **Breakdown** – cover for mechanical breakdown of mobile machinery and equipment
6. **Road Risk** – Third Party Property Damage cover for registered vehicles
7. **Broadform Liability** – provides comprehensive Legal Liability protection for the insured business activities

### ProCon / Industrial Professional Contractors Liability

ProCon incorporates five key cover options into one package providing Broadform Liability, Professional Civil Liability, Directors' and Officers' Liability, Statutory Liability and Employment Practices Liability. ProCon provides a simple solution which has been specifically designed for UAA customers working and operating mobile plant and machinery.

### Vision and strategy

UAA has the vision to be the most respected and successful mobile plant and machinery underwriting agency globally in the eyes of our customers, stakeholders and employees.

Their strategy is to take advantage of the embedded intellectual property built over forty successful years as market leader in mobile plant and equipment insurance. The objective is to take this IP and expand the global distribution footprint in order to increase and diversify revenue streams whilst still maintaining our focus on the core Australian and NZ businesses.

# EXPERTS IN MOBILE PLANT INSURANCE



**With over 25 years' experience, UAA prides itself on innovative insurance solutions for the mobile plant industry in Australia, New Zealand and globally.**

Our focus is on developing long term relationships with our customers built on mutual respect and reliability.

UAA's claim service team has extensive experience in managing claims for our customers and has access to a network of the very best industry service suppliers across Australia and New Zealand.

Industrial Special Plant and ProCon underwritten by QBE Insurance (Australia) Limited.  
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J6663

Industry tailored products include:

- **Industrial Special Plant cover** – combining seven cover options in one comprehensive insurance package plus;
- **ProCon** - also streamlining five key cover options under one policy,

**For more information on UAA's Industrial Special Plant and ProCon products please contact your Insurance Broker or Agent.**



## Achieving the best outcome with your business insurance

Australia is a land of uncertainty when it comes to insurance. The recent floods, bushfires and cyclones are proof that no one is immune to the forces of nature, not to mention the many internal incidents that prevent businesses from working at full capacity each year. The insurance market continues to harden in Australia and while this creates challenges for all businesses, it also gives brokers an opportunity to truly support their clients and secure exceptional outcomes that would not be possible without that same level of experience or in a direct market.

As a long-standing business in the Hunter Region, Aon's Newcastle branch has supported local businesses through these conditions time and time again. While our strategy changes slightly each time the market shifts, overall there are some key learnings on how businesses can help prepare for these changes and help limit any volatility they would otherwise be exposed to.

### Be prepared!

The only way to secure exceptional outcomes in such challenging circumstances is to engage with your markets well before renewal time. With capacity reducing rapidly in some markets and remedial underwriting alive and well, the best action to take is to be proactive. Late delivery of information leaves underwriters little time for review or negotiation internally meaning the offering will either be more expensive or declined all together. It also limits your options for alternate markets, with other insurers showing little interest if they've achieved their new business budgets, or have no capacity left to offer. It's all about selling your risk to the insurance market and unfortunately, this does take time.

### Invest in your insurance program

In this market Underwriters will look more favorably on any business that is willing to invest in improving their overall risk. Undertaking activities such as insurance valuations, independent risk surveys or simply proactively complying with any risk recommendations will act as a demonstration of your overall attitude towards risk, thus making you a more attractive risk for the insurer's portfolio.

### Understand your market

Understanding the market will ensure you are better placed to prepare internally so you can limit the impact on your business both operationally and financially. Some considerations for the balance of 2019 include:

- **Directors & Officers** With the evolving class action environment and the increase in litigation funding, the D&O market is struggling to accurately model future premium requirements across the country. Aon is seeing steady increases in the SME space, while for the ASX200 the average increase is over 100%. To help limit the trajectory of rate change, businesses should be prepared to proactively demonstrate how they manage their continuous disclosure obligation, their financial position, any M&A activity and what their debt profile looks like.
- **Statutory Liability / Management Liability** is a market which should be watched closely over the coming 12 months with many factors influencing coverage and pricing, including:
  - Increasing fines for WHS breaches, which could leave companies exposed if their policy limits are not reviewed.
  - The ongoing review into Industrial Manslaughter charges which includes recommendations for prohibition against insurance for WHS fines.
  - Pollution of the Management Liability market with policies offering additional covers that are not intended for such a risk e.g. Crime Cover.



*Tony Petersen, Greg Silcock, Trish Heagney, Jude Myers, Michael McPherson, Jacintha Floyd, Brad Thompson, Peter Ewen, James Johnson of AON Newcastle*

Each of these items continues to place pressure on underwriters to either carve out cover or review their rating structure.

- **Workers' Compensation** With recent data showing significant deterioration in the scheme now more than ever it is crucial for NSW businesses to understand what is driving their premiums. Take note of how you are classified, the strategy on any open cases and finally, be across which claims costs are being utilised in your calculation. These factors are important to understand and will help you gain certainty around your spend and potentially, identify areas for savings.

### A price check is not a health check

During times like these we see many businesses lured into Health Checks that guarantee a reduction in spend. While this sounds appealing, it can be fraught with danger. Any review of your program should not be driven solely by a quest for lower premiums. Ensuring good financial value is important, but your broker should also check your policies comprehensively to identify potential gaps and ensure all insurable risks are covered. Where necessary, they should involve qualified professionals, such as engineers, forensic accountants or insurance property valuers. A robust health check usually includes evaluation of

- All policy terms and conditions
- Adequacy of the sum insured, deductibles and premiums
- Specified limits and sub-limits for all insured risks
- Physical risk exposures with assets, contracts, liability and people
- Risk tolerance and mitigation strategies

A good broker can then use this information to help you achieve a price that is palatable, but also provides peace of mind.

### Partner with your insurance broker

Believe it or not, the "Help me - Help you" moment from the 1996 Jerry Maguire movie has enormous relevance to the broking profession. As the person entrusted with the protection of your business, your broker wants to succeed, but without partnership it is a difficult road. Being open to sharing updates, providing information and importantly making time to discuss your program are some key steps you can take to ensure your broker is working with your business, for your business.

*For further information contact AON Newcastle on (02) 4920 3702 or email [jacintha.floyd@aon.com](mailto:jacintha.floyd@aon.com)*



At Aon Newcastle, we take a fresh approach to insurance and risk. We draw on our global footprint, industry expertise and data and analytics capability to deliver the best combination of service, advice and coverage available for your business.

Our local team of experienced insurance specialists bring energy and professionalism into everything they do servicing some of Newcastle's largest businesses. Whether its general insurance, workers' compensation or financial risk – we are here to help our clients achieve their goals.

## Our Solutions



### Commercial Risk Solutions

We offer risk advisory, risk transfer and structured solutions that help organisations and individuals better identify, quantify and manage their risk exposure.



### Reinsurance Solutions

We provide risk transfer, claims advocacy and capital management solutions to help reinsurers reduce volatility and build more resilient businesses, governments and communities.



### Retirement Solutions

We offer actuarial, investment and bundled retirement solutions to help clients design and implement secure, equitable and sustainable retirement programs.



### Health Solutions

We provide consulting, global benefits and exchange solutions to help clients mitigate rising health care costs and improve employee health and well-being.

## 2019 HUNTER DEFENCE CONFERENCE

22 & 23 AUGUST 2019 CROWNE PLAZA HUNTER VALLEY

The **2019 Hunter Defence Conference** is the 10th anniversary of this important event and will focus on driving collaboration between Defence Primes, NSW regional SMEs, Academia and the Department of Defence.

### Specific aims of the Conference include:

- Be a strong and unified voice promoting Hunter defence capability to primes and the Australian Defence Force.
- Demonstrate Hunter Region supply chain capability to the Capability Acquisition and Sustainment Group (CASG), Centre for Defence Industry Capability (CDIC), Environmental HQs and defence primes.
- Attract defence contracts to the region.
- Align local industry capabilities and capacities with coming opportunities.
- Understand defence opportunities and delivery models and communicate this to regional manufacturers and suppliers.
- Map regional defence capabilities.
- Facilitate education and training to up skill Hunter Defence SMEs.
- Encourage SMEs to acquire advanced defence capability and broaden the region's product offering.

**The Defence conference has been running now for 10 years but this is the first time there has been a focus on primarily the support at a national level to regional SMEs.**

### Conference highlights

The speakers this year will add hugely to the body of knowledge as an overarching view of where the government is heading over the coming decade and what that might mean for Global Supply Chain opportunities for SMEs and contractors in the region. Speakers will include representatives from:

HunterNet  
RDA Hunter  
Varley  
The Blue Zone Group  
Bohemia Interactive Simulations  
Nupress Group  
R&R Murphy  
TW Woods  
Goal Group  
Minister for Defence  
Australian Defence Export Advocate  
State Minister  
The Capability Acquisition and Sustainment Group  
Defence Innovation Hub  
Astro Aerolab (Newcastle Airport)  
University of Newcastle  
TAFE NSW  
Boeing Australia  
Northrop Grumman  
Lockheed Martin  
NSW Defence  
BAE Systems

Coincident with this year's conference will be a local industry showcase on the afternoon of 22 August. This will afford the opportunity for local industry to speak directly to SMEs who have been successful in the Defence Contracting environment.

That night there will be a drinks and canapés session with a fly past by Matt Hall (of Red Bull fame) followed by a gala dinner with a special guest speaker - the Hon Christopher Pyne.

On the 23 August there will be presentations on air, land and maritime capability development, followed by a Capability Roundtable and Q&A.

All in all, it is an event not to be missed for anyone involved in or supplying the defence industry as well as those who would like to explore the opportunities available for their business to be involved in the defence supply chain.

### Conference sponsors

The Hunter Defence Conference is only made possible by the support of the event sponsors. At the time of going to print, these sponsors included:

NSW Government  
Astra Aerolab  
Lockheed Martin  
BAE Systems  
University of Newcastle  
Northrop Grumman  
Hawker Pacific  
R&R Murphy  
WAC Holdings  
Jacobs  
Varley  
Boeing

To purchase tickets for 2019 Conference visit  
<https://www.trybooking.com/BCQNQ>

For information on Sponsorship packages please go to  
[www.hunternet.com.au](http://www.hunternet.com.au) or email [merran@hunternet.com.au](mailto:merran@hunternet.com.au),  
phone 0414 599 636 or Hunternet on (02) 49 254 480



# The 2019 Hunter Defence Conference

# 10

# YEAR ANNIVERSARY

22 & 23 August 2019

CROWNE PLAZA HUNTER VALLEY

**The 2019 10th anniversary Hunter Defence Conference will focus on driving collaboration between Defence Primes, NSW regional SME's, Academia and the Department of Defence.**

Key presentations at this years conference will include be the capability development staff from Army, Navy and Air Force Headquarters, Defence Primes articulating the support requirements they will have over the coming decade from regional SMEs as well as a policy outline from the office of the new Minister of Defence (hopefully he or she personally). A Defence Industry Showcase afternoon on 22 August has also been included.

Our Gala Dinner Keynote speaker is the Hon Christopher Pyne. Matt Hall from Redbull Racing will also join the 10th Anniversary of Hunter Defence with a spectacular aerial display during our networking drinks on Thursday 22 August.

Once again, Hunter Defence will donate to local charities from the proceeds of the conference in support of local veterans.

To purchase your tickets for 2019 Conference:  
<https://www.trybooking.com/BCQNQ>

For information on Sponsorship packages please go to [www.hunternet.com.au](http://www.hunternet.com.au) OR  
Email to: [Merran@hunternet.com.au](mailto:Merran@hunternet.com.au) Phone 0414 599 636 or at Hunternet on 02 49 254 480

Conference Foundation Partner:



Brought to you by:



## SUPPORTING THE REGIONAL COMMUNITY THROUGH INNOVATION AND COLLABORATION

Since 2015, APP have supported Newcastle Airport Pty Ltd, providing various project management and consulting services in the delivery of several infrastructure projects to align with the airport's growth.

Astra Aerolab is a significant development being undertaken by Newcastle Airport that will trigger the next round of Aviation and Defence industry investment and employment opportunities in the local economy.

The Astra Aerolab development is a Defence and Aerospace precinct on 76ha of land directly adjoining the existing Newcastle Airport precinct and RAAF Base Williamtown. APP have provided development management services from the initial due diligence for the land purchase, to planning, design and program management, strategic procurement and project management expertise.

For APP, this project has highlighted the value of coordinating early engagement and coordination with both government and industry stakeholders to ensure the project's objectives are defined and continually aligned with regulatory, budget and program expectations. As a result, this development is set to be a world class aviation precinct providing significant employment to the region and creating global connectivity.

APP's successful relationship with Newcastle Airport Pty Ltd has been based on a common ethos between the two organisations - trust, cooperation and a commitment to supporting the regional community through innovation and collaboration. This is underpinned by the unique capability of the local Northern NSW APP team to deliver complex Aviation and Defence industry projects both regionally and nationally. This includes delivering numerous business case and feasibility services in working for Capital Facilities and Infrastructure (CFI) and the Estate Planning Branch, both divisions within the Department of Defence.



## ASTRA AEROLAB – THE HUNTER'S NEW DEFENCE AND AEROSPACE PRECINCT

With NSW Deputy Premier, John Barilaro, recently turning the first sod, the Astra Aerolab vision is on its way to becoming reality. The globally significant defence and aerospace precinct adjoining Newcastle Airport and RAAF Base Williamtown will become Australia's pre-eminent hub for innovation in defence and aviation.

Last year, an \$11.7 million grant was received from the NSW state government to kick-start development of Astra to capitalise on the existing economic strengths of the region. Astra will ultimately deliver 5,500 new jobs to the region, including opportunities for aerospace engineers, aviation, IT and avionics specialists. The region's superior coastal lifestyle, affordable living, world class education, national and international connectivity through Newcastle Airport combined with the unique onsite experience will attract business and workers to the precinct.

Astra Aerolab will offer outstanding health and wellbeing facilities, beautiful and inspiring surroundings, exceptional convenience and ease and world-best access to education and learning. An ecosystem of innovation, remarkable spaces, experiences and more.



| John Barilaro turning the first sod |

## REGIONAL NSW BIG WINNER FROM NEWCASTLE AIRPORT'S UPSCALE INVESTMENT

Northern NSW is set to benefit through further investment as Newcastle Airport signs a \$50 million debt facility agreement with ANZ Bank.

A direct, sustained economic benefit to the Hunter and beyond will come through major infrastructure projects funded through this five year facility. The increase in passenger traffic facilitated by these investments will provide an enduring economic boost for the long term.

Planned future projects include a significantly enhanced terminal, expanded car parking facilities and essential airside facilities, such as a new apron, taxiway and aircraft parking bays, all of which will allow the airport to meet growing passenger demand.

The facility will also help fund stage one construction of the Airport's Astra Aerolab development, Newcastle's globally significant Defence and aerospace hub.

Newcastle Airport CEO Dr Peter Cock said the region deserved an airport that was striving to fulfil its potential.

"Our catchment takes in a large part of northern NSW which sustains the state's biggest regional economy and we see one of the airport's key roles as realising further potential, and future opportunities," he said.

"It's vital we play our role in building prosperity and diversity into the economy. This debt facility allows us to turbo-charge development of both the airport and Astra Aerolab."

"Thousands of additional jobs will be generated over the next 5 years, both directly and indirectly, on the back of significant passenger growth and continued investment in our precinct."

"The Astra Aerolab development will stimulate demand for highly skilled jobs in our region and provide the NSW economy with a massive boost."

## PARTNERSHIPS THE PATH TO REGION'S SUCCESS

The Vice-Chancellor of the University of Newcastle, Professor Alex Zelinsky AO, has stressed the importance of partnerships between education and industry to building economic and employment opportunities for the region, in an address to more than 150 business and government leaders on 7 June.

Speaking at a Hunter Business Chamber lunch at Surf House, Professor Zelinsky said the region had to ensure it was skilling enough people to grasp emerging opportunities in the technology sector.

He nominated Defence as an area of huge potential growth for the region following the arrival at Williamtown of the Joint Strike Fighter Program, which at \$17 billion nationally is the largest acquisition in RAAF history, with potential to create 5,500 jobs, including many in the Hunter.

"When you look at that Defence transformation, one of the biggest drivers behind that is digital technologies," Professor Zelinsky said.

"I call the Joint Strike Fighter 'software with wings'. There's 20 million

lines of code on that machine and it's much more complicated in terms of software than the other aspects of it."

"This is what we call the fourth industrial revolution, and we [the region] really need to be part of it."

The University consulted with industry leaders in Defence aviation to develop a new degree program, launched this year, to equip students with the skills to work in the field.

Professor Zelinsky said the University's planned \$200 million STEMM building on the Callaghan campus would play a significant role in "bringing industry on to the campus" and enhancing collaboration between higher education and industry.

Hunter Business Chamber President Hennie du Plooy said the Chamber applauded the University's focus on fostering greater cooperation between sectors.

"The University continues to play an integral role in shaping our region's future workforce and economic profile," Mr du Plooy said.



**ASTRA AEROLAB**

# UPLIFTING AEROSPACE

Remarkable starts here: [astraaerolab.com.au](http://astraaerolab.com.au)

## DEFENCE INDUSTRY SERVICE COMMENDATION

BlueZone Group has announced that Paul "Monty" Montgomery has been selected as one of seven new recipients of the Defence Industry Service Commendation.

The Defence Industry Service Commendation is an initiative launched by the Liberal National Government in 2018, which recognises outstanding achievements and dedication in the application of skills, judgement and innovation in the defence industry sector.

Monty has an outstanding career of service to the Australian Defence Force and defence industry. Beginning as a draftsman at Garden Island Dockyard in the 1980s, Paul learnt his trade and contributed to the support and maintenance of the RAN fleet including Adams Class DDG and Perry Class FFG ships.

In the early 1990s Paul was seconded to the (then) Australian Defence Industries (ADI) successful bid for the \$1 billion Minehunter Coastal (MHC) Ship Project. Paul was a key member of the bid team providing an interface between the ship designer (Intermarine of Italy) and the plans for design and construction of six MHC Ships in Newcastle NSW.

It was when the MHC ships commenced sea trials that Paul showed his invaluable contribution to the MHC Project. The MHC ships are highly complex and included a Control & Management (C+M) System for the engine and machinery spaces that was advanced and new for the RAN at that time. Paul assisted in solving countless set-to-work and integration issues in construction of each ship and through this process developed a significant know-how in operation, maintenance and trouble-shooting of the C+M System.

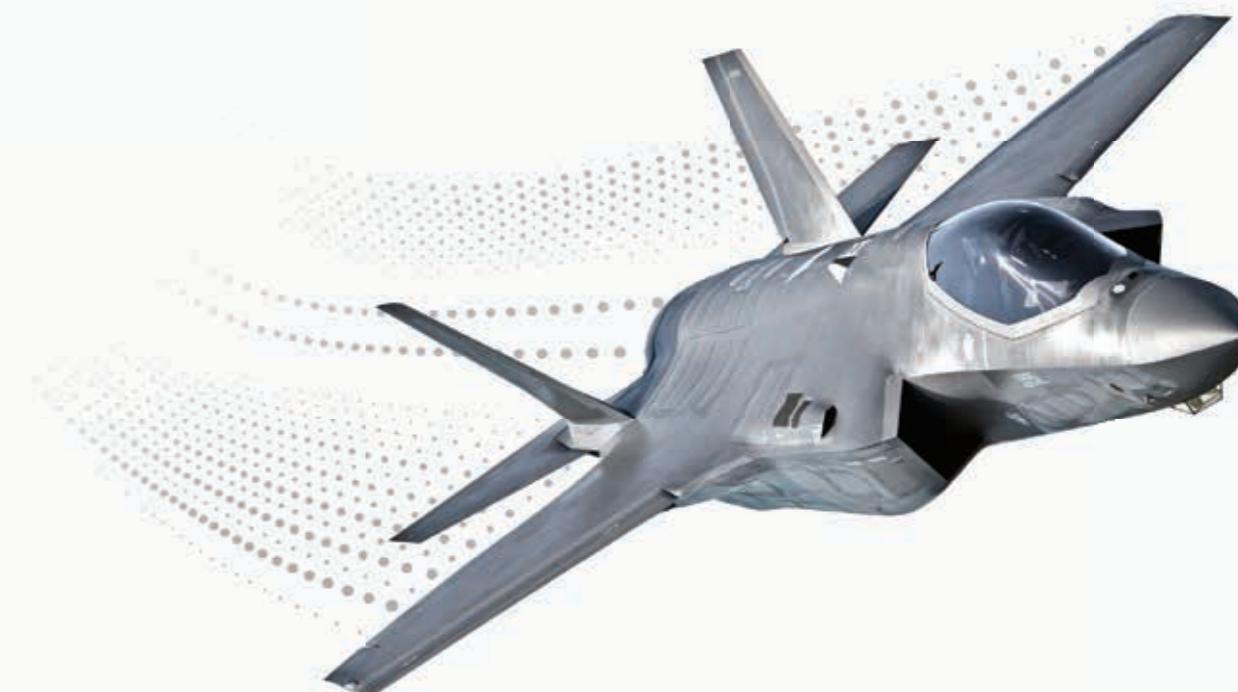
Paul's service continues in defence industry where he is a key member of the BlueZone Group team managing the workshop that supports

the 'Double Eagle' Mine Disposal System, a key capability for Navy Mine Countermeasures. Paul leads the workshop team including senior experience technicians together with mentoring of apprentices. His applied knowledge and skills contribute daily to his team, the greater BlueZone Group, defence and industry supply chains for Double Eagle support via the Prime Contractor Thales Australia for the RAN.

**| Paul Montgomery BlueZone Group |**



## F-35: Mission ready for Australia.



## LOCKHEED MARTIN AUSTRALIA – INVESTING TODAY TO GROW TOMORROW'S HUNTER REGION WORKFORCE

Lockheed Martin Australia (LMA), Regional Development Australia (RDA) Hunter and University of Newcastle (UoN) have joined forces through a partnership that will help to build an industry-skilled, homegrown Hunter workforce for the region's growing defence industry.

LMA is partnering with RDA Hunter, as part of its commitment to investing in genuine opportunities for Australians in regional centres by jointly investing more than \$40,000 in University of Newcastle Project Altitude Accord to develop high-value, job-ready skills needed to create, and sustain, advanced technologies for the future 5th Generation future defence force.

Project Altitude Accord will support the contextualisation of curriculum for the University of Newcastle to develop a '5th Generation' technology-enabled workforce to support Lockheed Martin Australia's future job requirements in integrated joint battle management, and provide real job opportunities for the Hunter region.

The Project has also created 10 scholarships for first year Aerospace Systems Engineering students to attend a fully funded education and research program tour in July 2019, which includes a tour of the STELaRLab in Melbourne and Endeavour Centre in Canberra.

These 10 scholarship positions were awarded to the winners of the University of Newcastle 'Glider competition' hosted at the University of Newcastle in early June.

Defence projects such as the F-35 program will deliver significant economic impact in the Hunter, bringing next-generation technology and related new, high-value, skilled jobs

RDA Hunter has been working with Lockheed Martin Australia to help prepare a suitably qualified future workforce by share knowledge and connecting them into the region's wider defence industry, education and government.

This partnership is supporting curriculum development across relevant Science, Technology, Engineering and Mathematics or STEM-related courses provided through the University of Newcastle by facilitating engagement with visiting fellows and co-ordinating industry and course appropriate site visits.

**Three teams comprising Christopher Neal, Matthew Wheeler, Gerard Lazarus, Ian Whittall, Ashleigh Rattray, Tahlia West, Jennifer Johnston, Stephanie McManus, Jack Sulis, Toby Barry, Joshua Price and David Seddon were deemed winners of the 2019 Altitude Accord Scholarship following the Glider Competition demonstration at the University of Newcastle in early June.**



Our work doesn't end when an aircraft leaves the production line. We are partners for an aircraft's life through field support, training and modernisation. From the C-130J to the F-35 and beyond, Lockheed Martin Australia has the system of systems engineering and integration expertise required to sustain the advanced technology systems, products and services critical to delivering a capability edge to the Australian Defence Force for generations to come.

Learn more at [F35.com/Sustainment](http://F35.com/Sustainment).

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**LOCKHEED MARTIN**  
Australia

## BECOMING A DEFENCE INDUSTRY SUPPLIER

The Defence Industry will invest \$200 billion over the next 10 years and the Government is encouraging Australian SMEs to look at this industry for the future of a next-generation and manufacturing in Australia. There are major opportunities for a broad range of suppliers but the steps involved are significant and there is a substantial lead time from when you commence the process to when you start receiving the benefits of new sales.

R&R Murphy is a local supplier who has been through the processes to become a defence supplier and although it has been a long journey, is confident that it will pay off significantly in the long run.

R&R Murphy was established in 2004 and commenced in the waste industry, manufacturing front left bins and cement tankers. Between 2006 and 2011, the company built a reliable and trustworthy reputation in the mining sector, but in 2012 R&R Murphy Managing Director Rod Murphy realised that they needed to be more diversified and also supply other industries to lower risks and to secure a better future for the company moving forward.

The business chose a variety of target industries, including defence, architecture, transport, water filtration and food.

Defence was first priority. The standards required for this industry are very high, but Rod could see substantial long-term opportunities once established.

There is a lot to implement in an organisation to meet the requirements to supply to the defence industry, including a new business plan, good management systems, ISO accreditations, highly skilled staff, 5S, lean manufacturing and more.

It is a big commitment and investment for any SME but there are major opportunities for those who are willing to make the journey. Many of the processes involved may also provide major benefits to servicing other markets apart from defence.

Rod Murphy is presenting at the 2019 Hunter Defence Conference and will be discussing the opportunities that are available for SMEs and what needs to be done to make your business qualified to supply to defence.



*| R&R Murphy Managing Director Rod Murphy |*

**HMA** Hunter Manufacturing Awards Inc.

## 2018 WINNERS

**R&R MURPHY**

**SPECIALIST FABRICATORS**

**2018 EXCELLENCE IN THE EXPORT OF MANUFACTURED GOODS + 2018 HMA BOARD AWARD**

**2016 MANUFACTURER OF THE YEAR**

**2016 EXCELLENCE IN MANUFACTURING PROCESS**

**2016 GLOBAL SUPPLY INTEGRATION OF THE YEAR**

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R&R Murphy Pty Ltd is a multi award winning company founded in 2004 by Rod & Rose Murphy. In 2016 we received our most prestigious award "The HMA Manufacturer of the Year" and as a past winner, R&R Murphy are extremely proud to be a sponsor of this year's "Hunter Manufacturing Awards". We have an outstanding reputation for being a top-quality supplier in a varied range of industries including and not limited to Defence, Mining, Architecture, Water Filtration and Transport Maintenance.

We provide a flexible, adaptive and innovative service, working side by side with our clients to design and implement the best solutions for their manufacturing needs. Our highly skilled workforce, utilising the latest technology in metal manufacturing, specialise in stainless steel, aluminium and mild steel fabrication and engineering, ranging from light sheet metal to heavy fabrication.

We are proud of our people, our culture and partnerships with our clients and suppliers.

VISIT [www.rrmurphy.com](http://www.rrmurphy.com) or call **(02) 4920 6503**

ANCG00087

## REVOLUTIONISING MILITARY TRAINING AND SIMULATION

Bohemia Interactive Simulations (BISim) is a global software company at the forefront of simulation and training solutions for defence and civilian organisations. Our mission is to harness the explosive potential of technology to revolutionize training and simulation. BISim leverage the latest commercial technology and a large, experienced in-house engineering team to develop high-fidelity, cost-effective training and simulation software.

BISim started in Australia as a branch of Bohemia Interactive Studio, whose focus is the development of computer games for entertainment. They were just a small studio when they started in 2005, around seven staff working from a shed in Anna Bay. Through funding from the Australian Defence Simulation Office (ADSO) they were able to implement a range of improvements to the first version of their flagship Virtual Battlespace (VBS) software to make the product more suitable for mission rehearsal training exercises for deployments to Iraq.

Following its successful acceptance by ADSO, VBS was introduced to the broader Australian Defence Force through an Enterprise Licence Agreement, with over 2,000 licenses now in use in Australia. Today, BISim has grown to over 250 employees around the world with offices in the US, UK, Czech Republic, Japan and Korea.

VBS3 is their flagship product and is used for military training worldwide. VBS3 is a versatile desktop training environment providing hundreds of different training uses and includes over 15 years of continuous improvements. BISim has expanded their product line and offers a comprehensive technology portfolio covering desktop training, image generation, terrain editing and management, artificial intelligence and developer tools, all integrated with each other for a superior workflow. This provides significant savings in both integrator costs and time-to-deliver and reduced program delivery risks.

BISim's products are used by hundreds of thousands of military personnel in 59 countries including the Australian Defence Force, New Zealand Defence Force, U.S. Army, UK MoD and highly respected commercial customers such as BAE, Lockheed Martin, and Rheinmetall. BISim's primary focus is the defence industry.

BISim is continuing to develop their simulation technology at a rapid pace, particularly in the areas of rapid virtual terrain generation, and

alternative reality (AR) applications. In Australia, they continue to work closely with their ADF contract sponsor - Army headquarters and CASG Simulation Directorate - and on a number of specific ADF projects such as Land155, Land 400 (Phase2) and Land 200.

**Ryan Stephenson, Bohemia Interactive Australia's Managing Director, will be a keynote speaker at the upcoming Hunter Defence Conference in August.**



## INNOVATE. DISRUPT. SERVE.

### The BISim Advantage

- ✓ Comprehensive, Cutting-Edge Technology Portfolio
- ✓ Open and Modular COTS + Customization Offering
- ✓ Easy-to-Use & Well-Priced Products
- ✓ 200+ Strong, Highly Specialized Technical Team



**Desktop Training | Simulation Host | Image Generation | Terrain Editing & Management  
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Bohemia Interactive Simulations offers a comprehensive, cutting-edge technology portfolio fully integrated to provide superior workflow. Our open and modular commercial-off-the-shelf software products can be customized by you or enhanced by our large technical team who has over a decade of broad and deep expertise in developing training & simulation solutions for military.

**DISCOVER MORE @ AUSTRALASIAN SIMULATION CONGRESS 2019,  
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**Bohemia**  
**Interactive**  
SIMULATIONS

## VARLEY BUILDS STRATEGIC PARTNERSHIPS RESULTING IN GLOBAL RECOGNITION THROUGH F-35 PROGRAM

Varley's drive to be a leading engineering and manufacturing company in Australia has come with many feats gaining prestigious accolades working with the Defence industry primes. Although Varley has been operating for 133 years, it has been the past 30 years that Varley has gained reputable recognition with the Australian Department of Defence, and Major Prime Contractors Lockheed Martin and Northrop Grumman as a supplier of turnkey solutions for deployable mission systems, repair & maintenance, training and simulation capabilities.

To date Varley has won various contracts on the Joint Strike Fighter program for design, development and supply of the LGHS (Landing Gear Handling System), Aircraft Maintenance Sling, Canopy Maintenance Sling and the DDMS (Deployable Data Management System Shelters).

Varley became involved with the F-35 Program when the company began engaging with Lockheed Martin in April 2003. This relationship has seen Varley becoming a preferred Australian designer and manufacturer of specialised ground support equipment in February 2004 commencing with the LGHS (Landing Gear Handling System). The Varley-designed Landing Gear Handling Systems (LGHS) were manufactured to accomplish the removal and installation operations for the nose and main landing gears of aircraft variants, the F-35A (conventional take-off and landing), F-35B (short take-off and vertical landing) and the F-35C (carrier variant).

In the same year, Varley responded to an initial request for a proposal to manufacture the Aircraft Maintenance Sling for Northrop Grumman. Successfully winning the contract the first batch of slings were delivered in 2005. Throughout this project Varley has sustained a 100 percent performance scorecard rating to Northrop Grumman's stringent quality measures.

It was 2005 when Varley signed a contract with Lockheed Martin Australia to manufacture the Canopy Maintenance Sling Assembly. This product facilitates the installation and removal of the aircraft canopy for the F-35A, F-35B and F-35C. It also provides an independent storage solution for the shelter's assembly. This design project faced significant technical challenges, such as meeting the articulation and commonality with all aircraft variants whilst remaining inside the storage log foot print and weight requirements.

Varley's latest project, partnering with Lockheed Martin Australia is delivering the next generation of classified transportable spaces the DDMS Shelters (Deployable Data Management System) Shelters for

operating Information and Communication Technology (ICT) systems to support Australia's F-35A aircraft.

Since Varley's involvement in the SSD phase (System Development and Demonstration) phase of the JSF program, the company has maintained its status as a strategic supplier by demonstrating their ability to supply best-value products, on-time delivery through Lean Manufacturing and innovation to the Defence and Aerospace markets.

Today, Varley remains one of only two Australian companies that has designed, developed and manufactured equipment for the F-35 aircraft, earning the coveted status of OEM (Original Equipment Manufacturer).

"The F-35 Program has provided Varley with the opportunity to achieve global recognition of our manufacturing strategy reflective of high-quality workmanship, innovation and our ability to work as a team with customers to deliver excellence in our products and services" Explains Victor Ugarte Chief Executive Officer – Varley Defence | Varley Group.

**| DDMS (Deployable Data Management System Shelters) |**



## NOVA SYSTEMS SUPPORTING THE HUNTER REGION FOR OVER 15 YEARS

### **Jeff Perry** *Nova Systems*

Nova Systems has been supporting major defence capabilities in the Hunter region for 15 years.

Over this time, a major activity for Nova Systems has been supporting the Airborne Early Warning and Control (AEW&C) capability, as well as providing test and evaluation and major capability upgrades support to the Classic Hornet, Hawk Lead In Fighter and Joint Strike Fighter at the Williamtown RAAF Base.

Nova Systems has also been heavily involved in the new Fixed Defence Air Traffic Control radar acquisition in Project AIR 5431 Phase 2 and provided expertise integral to the systems safety engineering and test and evaluation efforts for the recently commissioned Newcastle Light Rail project.

In 2018, Nova Systems formed the Team Nova consortium comprised of QinetiQ and PwC. Team Nova was appointed as one of four Major Service Providers to support the Capability Acquisition and Sustainment Group (CASG) within Defence, and as part of this, has been selected as the strategic partner for the AEW&C capability.

Nova Systems specialises in solving problems that really matter. Founded in 2000, Nova Systems, rapidly became one of the pre-eminent providers of specialist engineering services to the defence sector. Today, Nova Systems works across industry sectors

including government, aerospace, maritime, land, emergency services, mining, utilities, oil, gas and rail.

With more than 500 specialist consultants across Australia, New Zealand, South East Asia and Europe, Nova Systems provides industry and government with world class, independent expertise. Working not just as consultants, but as trusted partners, Nova Systems is committed to their client's success.

Applying innovation and ingenuity, Nova Systems draws on the talents and expertise of its people, applying cross-sector thinking, national as well as global perspectives and emerging best practice initiatives. Combining technical and operational skills with an in-depth understanding of what is required to deliver and sustain capability, Nova systems provides scalable solutions from specialist advice to a full turn-key service.

Nova Systems has a strong presence in the Hunter region and is proud to be a strategic partner of the Australian Defence Force. They look forward to growing their capabilities and clients as the region continues to prosper.

**For more information, please visit the Nova Systems website: [www.novasystems.com](http://www.novasystems.com).**

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## 400 HUNTER STUDENTS EXPERIENCE HUNTER DEFENCE INDUSTRY UPCLOSE

400 students from 16 Hunter high schools enjoyed access to RAAF Base Williamtown and BAE Systems' aircraft sustainment facilities during the ME Program's 2019 Aerospace Careers Days held at Williamtown on 27 and 28 June.

Staged by RDA Hunter in partnership with BAE Systems Australia, Boeing Defence Australia, RAAF Williamtown and Defence Force Recruiting, the initiative saw students participate in a schedule of activities that helped them connect directly with the Hunter's defence prime contractors to better understand career opportunities in the region's defence industry.

"The Aerospace Careers Days are designed to help students understand that high-value, long-term job opportunities are available for them in the Hunter. We remind students they don't need to leave the Hunter to 'get a good job!' We showcase the range of roles that the region's defence industry offers and we provide students with practical information about study and pathways options," said RDA Hunter's STEM Workforce Manager, Rick Evans.

Defence contractors work collaboratively through this initiative to expose students to a range of jobs, people and knowledge that can help shape their view of the future and ignite interest in defence industry careers.

"The Aerospace Careers Days initiative is a valuable project for BAE Systems Australia to be involved in. We are increasing our workforce in Williamtown and we are looking for motivated people now and for the foreseeable future. Projects like this provide us with an opportunity to meet our potential future workforce and ignite their interest in a role in defence industry. We hope to leave them with a picture of our industry as exciting,



fulfilling and a long-term career option," said BAE Systems Australia Director of Aircraft Sustainment and Training, Mr Andrew Chapman.

Participating schools included: Merewether High School, Newcastle Grammar School, Warners Bay High School, Callaghan College (Waratah, Wallsend & Jesmond campuses), St Philips Christian College – Newcastle, St Joseph's College – Lochinvar, St Philips Christian College – Port Stephens, Hunter School of Performing Arts, Hunter River High School, San Clemente High School, Belmont High School, Irawang High School, Newcastle Waldorf School, Rutherford Technology High School, Muswellbrook High School, Cardiff High School and 2019 STEMstart students.

## THE BUSINESS OF RACING, NOT RACING FOR BUSINESS

The ability to adapt and overcome challenges, re-position and drive forward in business is critical.

For Matt Hall Racing 2019 will represent a year of significant change. It's the eighth year that the organisation has had an entry in the Red Bull Air Race World Championship, and as it happens it will also be the final year.

An announcement by Red Bull to end one of the most scintillating motorsport series' in the world in late May shocked many, including the 14 pilots who have dedicated their lives to winning races. For some, racing was their business. For others, their racing was one facet of their business.

Matt Hall Racing falls into the latter category.

In fact, 'Matt Hall Racing' is the trading name for the company cleverly named 'Inverted Downunder', the business that backs the race team. Racing might have been the jewel in the crown of Inverted Downunder, but it has not been by any means the only focus.



| Henry Howard Photography |

## BUILDING A BETTER FUTURE FOR NEWCASTLE & THE HUNTER

**Newcastle CBD** seems to be ever changing and the "capital of the Hunter" is transforming into a modern and innovative city. This is due to billions of dollars of both private and public investment helping the city become well placed to face the challenges and opportunities of the decades to come. One major change is the Newcastle CBD is growing towards the West End which previously has been neglected for many years.

Here are just some of the developments growing the Newcastle CBD

- **CBD Light Rail:** a \$510 million project designed to provide a frequent and reliable travel option throughout the city centre.
- **East End (Hunter Street Mall):** a massive \$223 million development incorporating around 500 one, two and three bedroom apartments, 4,900 sqm of space for ground-level cafes and boutique retail, and around 2,700 sqm of office space.
- **The completed Gateway 2/ Stewart Avenue (Mixed Use):** a \$21 million five storey, 9,400 sqm commercial office building on the corner of Stewart Avenue and Hunter Streets, Newcastle.
- **The completed Holiday Inn Express:** a \$26.3 million hotel in the heart of Newcastle.
- **Honeysuckle University of Newcastle City Campus development:** The first stage of development will be the co-location of the Hunter Innovation Partnership's (HIP) Innovation Hub and the University's School of Creatives Industries.
- **Lume Apartments:** a \$47 million project creating 154 new dwellings and 226 sqm of commercial/retail space.
- **Huntington:** this project will consist of 92 apartments and 1,533 sqm of retail space right next to the Newcastle Harbour.

- **Horizon/45 Honeysuckle Drive:** this development is a 105-apartment residential and retail proposal located on the future Newcastle Harbour waterfront promenade
- **The Store:** the store site will undergo a \$200 million redevelopment to include 13,000 sqm standalone office space, two residential towers, a retail and bus interchange.
- **Verve:** a \$130 million 19 level project offering studio, one, two and three bedroom apartments as well as a five bedroom penthouse across four apartment precincts.
- **Halcyon & Little National Hotel:** a \$45 million development incorporating a 149 room 4 star hotel, 62 residential apartments, five serviced apartments, 1020 sqm of commercial/restaurant area and hotel car parks that have scope to be made publicly accessible.
- **The WestEnd Precinct:** This development is helping to extend the Newcastle CBD towards the West. The WestEnd consists of The West Apartments, Stella on Hannell and Eaton on Union. Also in this area are the Bishopsgate Apartments and The Millhorn Apartments. These developments are also situated close to the Newcastle Interchange.

The following pages provide more details on some of these projects as well as covering issues of interest in the renewal of Newcastle.

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A long-envisioned pathway connecting King and Hunter streets is set to be realised after City of Newcastle demolishes two vacant buildings.

The cycling and pedestrian link requires vacant properties at 679A and 681 Hunter Street to be demolished to allow developers of the Verve apartments on King Street to build the first stage of the shared pathway along Cottage Creek, which will eventually connect The Junction to the Harbour.

"Newcastle's West End is quickly emerging as the City's new CBD with integrated transport, new residential development on King Street and at Honeysuckle and the upcoming relocation of government agencies to the under-construction Store redevelopment," Lord Mayor Nuatali Nelmes said.

"These are all signs of the exciting times ahead for this part of the city and our plans to improve cycling and pedestrian connections are integral to helping people enjoy living, working and shopping in the West End and elsewhere across the city."

"As the Verve Residences on King Street nears completion, we're about to proceed with this vision via a planning agreement with the developer to build the first stage of the shared pathway."

"Ultimately, a corridor linking King Street and Hunter Street through to Honeysuckle and potentially through to The Junction will be of great benefit for the West End by linking key precincts and creating a vibrant public space."

Council purchased the buildings from Hunter Water for \$550,000 in 2017 as part of its strategic plans.

Approval for demolition was obtained in April 2018 following a development application process that included a heritage assessment which identified low levels of significance of the buildings, which are not listed heritage items.

Demolition is underway and is expected to be complete by late August.

Other plans for the revitalisation of the West End include upgrades to Birdwood Park and Parry Street West, and a safe, separated cycleway along Hunter Street through to Union Street and to Newcastle West.

*Image: The Verve Residents Visualisation - Binyan Studios  
Architects in Collaboration - CKDS Architecture and Hill Thalis Architecture & Urban Projects, Developers - BLOC*

## West End revitalisation

A shared pathway along Cottage Creek from the harbour to The Junction is part of plans to revitalise Newcastle West.

The first stage will connect Hunter and King streets to dramatically improve the experience for people living, shopping and working in the West End.

*Credit: Visualisation - Binyan Studios, Architects in Collaboration - CKDS Architecture and Hill Thalis Architecture & Urban Projects, Developers - BLOC*

For more information on the West End revitalisation visit: [newcastle.nsw.gov.au](http://newcastle.nsw.gov.au)



North Construction & Building, one of the most trusted commercial builders in the region, has had a proud and rich history working on projects in Newcastle and the greater Hunter. Since its beginnings in 1987, this fully employee-owned and operated company has been trusted to build some of the most iconic projects across the city and, most recently, in the Revitalising Newcastle Initiative.

"We're proud of our strong connections to, and long-term presence in Newcastle," expressed Matthew Cook, North Managing Director.

"We've been honoured to successfully deliver a diverse range of projects in and around the city for multiple private and public sector clients."

From building the Merewether Surfhouse eight years ago to, more recently, delivering major elements of the Newcastle light rail project, North has been embedded in the rejuvenation of Newcastle. Specifically, North was contracted by Downer EDI to deliver the light rail depot building and all six stops along the route which was completed earlier this year. The company is currently carrying out the former Civic Station precinct project which transforms the area into an open public space from Hunter Street through to the Honeysuckle district.

"Our continued involvement in the revitalisation of Newcastle is testament to our trusted reputation and quality outcomes," said Cook. "We continue to build on this trust and further share our 30 years of experience delivering more stand-out projects across the region."

He went on to say, "With the release of the Greater Newcastle Metropolitan Plan outlining a number of key outcomes and catalyst areas of growth and redevelopment in the local region,



the future looks bright, and North is well-positioned with a local office, local staff, and local subcontractors to deliver them successfully."

In addition to the future planning in place and new developments slated, Newcastle has many heritage buildings in need of restoration and/or repurposing. North has worked on local projects of historical and heritage importance including: refurbishment at St Philip's Christian College Waratah; the Civic Station precinct; Rathmines Community Centre; and right back to Cessnock Performing Arts Centre completed in 2008. With its expertise in this niche market, combined with a small works division that can work across projects less than \$3m, North is well placed to deliver more of these projects.

"It's exciting times for Newcastle and we're looking forward to our continued involvement in its rejuvenation," expressed Cook. "The small part we have played so far continues the transformation of the city. Having operated in the region for 20 years, there is great satisfaction and pride for us all in reflecting upon such a diverse range of projects successfully completed."

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## HONEYSUCKLE IS CHANGING

There are a number of Hunter & Central Coast Development Corporation (HCCDC) projects underway around Honeysuckle at the moment.

- Seawall construction** - Work is underway to rebuild the 75 year old Harbour seawalls at Lee 5, followed by the Throsby seawalls. These new seawalls are the first step in the delivery of attractive green spaces and new public domain in Honeysuckle. Works commenced in April 2019 included: cutting and removing existing Lee 5 concrete wharves; delivery of 160,000 tonnes of rock to site; and placement of rock in harbour to form new seawalls. Work is expected to take around 18 months to complete.

- Honeysuckle promenade diversion** - To make navigating through construction zones as easy and safe as possible, HCCDC are installing new wayfinding signs in Honeysuckle and the city centre. The 28 distinctly purple signs are designed to help you get around whether travelling by bike, scooter, car or on foot. Vehicular signs are positioned at major entry points into Honeysuckle, to guide the traffic entering and travelling through the precinct. The pedestrian signs help decision making when walking to your destination and show the estimated time to walk there. For cyclists, the signs outline the best route to destinations. The signs also include key locations, points of interest, and nearby transport options.

A section of the northern pedestrian footpath has been closed by Doma Group during the construction of Lume Apartments. Temporary diversions are in place and pedestrians are being directed to use the southern footpath



until it is reopened. A new promenade diversion from the Marina through to Honeysuckle Drive has also been put in place while seawall works are undertaken.

- Lee Wharf A Repairs** - HCCDC has been undertaking repairs of the Lee Wharf A building (old Newcastle Maritime Museum) since November 2018. These works include making repairs to the building foundations and adding new piles to prepare to extend the deck. Work is expected to be completed by October 2019.

- Harbour Square Pontoons** - Two extra floating pontoons at Harbour Square have recently been constructed to host more boats in Honeysuckle.



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## FORMER CIVIC RAILWAY STATION AND MUSEUM PLACE UPGRADE

The transformation of the former Civic Railway Station is well underway, with construction taking place to improve the station building and enhance surrounding public spaces. Works are on track to finish in late 2019.

The works include:

### The former Civic Railway Station building and Hunter St Forecourt

The building will be partially demolished, renovated and repaired creating a new tenancy space. Removal of wall sections and the footbridge will create greater pedestrian access and connectivity. The heritage aspects of the site will be recognised by representing the footbridge and railway sleepers as interpretive elements within a garden area created between platforms. The forecourt on the Hunter Street side of the building will be improved with new trees, garden beds, bluestone pavers, seating, lighting and public art. A section of Civic Lane will be resurfaced creating a shared accessway further enhancing the public domain.

**Museum Lawn** - The grassed area adjacent to the Newcastle Museum will be enhanced providing more direct bluestone pathways and links to the platforms. The public domain will be expanded to encompass the small museum car park to include new trees, garden beds and seating. Steel beams from the footbridge will be used in this space as a functioning bench/artwork.

**Brake Block Park** - A new pathway has been constructed through the park, creating a single walking route from Hunter Street to Honeysuckle Drive. New lighting has also been added to enhance safety.



## FREE WI-FI NOW LIVE ACROSS THE CITY

Newcastle's vision to be a globally connected smart city is another step closer with the launch of a free public Wi-Fi network in Newcastle's East End.

The City Wi-Fi network is one initiative of CN's Smart City program designed to increase connectivity and information sharing between the community, business and the digital world.

From 11 June, people were able to connect to 60 of the City's 150 smart poles on their smart devices when they log on along Wharf Road, Watt Street and Shortland Esplanade. Plans are in the pipeline to install more poles across the City, as well as Beresfield and Wallsend, soon.

Speaking at the launch, Lord Mayor Nataali Nelmes said the roll-out would extend to the new CBD in the West End and parts of Wickham.

"Whether it be for business or leisure, cities the world over are now embracing the ability to offer affordable and accessible internet to residents and visitors so that they can be connected

anytime, anywhere," the Lord Mayor said.

"This is one of the many actions contained within our Smart City Strategy that we've invested in, alongside energy-efficient solar projects, electric-vehicle charging stations, driverless vehicle technology and bike-sharing initiatives.

"This is the first step in our staged roll-out of free Wi-Fi, which will eventually see the whole City connected as well as Beresfield and Wallsend local centres. Today it's Newcastle East, but we're working hard to make sure our new CBD in the West End and areas around Wickham quickly follow. Plans are well and truly advanced for these areas and we hope to make more announcements soon."

The free high-speed Wi-Fi will play a major role in supporting the roll-out of current and future technology, such as the City's smartphone app EasyPark, which will soon be able to direct motorists to available car parks in the City's CBD.

Interactive smart screens around the CBD are also planned to help visitors and residents find out about activities and events.

To log on to the free Wi-Fi network, look for 'City of Newcastle free Wi-Fi' in your network settings. No password is required.



## NEWCASTLE BUS INTERCHANGE

The Store site in Newcastle West will be transformed into a new bus interchange. This \$200 million redevelopment by the Doma Group will take design and opportunity to new levels in the city's emerging West End. The Bus interchange will be built underneath the rest of The Store development which includes a 13,000m<sup>2</sup> standalone office, retail and two residential towers and structured carpark development.

In September 2015, UrbanGrowth NSW purchased the former Newcastle Co-Operative Store ('the Store') site in Newcastle West adjacent to Newcastle Interchange, with a view to realising its transport and development potential.

Newcastle Bus Interchange will provide improved connectivity between heavy rail, light rail, and buses. It will also provide pedestrian access between the station concourse, the bus interchange, Hunter Street and Stewart Avenue.



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A farmer walks into a hardware store and asks for a chainsaw that can cut down six trees in one hour. The salesperson recommends the top of the line model. The farmer is suitably impressed, and buys it.

The next day he brings it back, complaining that it would only cut down 1 tree and it took ALL DAY!

The salesperson takes the chain saw, starts it up to see what's wrong, and the farmer says: "What's that noise?"

A black hole walks into a bar and orders a drink.

The bartender asks if it would like food with that.

The black hole says, "No thanks, I'm a light eater."

Grandpa was celebrating his 100th birthday. Everybody complimented him on how healthy, athletic and well-preserved he appeared.

"I will tell you the secret of my success," Grandpa said, "My wife and I were married 75 years ago. On our wedding day, we made a solemn pledge. Whenever we had an argument, or fight, the one proved wrong would go outside and take a walk for 5 km. Gentlemen, I have been walking in the open air day after day for some 75 years now."

One friend further asked, 'But your wife is also slim and energetic?'

Grandpa said, "that is another secret, my wife used to follow behind checking whether I go for 5 km or sit in a park!!!"

A bee keeper walks into a pet store. She asked the person at the counter for 12 bees. After walking out the store, she notices that she's been given 13 bees by accident.

She walks back in and says "there has been an accident, and you've given me 13 bees."

The shopkeeper says "No mistake madam, that one is a freebie!"

Father Murphy walks into a pub in Donegal, and says to the first man he meets, "Do you want to go to heaven?"

The man said, "I do Father."

The priest said, "Then stand over there against the wall."

Then the priest asked the second man, "Do you want to go to heaven?"

"Certainly, Father," was the man's reply.

"Then stand over there against the wall," said the priest.

Then Father Murphy walked up to O'Toole and said, "Do you want to go to heaven?"

O'Toole said, "No, I don't Father."

The priest said, "I don't believe this. You mean to tell me that when you die you don't want to go to heaven?"

O'Toole said, "Oh, when I die, yes. I thought you were getting a group together to go right now."

#### QUOTE OF THE MONTH

"Success is not final: failure is not fatal: It is the courage to continue that counts."

-Winston Churchill

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