

BUSINESS VIEW

APRIL 2015

Australia

In Focus:
**Australia's
Franchising
Industry**

Shaw Building Group
*Constructions With a
Stong Foundation*

Mount Hospital
*A Leader in Specialist
Health Services*



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BUSINESS VIEW

magazine

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FRANCHISE COUNCIL OF AUSTRALIA

The Franchise Council of Australia Limited (FCA) is the peak body for the \$144 billion franchise sector in Australia, representing franchisees, franchisors and service providers to the sector. Membership of the Franchise Council of Australia is voluntary, and is open to any organisation or individual involved in the franchise sector, including franchisees, franchisors, lawyers, accountants, banks, consultants, academics, and publishers.

OUR GOALS ARE TO

- Create initiatives for the FCA and franchising community;
- Focus on and influence FCA policy on key issues relating to women in franchising;
- Provide genuine opportunities for contribution, networking and professional development; and
- Promote the success of women in franchising within the franchise sector and to the broader Australian business community.

Editor's *Note*

We are especially pleased to bring you the current month's issue of Business View Magazine, the premium source for up-to-date reports on the developments in the Australian corporate sector.

It is our constant endeavour to keep our readers one step ahead by writing about companies that are in the forefront of their industries.

This month we explore the inner workings of a Canberra based construction and project management services company, Shaw Building Group, which has built up an impressive track record of successes.

This issue also carries a detailed write-up on RE/MAX, the premium real estate network in the country.

The renewable energy sector is the industry of the future and ARfuels, the largest biodiesel manufacturer in Australia, is leading the way with the latest technologies and a product that can one day replace petroleum diesel. We have detailed coverage explaining what makes the company the success it is.

Mount Hospital, Perth, has been providing medical services to Western Australia for more than 25 years. Our in-depth write-up explains how it has built up an impeccable reputation for the highest quality healthcare.

We also cover Resthaven, a charitable institution which cares for older people and has been providing this essential service in the most exemplary fashion since 1935.

The booming franchising industry which accounts for almost 10% of the nation's GDP has some interesting facts to reveal. We bring you a detailed account of its scale and future prospects.

As always, we look forward to your suggestions and inputs on our articles and how to make them more informative and relevant for you.

Regards,



Stuart MacAdam
Business View Magazine Australia



Australian Business Overview

The economy

The Australian economy is highly developed with a GDP of over US\$1.5 trillion and a per capita GDP of US\$67,000 making it's people one of the wealthiest in the world. Unsurprisingly, much of the initial impetus to the economy was provided by the mining sector with companies like BHP Billiton and Rio Tinto establishing themselves as the largest corporates in the country.

For the last 20 years the economy grew by an aver-

age of over 3% per year on the back of demand for resources, especially from China and Asia. Rising commodity prices helped fuel the consistent growth in the economy. In this period a healthy and vibrant service sector gradually increased its presence and is now a major contributor to the economy with a whopping 67% of GDP and 75% of jobs.

However, the crash in commodity prices over the last nine months will certainly have a negative effect on the economy. Both oil and iron ore prices have dropped precipitously with massive implications for



the country's trade balance and budget. The slow-down in China would impact the country's economy because of the strong linkages established over the years.

The challenge for the economy is to overcome the crash in commodity prices and replace the mining sector's contribution with other economic activities. The housing and health sectors of the economy continue to perform well and it is expected that the GDP would expand by just over 2% in 2015.

The agribusiness sector, already a major contributor

to the economy, also has the potential to take up the slack created by the drop in oil and coal prices. The country's strength in this sector is based upon its highly developed food processing industry which has high value addition and is also strong generator of employment. The fantastic five of beef, lamb, aquaculture, dairy and oilseeds are expected to be drivers of the agribusiness sector.

Healthcare

The better the health of a country's people the greater is their economic productivity and ability to inculcate new skills. Australians generally enjoy robust health and the average longevity of 82 years is amongst the highest in the world. The country has universal health care primarily funded by the federal government although some copayment is required by individuals unless they hold a Low Income Earner Card.

The contribution of healthcare to the economy has been rising over the years and from a share of 6.3% of GDP (US\$10.8 billion) in 1981-82 has risen to 9.5% (US\$140 billion) in 2011-12.

Medicare is the publicly funded healthcare system run by the government. It pays all hospital bills and a large percentage of general practitioner and specialist fees. There are hospitals in the public and private sectors with the latter getting reimbursements from the government for certain services and claiming the balance from patients.

The healthcare industry is considered to be an at-

tractive destination for investment because of its growth potential and the presence of an established private sector. It is estimated that over the next 20 years the population of the country will grow by a third at a rate of 1.69% per year on an average. However, the growth in the population aged over 75 years is expected to be in the region of 4% to 5% thereby creating multiple opportunities in the healthcare sector. There areas requiring investment would be hospitals, facilities for older people and support services for the healthcare system.

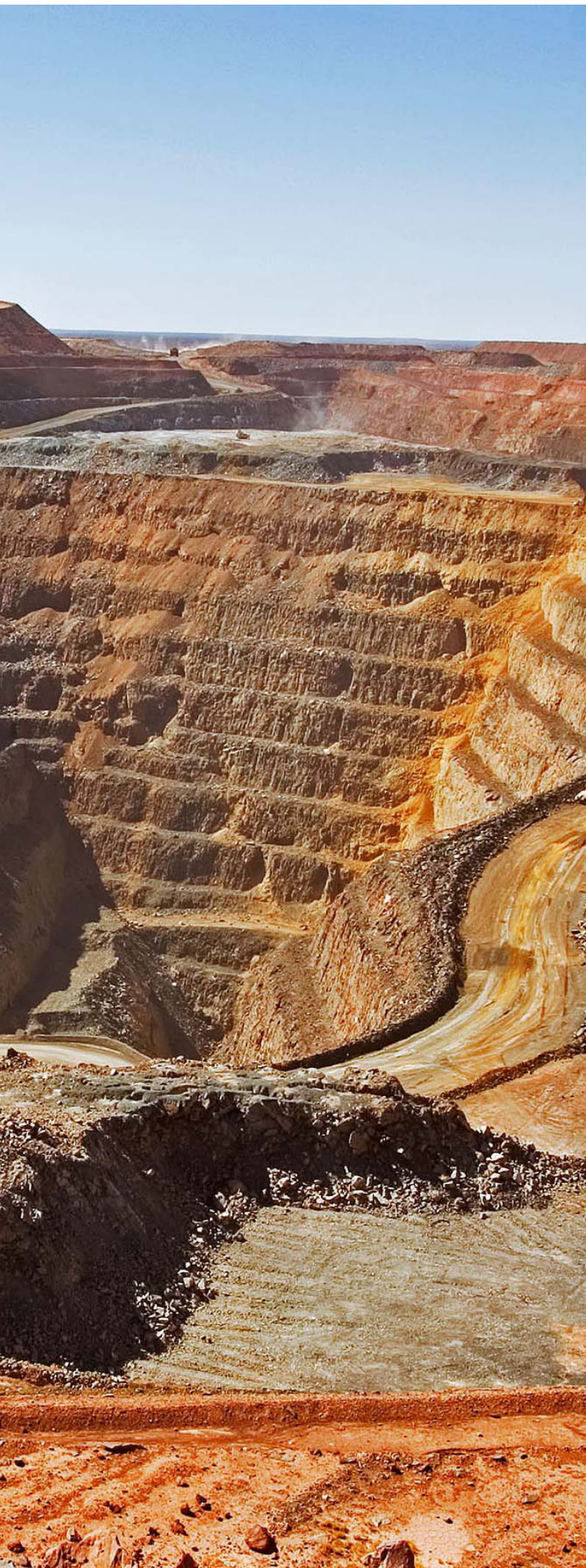
Another related sector which will prove attractive is the property segment which caters specifically to the healthcare area. Over the last five years the appreciation in healthcare properties has been 10.7% against a return of 7.2% for the overall property market.

Mining sector

The resource rich areas of Western Australia, Queensland and the Northern Territory have been significant contributors to the national economy. Rising exports to China and other countries fuelled a commodity boom. The consistently strong performance of this sector paved the way for massive investments with a corresponding positive effect on vendor companies.

The Australian economy has developed deep linkages with the Chinese market over the years. With the cooling of the economy in China since mid 2014 and the fall in commodity prices, the effects have





been felt in the Australian mining sector and there has been a sharp reduction in the investment levels. However, China is taking various steps to boost its economy. The recent reduction in Required Reserve Ratio (RRR) for the banks in the country by 1% is a step in the right direction to raise demand. The RRR signifies the level of deposits that banks must hold. Reduction from a level of 19.5% to 18.5% will result in an additional US\$200-300 billion being available to the banks to lend. While this is not the same as a rate reduction, it will provide some positive impact. Another development which will also help the country's mining sector is the recent halt in the free fall of the price of iron ore. While the downward trajectory of prices continues, there has been a brief rally in the current month and the common wisdom is that prices will firm up.

The importance of the mining sector to the economy cannot be overemphasised. In a recent speech Brendan Pearson, Chief Executive, Minerals Council of Australia, stated that over a period of time the mining sector has raised household incomes by 13%, real wages by 6% and lowered unemployment by 1.25%.

Discussing the prospects of this sector he went to explain, "Let's take a 5 year outlook for Australia's top 5 commodity exports – iron ore, coal, gold, copper and alumina. In FY 2013-14, these 5 exports generated \$142 billion in export earnings. In 2018-19, these commodities are expected to generate \$177 billion in export earnings. That's a compound annual growth rate of 4.5%."



Iron ore exports are expected to be at \$60 billion in the current year and rise to \$80 billion by 2019-20. Export of coal also enjoys good prospects in the medium term. While China has 90 GW of coal plants under construction or approved, the corresponding figure for India is 118GW. Another four South East Asian countries are building an additional capacity of 40 GW. All this investment in the region augurs well for the coal industry in the country.

Quality of life

The Organisation for Cooperation and Development's Better Life Index ranks Australia at the top among its member countries. The highlights of the survey which resulted in the country

achieving the prime position on various quality of life criteria include:

- Average household income in Australia is 30% above the OECD figure.
- 72% of people aged 15-64 in the country have paid jobs while the comparable figure for the OECD countries is 65%
- 14% of Australians work very long hours while only 9% of the population of OECD countries do the same.
- 74% of Australians have a high school degree or greater. The figure for the OECD countries is slightly higher at 75%. However, a comparison of the results of the Programme for International Student Assessment (PISA)



conducted by the OECD, indicates that while Australian students scored an average of 514 in reading literacy, maths and science, students from OECD countries scored only 497.

The August, 2014 survey carried out by the Economist Intelligence Unit on the liveability ranking of cities has Melbourne at the top for the fourth year in a row, with Adelaide (ranked at 5), Sydney (7) and Perth (9) making it to the list of the 10 best cities to live in the world.

Victoria, the state in which Melbourne is located, can lay claim to be the information and communication technologies hub of Australia. It has over 91,000 people employed in the ICT industry, which

is approximately a third of the total employment in this sector. The ICT companies have a turnover of US\$34 billion of which US\$2.5 billion is from overseas. More than half of the top 30 technology companies in Australia have their headquarters in Melbourne.

World Bank Doing Business 2015 survey

Australia has ranked 10th amongst 189 countries in the ease of doing business survey conducted by the World Bank.

The survey is a yearly exercise which analyses vari-



ous factors which are essential to start and run a business. In the view of the World Bank a country's economy is dependent to a large extent on the "nuts and bolts" of an economy. If these basic requirements turn out to be stumbling blocks, then the entry barriers for new businesses will be high resulting in lower competition and a stagnant economy coupled with low job creation.

In the words of the World Bank, "...the government also has the critical responsibility to provide a nimble regulatory setup that enables ordinary people to put their skill and talents to the best possible use and facilitates the smooth and efficient functioning of businesses and markets. It is this critical role of providing an enabling and facilitating ethos for individual talent and enterprise



The prospects for Australian business

All the factors required for a strong economy and a vibrant private sector are available in plenty. An educated and hard-working population, robust government institutions, abundant natural resources and above all a track-record of utilising all these in combination to grow the economy consistently over decades.

Australia also has the advantage of a well-developed agricultural sector which, most importantly, carries out high value addition activities which result in employment and income for its citizens.

The recent collapse of commodity prices has had some impact on the mining and oil sectors but with stabilisation of prices and a continued demand for the minerals that the country produces the future of this sector seems assured.

The deceleration in China's growth in recent times will not have any major impact on Australia's economy for two reasons. One, the Chinese economy is still growing at a rate of about 6% or more and this is on a base of US\$10 trillion. At these levels the demand for Australian iron and coal will continue to be substantial. Two, the Australian service sector at 67% of the economy is an important driver of growth and jobs.

All indicators point to the continued growth of Australian business and the economy well into the future.

to flourish- which includes an awareness of where not to intervene and interfere-that the Doing Business report tries to measure.”

The survey arrives at a final ease of banking rank for a country by summing up the impact of 10 individual criteria. These are starting a business, dealing with construction permits, getting electricity, registering property, getting credit, protecting minority investors, paying taxes, trading across borders, enforcing contracts and resolving insolvency.

Australia, which has been placed at the 10th position in the survey, is ranked just below the U.S. (7), the U.K. (8) and Finland (9) and enjoys a higher ranking as compared to Sweden (11), Iceland (12), Ireland (13) and Germany (14).

RE/MAX Australia's Premier Real Estate Network



RE/MAX is the brand that Australians turn to when they are considering a real estate transaction. The state-of-the-art website which lists available properties is only the first step in this organisation's repertoire of services for its customers. The worldwide RE/MAX network comprises of 100,000 agents in 100 countries. The wide geographical spread and penetration of the market gives the company an unrivalled advantage in the real estate field. Each RE/MAX agent is intensely trained and has an in-depth knowledge of the local market that he operates in. This combination of a multi-national presence coupled with the close familiarity which each agent has over his area of operation has resulted in RE/MAX achieving the leading position amongst

its peers.

The RE/MAX agent has skills in a wide variety of subjects connected with the real estate market. These skills coupled with experience in multiple transactions in a range of situations will serve to make your buying experience well-informed and hassle-free. It is the company's firm belief that the best way to serve a customer is to understand his requirements and use the insights gained over the years to provide the ideal real estate solution. After identifying a suitable property a customer's prime concern is that the transaction should proceed without a hitch and that the other party keeps to his word. Our agents, through a process of continuous communication with both sides ensure that

the participants in the transaction are on the same page and all issues which arise are discussed and resolved to the satisfaction of both parties. This approach has served RE/MAX well and is the chief reason that our clients recommend the company to their friends and family.

Each real estate transaction in which Re/MAX is involved is based on ensuring that both the seller and buyer benefit. Any query put to the company's agent is answered comprehensively using the wealth of knowledge and experience at the disposal of each RE/MAX office.

RE/MAX was founded in 1973 in Denver Colorado by Dave and Gail Liniger. Today it is the only major real estate network that is still owned and directed by its original founders. The core principles on which they built the business permeate the entire organisation and is the reason for the company's growth and international success. The name RE/MAX is an acronym for "real estate maximums" and signifies the management philosophy of the company which is based on maximising agent compensation along with freedom, choice and flexibility. The company has remained steadfast in its beliefs over the decades and the values which the company's founders had built RE/MAX on, have become ingrained throughout the organisation.

RE/MAX Australia has built upon the respect and admiration commanded by the RE/MAX brand, to make itself the most sought after organisation in the real estate business in the country. The master franchise for RE/MAX Australia and RE/MAX New



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Zealand has been acquired by Managing Director Michael Davoren, along with co-owners Keith Walker (Franchise Director) and Chris Chapman (Finance Director). Michael Davoren is a doyen of the real estate industry and has over three decades of experience in the field. He has served as the President of the Real Estate Institute of Australia and also of the Real Estate Institute of Queensland. In addition to this, Michael Davoren was an Executive Board member of the Chicago-based International Consortium of Real Estate Associations for five years.

The RE/MAX Hot Air Balloon is one of the promotional initiatives of the organisation. There are over 90 located worldwide and are a familiar sight in the countries in which the company operates. In Aus-

tralia there are two balloons located in Melbourne and the Gold Coast. These are regularly used in promotional events and have served to make the RE/MAX logo popular and create brand awareness for the organisation. The RE/MAX symbol received a fillip when in 1998, RE/MAX International Chairman Dave Lininger attempted the first stratospheric ascent in a balloon from Alice Springs.

RE/MAX Australia has partnered with a number of organisations to make the real estate transactions of its clients as effortless as possible and give them the opportunity to avail several facilities conveniently. A partial listing of these partnerships is:

- Australian Property Finance – This organisation provides access to over 20 sources of

funds for purchase of property and serves to identify an appropriate lender for real estate transactions. Australian Property Finance is an indispensable resource for property buyers and can serve to make the borrowing process effortless.

- **Styled By Me** – This is a property staging company which caters to home sellers who wish to make the best impression on prospective buyers. The USP of Styled By Me is that it promises to ensure that your home makes the best impression and fetches the maximum selling price.

- **Direct Connect: Making Moving Easy** – Providing services such as arranging for phone, internet, pay TV and gas connections and also ar-

ranging for truck hire, cleaning and insurance, this business makes moving into a new home convenient and obviates the necessity for the home owner to waste time on mundane tasks.

RE/MAX agents demystify the real estate buying process and ensure that you are delighted with the end result by following one simple principle – they put you at the centre of the transaction and direct all their efforts towards addressing your needs. They will first understand your requirement and then use their experience to find the perfect property for you. A RE/MAX agent will guide you in the following areas:

- Which is the ideal location to buy property: Each prospective buyer has his own set of unique requirements. These first need to be



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identified and then matched with the available options in the market. This is one of the chief areas where the agent proves his worth. He will understand your needs and also be in a position to anticipate them because he would have handled many similar clients in the past. The various factors to be considered before finalising a property can include the proximity of schools, the availability of parks in the neighbourhood and the distance from your place of work.

- The neighbourhood: Your agent will advise you to spend some time in the neighbourhood to familiarise yourself with its atmosphere. After all, you would be spending at least the next few years in the area and it is the place where your children will grow up.

- Insurance: Which are the various covers that you require? Your RE/MAX agent will advise you as he will be familiar with the area and know the type of claims that may arise.

Home inspection – Getting one done can save you a lot of grief in the days to come. A qualified home inspector will examine the property and certify it after considering various parameters.

If you are considering selling property RE/MAX will use its considerable experience and familiarity with the real estate market in your area to give you an indicative value which you can expect. Most home owners tend to have a slightly inflated figure in mind and it is always advisable to consider a realistic estimate before taking a decision to sell your

house. Additionally, there are costs associated with a sale and the net amount that you can expect could be well below your expectations.

RE/MAX will prove to be an invaluable ally in your real estate transaction. The decision to buy or sell property would be one of the most important financial dealings of your life. You need to take your time and consider all the possible factors before you make up your mind. Your RE/MAX agent, who spends most of his time in the field, is familiar with the area where you are considering buying property. If you are a prospective seller he knows the going rate in your neighbourhood and can get you the best possible price. You will be well advised to use the services of RE/MAX in your real estate transaction so that you can be assured of access to quality service and a fair deal.



The University of Queensland (UQ) is one of Australia's leading research and teaching institutions. We strive for excellence through the creation, preservation, transfer and application of knowledge. For more than a century, we have educated and worked with outstanding people to deliver knowledge leadership for a better world.

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Australia's Franchising A Growth

International Franchise Association

The International Franchise Association (IFA), established in 1960, has set for itself the mission to protect, enhance and promote franchising. The head office of the association is in Washington, DC, and it actively advocates the promotion of pro-franchising policies at the state, federal and municipal levels.

The IFA has established for itself a leadership po-

sition in the franchising industry and is at the forefront in providing guiding principles to franchisors and franchisees for conducting business successfully and profitably.

The IFA also endeavours to be the pre-eminent voice and acknowledged leader for franchising worldwide.

Franchising in Australia has grown exponentially



g Industry: Story

over the last half century to achieve the position of being one of the most important sectors of the economy. Starting off in the early 1970s with American chains such as KFC, Pizza Hut and McDonald's, the franchise industry grew by leaps and bounds and Australia today has the second largest number (just behind New Zealand) of franchise outlets per capita in the world.

The number of franchise systems grew from 693 in 1998 to 1160 in 2014, while the total number of franchisees increased from 43,800 to 79,000 in the same period. The number includes 70,000 business format franchised units and an additional 9000 company owned units. Additionally, there are 6120 fuel retail units and 4598 motor vehicle retail outlets. Given these figures it is not surprising that the number of franchise outlets per capita in Australia is thrice that in the United States.

The sales turnover of business format franchising units grew to \$65 billion in 2014, up from \$62 billion in 2011. In addition to this figure motor vehicle sales were at \$38 billion and fuel retail stood at \$41 billion, making for a franchising sector of \$144 billion which accounts for almost 10% of the GDP of the country. The franchising industry employed 461,000 people in 2014, 155,000 of whom were permanent full-time employees, 125,000 permanent part-time and 181,000 casual employees.

Success of franchising in Australia

Chairman of the Franchise Council of Australia, Warren Wilmot, has this to say regarding the success of franchising in the country, "Geographically, Australia is the world's sixth largest country so solid business networks are required to service the market effectively. Franchising makes an important contribution not just in capital cities but in regional centres and rural Australia. Strong systems and

compliance and substantial charitable and community involvement make the franchise business excellent corporate citizens at federal, state and local community levels. It is these attributes that make brands with a national footprint attractive to investors who may otherwise not have the opportunity to work for themselves”.

The core of the franchise concept is the idea of the brand. This is the face which is presented to the customer and it evokes trust, confidence and comfort. The brand is represented by a symbol or a logo but ultimately it is intangible and stands for the consistency, standardisation and familiarity which represents the attraction for the customer.

A business format franchised unit has a complete plan for managing and operating the establishment,

furnished by the franchisor. There is very little scope for deviation from the prescribed formula and the success of the outlet is greatly influenced by the franchisee’s ability to adhere to the rules and the franchisor’s capacity to implement them.

The reason for the consistent success of the franchise model of business in Australia is the self-sufficient and entrepreneurial spirit of its citizens. The government has played its part and implemented a robust framework for this sector which ensures that both the franchisor and the franchisee have to perform their respective roles in a fair manner.

Lorelle F. Director, Franchising Centre, Griffith University has this to say about the franchising sector based on a survey conducted recently, “The Franchising Australia 2014 survey has revealed some interesting facts about franchising in this country. Australia is often called the ‘franchise capital of the



world' because we have one of the highest number of franchisors per capita in the world....”.

Commenting on the drop in number of franchisors from 1180 in 2012 to 1160 in 2014 and an increase in franchise units from 73,000 to 79,000 in the same period she goes on to say, “So the franchise sector is expanding but the number of franchise brands is consolidating. Believe it or not, this is actually a perfect outcome for Australia as we need fewer, but stronger, franchise brands. Brands that achieve economies of scale and therefore brands that are more sustainable in the long run.”

Franchisors and franchisees have successfully collaborated and evolved a mutually beneficial relationship which enables the franchisor to expand its business while minimising capital outlays and permits individuals with an entrepreneurial bent to start a relatively risk-free business.

Different business models in franchising

Franchising, as a way of conducting business, can have several variations. While the nature of the franchise agreement would be chiefly dependent upon the requirements of the franchisor and to a lesser extent that of the franchisee, the main criteria which determines the type of arrangement is the product being sold.

If a car manufacturer appoints a dealer to sell cars, the franchise agreement would be between the manufacturer and the retailer, and would be classified as a product or trade name franchise.

A situation where the franchisee manufactures goods under license and distributes them to consumers or retailers would require a manufacturer-wholesaler type of franchise arrangement. This arrangement is also classified as a product or trade name franchise.

A retailer-retailer or business format franchise arrangement is one where a franchisor markets a product through multiple outlets which have a specific design and ambience and which operate according to a very strict set of common rules.

The business format franchise is the most common and fastest growing segment of the franchise industry. To a layman a reference to a franchise arrangement refers to this particular business model. It is the most common type by far and has contributed in a very significant fashion to the growth of the retail sector in Australia. The nature of the business format franchise agreement dictates that the franchisee will abide by a very strict set of rules. In fact





the success of a franchisee is greatly dependent upon his ability to inculcate the standard operating procedures designed by the franchisor.

The business format franchise arrangement has the following features:

- A customer is drawn to a retail establishment by the assurance that she will experience a standardised product. To achieve this end the franchisor has to ensure that every facet of the franchisee's establishment is in sync with the stipulations laid down. The agreement executed between the franchisor and franchisee considers this aspect sacrosanct and the entire arrangement is based on the franchisee meeting this requirement.
- The franchisee gains tremendously in that he gets access to the brand recognition enjoyed by the franchisor. The brand is an

asset built by the franchisor over a number of years or even decades and it is the single critical factor upon which the entire agreement is based.

- When the franchisor gives the franchisee permission to use his brand he will go to the greatest lengths to ensure that its value is not lessened by his franchisee's actions. Towards this end, the franchisor will monitor the activities of the franchisee and work with him to ensure their common success.
- This arrangement is an ideal one for entrepreneurs who do not want to start a business from scratch. A franchise arrangement will give them an opportunity to start a commercial enterprise which is based on a tried and trusted model and has enjoyed success over the years. Of course, the franchisee has to follow the rules laid down in the agreement and

this may hamper his independence and creativity. However, strict adherence to the procedures laid down is the foundation on which this arrangement is built.

Regulatory framework for franchise arrangements

The Franchising Code of Conduct was implemented in October, 1998 and makes Australia a country which has one of the strongest regulatory frameworks for the franchise industry. It enables aspiring entrepreneurs to establish a business with the confidence that they are protected by a number of regulations drafted specifically for the purpose. Some of the relevant provisions of the code are:

- The franchisee has a 7 day “cooling-off” period within which window of time he has the option of withdrawing from the franchising agreement which he has entered into.
- At least 14 days before the franchise agreement is executed, the franchisor is required to furnish to the prospective franchisee a disclosure document and a draft of the proposed agreement.
- The disclosure document contains a great deal of information which would help the franchisee make an informed decision. The details required to be furnished in this document include franchisor’s company director details, on-going litigation, territory details, obligations of franchisor and franchisee, and dispute resolution and termination provisions.

Furthermore, in January 2015 an updated Code of Conduct was put into effect which imposed heavy fines on franchisors if they did not follow the required stipulations.

Prospects of the franchising industry

The performance of this sector over the years has been exemplary. Franchisees in a variety of fields have provided a range of high quality goods and service across the country. This has been of immense benefit to consumers. In addition to this, the total sales made at \$144 billion is close to 10% of the nation’s GDP, making the franchise industry one of the largest sectors of the economy. This sector also generates a substantial number of jobs and in 2014 employees in the franchising industry numbered 461,000.

An important reason for the success of this sector is the framework of rules and regulations imposed by the government to ensure that the bureaucracy makes the establishment of a small or medium sized business an easy process. The fact that the government also actively protects the rights of the franchisees has helped in no small measure.

In view of the number of advantages enjoyed by the franchising industry, its continued success and growth seems assured.

Mount Hospital
Main Entrance



Mount Hospital
Ambulance Bay
ENTRANCE 101 (EAST)



Mount Hospital: A Leader in Specialist Health Services

A pioneer in providing exceptional patient care, Mount Hospital in Perth has been offering the latest medical technology and state-of-the-art clinical expertise in Western Australia for more than 25 years. Staffed by experienced doctors with a wide range of specialities, the hospital offers premium service in a friendly atmosphere and aspires for the very best health outcomes for its patients.

Mount Hospital's philosophy is centred around providing excellence in health care in a compassionate manner while keeping the patient's interest as the focus of its efforts. The 224 bed facility is fully accredited by the *Australian Council on Healthcare Standards (ACHS)*, a national accreditation body that ensures hospitals provide the highest standards of service by conducting an external peer assessment to evaluate level of performance.

The hospital provides a comprehensive range of medical specialities and services and its facilities include 11 operating theatres, 2 cardiac catheter laboratories and an endoscopy suite. It has an excellent location at the foot of the beautiful Kings Park on Mounts Bay Road, with most patient rooms enjoying a garden view and several overlooking the Swan River.

With the appointment of *Professor David Playford*

to the newly created role of Professor of Cardiology, Mount Hospital has become the only private hospital in Western Australia to have a professorial Cardiology Unit. It also has the largest Coronary Care Unit amongst private hospitals in the state and is operational for 24 hours a day, 7 days a week. Commenting on the appointment of Professor David Playford, Jade Phelan, General Manager of the hospital said, "This role has been created to provide leadership and education to our cardiology service and support to all Junior Doctors in Cardiology at Mount Hospital".

The *Perth Breast Clinic* of Mount Hospital is staffed by doctors with extensive experience in diagnosing and treating breast cancer. The Clinic's breast radiologists, pathologists, surgeons, oncologists, radiotherapists, nuclear medicine specialists, breast care nurses and physiotherapists are a multi-faceted team who work in close co-ordination to provide holistic treatment which has patient care as its focal point. If you are diagnosed with breast cancer the doctors will discuss the range of treatments available to you and help you decide on the most appropriate one.

The clinic also provides breast screening and counselling for high risk patients as also post-treatment



consultations. The Perth Breast Clinic lays special emphasis on the psychological aspects of a cancer diagnosis and understands the anxiety, fear and depression that patients may undergo. The consultations and treatment are structured around alleviating the disease and the stress and apprehension it produces. The prime focus of the clinic is to provide a compassionate and caring environment where the patient is at the centre of the entire medical team's attention.

Patients who visit the Perth Breast Clinic can expect to have their full assessment completed on the initial day itself. Radiology and pathology investigations are located on site and your breast physician

will discuss the reports with you and arrange for additional investigations if necessary. Throughout the process of your treatment, Breast Care Nurses will be available to provide the help and support that you may require.

The hospital also has a *Breast Clinical Trials Unit* (BCTU), a not-for-profit research institution whose objective is to build on the research and clinical activities that the unit has been conducting for over a decade. The unit's special focus is to understand the needs and requirements of women from the time when they are diagnosed with the disease, to the duration of its treatment and also the post-treatment period when they may need support and counselling.



Mount Hospital also offers the facility of Direct Access Endoscopy. Patients may refer themselves for this non-surgical procedure which is used for examination of the digestive tract without a prior consultation. The state-of-the-art endoscopy equipment available at our dedicated endoscopy suite and our trained doctors and medical staff ensure a unique and totally safe patient experience. This facility is available for upper gastrointestinal endoscopy, colonoscopy, flexible sigmoidoscopy and endoscopic retrograde cholangiopancreatography (ERCP).

An endoscopy is normally recommended when your General Practitioner notices certain symptoms, which in his opinion, need further investigation. In the normal course these could include stomach pain, ulcers, gastritis, difficulty in swallowing, digestive tract bleeding, changes in bowel habits, polyps or growth in the colon. Flexible sigmoidoscopy is a procedure that allows your doc-

tor to examine the rectum and the lower (sigmoid) colon and is a screening test for colon cancer. A special form of endoscopy called endoscopic retrograde cholangiopancreatography allows pictures of the pancreas, gall bladder and related structures to be taken. The hospital ensures that the procedure is performed in a manner that keeps your comfort and safety uppermost in mind.

The *Perth Sleep Clinic* located in the Mount Hos-

pital Medical Centre provides a much needed service to persons with sleep disorders. Those suffering from a chronic lack of sleep, inability to sleep at night, sleepiness in the daytime and other forms of sleep deprivation require

urgent attention as unhealthy sleep could lead to heart disease, weight gain and a shortened lifespan. The Perth Sleep Clinic offers inpatient and outpatient treatment for this malady and has access to the latest technologies for treatment of

“Patients may refer themselves for this non-surgical procedure which is used for examination of the digestive tract without a prior consultation”



insomnia and sleep apnea. The clinic has 6 beds in soundproofed rooms and utilizes sleep diaries, actigraphy and respiratory function testing among other methodologies to diagnose this insidious disease so that corrective treatment can be initiated.

At Mount Hospital all our activities are conducted with a single objective in mind – to restore the health of our patients in a safe and compassionate manner. Towards this end one of the

initiatives that we have concentrated on is the implementation of a number of infection control practices. Many patients have a lower resistance level to infections than a healthy person. They are specially susceptible to clostridium difficile, an infection of the bowel that causes diarrhoea and staphylococcus aureus bacteraemia, a serious infection caused when this bacteria enters the blood stream. As a result of the hospital's efforts to implement best practices for the reduction of



infection, Mount Hospital has maintained an exemplary record on this count over the years. The data regarding the hospital's achievements are:

- Clostridium difficile: The rate of infection in other hospitals in Australia is in the range of two to three infections for every 10,000 days of patient care compared to less than one infection in Mount Hospital for 10,000 days of patient care.
- Staphylococcus aureus bacteraemia: The

Australian government's target for this infection is a maximum of two cases for every 10,000 days of patient care. Mount Hospital's record shows the infection rate at between nil and one.

The hospital has Specialised Infection Control staff who constantly monitor this vital area and collect and disseminate data which identifies patterns and trends. There is a constant effort to keep infections in the hospital at the minimal level.

Mount Hospital is a part of Healthscope Hospitals, Australia's largest healthcare provider which operates 4,500 beds in 33 hospitals, 4 mental health hospitals and 4 rehabilitation facilities in Australia. This parentage give Mount Hospital access to a wealth of resources and enables it to deliver unmatched quality in its medical facilities.

Mount Hospital is the pre-eminent private hospital in Western Australia and has built for itself a reputation of trust and competence over the last 25 years. Its core values encompass the provision of the highest quality diagnosis, treatment and care for its patients. It continually strives to surpass the benchmarks that it sets for itself and follows a practice of updating the skills of its doctors and staff and keeping itself abreast of the latest developments in medical science. All its actions are dictated by its credo that the care and treatment of the patient is the ultimate objective of the hospital.



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MASTER BUILDERS

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Master Builders Associations

Master Builders Australia is the national body of the Master Builders group. Its members include all nine State and Territory Master Builders Associations.

Each Association provides an extensive range of services to assist its members which will ensure the building and construction industry operates in a profitable, efficient and ethical manner.

Membership of the Master Builders demonstrates that these companies value high standards of integrity, skill and responsibility to their clients.



ARfuels

Towards a Sustainable Future

The indiscriminate use of fossil fuels has led to global warming and unacceptably high levels of pollution in many cities around the world. ARfuels, has an installed capacity to produce 150 million litres of biodiesel a year. The use of biodiesel results in lower pollution levels and serves to slow down global warming. With three plants located at Barnawartha, Adelaide and Picton, the company which was founded in 2005, has established itself as a proven and reliable supplier of biodiesel. ARfuels is the only publicly listed biodiesel producer in Australia and has successfully secured for itself a leading position in this nascent industry as an organisation which is committed to becoming the first choice for the fuel of the future.

ARfuels uses BDI and Energea plants that are technologically proven and have been in use globally for over 15 years. The plants are capable of

using tallow, vegetable oils and used cooking oils as feedstock. The company's personnel are fully conversant with the technologies that these plants utilise and have successfully optimised their functioning to increase yields and simultaneously reduce environmental discharges.

While ARfuels has a well-developed and reliable supply chain for feedstock, it is the company's constant endeavour to increase the number of sources from which it obtains its raw material. To achieve this end the company actively promotes research in the area of biodiesel feedstock and is confident of its ability to arrange adequate quantities of this input to meet its requirements. ARfuels is conscious of the ongoing debate about diversion of food to manufacture biodiesel and as a responsible global citizen is taking steps to explore alternate sources like algae.

Global warming is a very real phenomenon which is caused by the emission of greenhouse gases like carbon dioxide into the atmosphere. The largest contributor to rising levels of carbon dioxide is the use of fossil fuels in cars, trucks and factories around the world. The increased levels of greenhouse gases lead to higher temperatures, melting of polar ice and rising ocean levels. Greenhouse gases are also trapped in ocean water leading to acidification and the consequent dying out of marine life. In addition to these detrimental effects



the use of petrol and diesel in vehicles leads to the suspension of particulate matter in the atmosphere and this has a direct effect on the health of people who breathe in this air. Use of biodiesel is regarded as one of the accepted ways to reduce emissions and control the level of particulates in the atmosphere and also to reduce the rise in global temperature. ARfuels is at the forefront of the movement to produce an alternate fuel, biodiesel, which can gradually replace petrol and diesel.

Australia's Commonwealth Scientific and Industrial Research Organisation has certified that the use of biodiesel has remarkable effects on the

level of pollution and global warming. The use of biodiesel can lower greenhouse gases by 100%, reduce hydrocarbons by 96%, lower carbon monoxide by 45% and lower particulate matter by 28%. In addition to these benefits biodiesel can be used in existing engines in exactly the same way as diesel is currently used. The storage and handling features are also the same as for fossil fuels.

In another study carried out by the National Biodiesel Board, a U.S. government agency, biodiesel has been shown to have a far lower negative ef-



fect on the atmosphere than petroleum or diesel. The study has found that biodiesel does not have any sulphur emissions, and its emission of harmful hydrocarbons like polycyclic aromatic hydrocarbons (PAH) and nitrate PAH is 80% and 90% lower than that of diesel.

The biodiesel industry is poised for exponential growth in the long term as the supplies of fossil fuels dry up and the consequences of the use of petroleum products become increasingly apparent in the form of global warming and climate change. ARfuels is poised to take advantage of these developments. The government has already imple-

mented certain steps which have a positive effect on the demand for biodiesel. One of such governmental regulations specify that in the tendering process weightage will be given for the sustainable business practices of bidders. It is expected that the government will impose many more regulations that promote green practices.

While global warming and climate change is a slow process which takes place over the years and decades, the pollution caused by vehicle emissions is very visible and its effects are immediate. Cars and trucks that run on petrol and diesel emit noxious fumes and the particulate matter that remains suspended in the air has ill effects on the health of thousands of city residents. While Australian cities have relatively lower levels of particulate matter suspended in the air, it is expected that ris-

ing vehicle emissions will influence public opinion and result in a call for cleaner fuels like biodiesel. ARfuels anticipates that there will be a shift in demand away from fossil fuels and towards biodiesel which has a number of advantages over petrol and diesel:

- It is clean and renewable. While fossil fuels were millions of years in the making, biodiesel can be manufactured using readily available feedstock, much of which is a waste-product and does not have any other utility.
- It does not cause pollution or global warming. Existing car engines can use biodiesel with little or no modification.
- The use of biodiesel results in longer engine life. It can be stored more safely than petrol and diesel as it has a higher flashpoint.



Women's Legal Services Australia

www.wlsa.org.au

Women's Legal Services Australia



Women's Legal Services Australia is a national network of community legal centres specialising in women's legal issues. We are part of the National Association of Community Legal Centres.

The individual Member Centres regularly provide advice, information, casework and legal education to women on particularly family law and family violence matters but can also provide advice on more general legal issues.



ARfuels has the first mover advantage of having entered the biodiesel industry a decade ago. The company anticipated that consumption of fossil fuels would gradually decline and be replaced by green alternatives. To capitalise on this, ARfuels invested in the best available technology and installed proven BDI and Energea plants. Over the years the company's technicians have become familiar with these technologies and are now capable of making improvements to the plants so as to increase efficiencies and

lower operating costs. The pool of trained personnel available with the company is one of its greatest strengths. The company lays the greatest stress on quality and towards this end utilises the services of ASG Analytik, one of the world's most respected petroleum and related products quality assurance companies. The focus on quality by ARfuels ensures that all fuel supplied by the company complies with the specifications of the Australian Biofuel Standard.

Having established itself as the company with

the largest installed capacity for producing biodiesel in the country, ARfuels is exploring alternate feedstock sources so that it can expand production when required. One of the most viable options being considered is the use of algae which has numerous advantages as a raw material for manufacturing biodiesel. The yield per hectare when algae is cultivated as a feedstock is a multiple of the yield obtained from coconut or palm, which are popular alternatives. Algae has the added advantage that it can be cultivated on non-arable land and it uses water that is unfit for other crops.

Pollution in Australian cities is not a major issue yet. However, this is more due to natural causes (the proximity of the ocean and the distance from high-polluting areas in Asia), than to the amount of pollution that the country generates. However, the emissions from industry, agriculture and vehicles in the country do contribute to global warming. As Public opinion on these issues grows and the government takes steps to control and reduce emissions, the demand for alternate fuels like biodiesel can only increase. The greatest advantage that biodiesel enjoys is that the existing infrastructure of storage facilities and petrol stations can be used for biodiesel and vehicles require little or no modification to switch to this green fuel.

ARfuels is ideally positioned to take advantage of the anticipated upturn in the demand for biodiesel in the country as it has the largest production capacity, access to the best technologies and a trained and experienced workforce.



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Resthaven: Improving the Quality of Life of Older People

As people age and their capacity to take care of themselves diminishes, they require help in carrying out the activities necessary for day to day living. In an ideal world this care would have been provided by their children, but the constraints imposed by modern life do not permit this in many cases. There are also situations where the needs of a person suffering from ill-health cannot be taken care of by a spouse or other relative. In situations like this, an institution like Resthaven is a godsend and can transform an older person's life of desolation and hardship to one which can be lived with dignity and in an atmosphere of warmth and care.

Resthaven is a charitable institution which has as its focus the support of older people and their carers

through a host of programs. These include:

- In-home care and support – An older person who is capable of living in his own home may require help for as little as an hour a week for shopping, cleaning or other activities. The person requiring care may be living independently or with relatives. Under this category packages are also available for more frequent visits by carers. Older persons who require help with their medication or require assistance to go for their doctor's appointments can avail specific packages which cover such requirements.

- Residential services – This program caters to those who cannot live independently and require assistance for daily activities including shower-

ing, dressing and taking medication. Resthaven encourages residents to be independent and provides assistance only for those activities which the older person cannot conduct unaided.

- Independent living – These are living units for older people who are capable of maintaining an independent lifestyle. Residents of these units are welcome to use the communal facilities and participate in social activities and programs. While residents have a lifetime right to occupy the unit, it is not owned by them. After they cease to use it, the unit will revert to Resthaven. Older people whose needs for care increase over the years may opt to switch to Residential Care.

- Respite and support for carers – The purpose of this facility is to support carers of older people to have a planned rest or break. Resthaven provides

planned or emergency respite for carers at their homes or in a community setting. The specific needs of the carer are addressed and there are a number of different options available.

Eligibility to Resthaven's facilities are subject to an Aged Care Assessment Team (ACAT) approval. Individuals may avail of Resthaven's services without following this process by paying the prescribed fee for the required service. Those opting for the ACAT route are required to have their individual needs assessed by a team comprising geriatricians, social workers and other health professionals.

Resthaven endeavours to improve the quality of life of the older people it caters to. An important way in which it accomplishes this is by developing an activity program for each resident. When an older person first moves to Resthaven he is interviewed by the staff



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and a record is created of the person's history, preferences, abilities and requirements. This information is used to plan the individual's activities. Every effort is made cater to the needs and requirements of each resident. Large print books are stocked in the library and local mobile library visits are organised to Resthaven. Outdoor trips, music programs and card and board games are arranged. Periodic reviews are conducted with each resident to determine their changing requirements.

Resthaven had its beginning in 1935 as a home for elderly ladies. By 1944 the capacity of the original home was exceeded and another property was purchased at what is now Resthaven Leebrook. Additional facilities were added over the years and Resthaven also started catering to men. The number of Resthaven establishments now stands at 11 with Resthaven Mt Gambier being the latest addition.

Dementia is a condition which reduces a person's ability to perform everyday activities. It usually strikes elderly people but may also afflict those in their 40's or 50's. It is not necessary that all older persons will suffer from dementia. Resthaven has initiated a research project on dementia in partnership with Alzheimer's Australia. It has also published a book about dementia based on interviews with 17 patients and carers. The purpose of this book is to sensitize people to the thought processes of persons afflicted with dementia. The book also offers revealing insights into the understanding which carers have of the person they support. A small proportion of the persons who are diagnosed with dementia are fortunate to have their illness treat-

ed and its effects reversed. However, a vast majority have to live with the condition for the rest of their lives.

Resthaven utilises the services of volunteers to good effect and has an on-going program which encourages persons to spend time with residents and participate in various activities with them. A regular visitor can be the high point of a resident's day and volunteers are encouraged to become "Walking Buddies" or involve themselves in other ways when they visit Resthaven. Volunteers themselves gain immensely from the time they spend with residents and are grateful for the opportunity to help others and make a positive difference in their lives by spending a few hours with them. An extremely useful activity which volunteers are involved in is the Aged Care Alternatives program. Volunteers who work as Options Guides advise persons of the various services available that could support them.

The stated purpose for the existence of Resthaven is to provide outstanding care and support to older South Australians and their carers. It has won several accolades for the commitment and dedication demonstrated to fulfil its objectives. Among these are:

- In September, 2008 Resthaven was honoured by Aged and Community Services, Australia (ACSA). The CEO of Resthaven, Richard Hearn, won the Individual Award for "being a true champion of aged care."
- Resthaven also won the Media Award for its campaign to influence how older people are portrayed in the media.

Resthaven provides an essential service and has moulded itself over the years to cater to the changing

needs of older persons. Its standard of excellence is unmatched and it provides various options including living at home, independent living and residential living. Its success over the decades can be attributed to its philosophy of putting its residents at the centre of all its efforts. Resthaven is unique in that it understands the needs and requirements of its residents and provides care and facilities based on the inputs received at the time of admission.

The Aged Care Act, 1997 stipulates that institutions like Resthaven are required to obtain accreditation for 44 quality standards grouped under 4 heads. These include staffing, health and personal care, resident lifestyle and the physical environment. All Resthaven residential sites have achieved accreditation for 3 years and have achieved positive outcomes for all 44 standards.

Ultimately, the quality of care in an institution such as Resthaven is dependent upon the warmth and compassion that its staff exhibits while dealing with its residents. It is gratifying to note that the CEO has this to say about the staff “The genuine care and warmth of staff in their work with residents and clients is most inspiring. It affects the daily quality of life of the people receiving services. It also affects the quality of life of their carers and families. I find inspiration in the positivity, kindness, commitment and dedication of staff, whose work is a vocation. The quality of care given, often under very difficult circumstances, is mostly of a high standard...”

Residents of South Australia have the good fortune to have an institution of the standard of Resthaven in their midst.



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Shaw Building Group: Construction With a Strong Foundation

Located in Canberra and providing construction and project management services across Australia, Shaw Building Group is well-known for its quality and its ability to complete projects well on time and within budget. Established in 1989, this organisation regards a satisfied customer as its greatest achievement. In fact clients who have used Shaw Building Group's services speak highly of its customer-centric and professional approach. The company has a pool of talented and qualified engineers and technicians who work together as a team to deliver the highest quality to its customers. All the activities of the company focus on a single goal – a satisfied customer.

Over the last 25 years Shaw Building Group has

earned a reputation for its competence and expertise in the building profession. The company has achieved pride of place amongst its peers and is one of the most sought after organisations for building construction and related services in Australia. Shaw Building Group utilises a co-operative approach in its activities. The project manager, the project architect, design professionals and sub-contractors work in close co-ordination with the customer to ensure that the project achieves its quality, budget and time targets. This approach has resulted in Shaw Building Group acquiring a pool of very happy customers who have helped to strengthen the company's reputation by word-of-mouth. Increased levels of business and



the willingness of customers to pay a premium has been the direct result of this.

The company has a Major Projects division which has completed a number of prestigious projects which stand as testimony to its project management and engineering prowess. Shaw Building Group specialises in greenfield projects, large scale upgrades and refurbishment of existing buildings and projects which require the use of its technical expertise and skilled manpower. The company has a passion for excellence in all that it does and this is exemplified in the work it has completed over the years in diverse areas including education, health, industrial and government sectors, community organisations, clubs and the tourism sector. Its wide ranging experience has given it a wealth of expertise and enabled it to build competencies across several areas in the construction field. The talented pool of employees and sub-contractors that Shaw Building Group has nur-

tured over the years is playing a pivotal role in the company's endeavours to further expand its portfolio.

The company's better known projects include the Tuggeranong Community Health Centre, the University of Canberra Sports Common, The Canberra Hospital-Emergency Department Extension, and the ANU-High Performance Computing Facility.

Shaw Building Group's Fitout and Refurbishment division has over two decades of experience in a wide range of projects. The company specialises in time-bound assignments which are required to be carried out in occupied buildings. The expertise that the company has built up over a period of time is utilised to ensure that the client's specifications are adhered to with minimal disturbance to the occupants of the premises. Shaw Building Group works with the customer and advises him on the options available and the layout which would be most appropriate. The company has also executed a large number of fitout



and refurbishment projects for the government sector. Shaw Building Group is extremely proud of the work done by this division and its completed projects demonstrate its ability and skill in this segment. Over the years the company has established strong supply chain and sub-contractor tie-ups. This has resulted in its ability to execute projects with the highest quality materials and within schedule and on a reasonable budget.

The Engineering division of the company provides a host of services to customers looking for the highest quality of work. Shaw Building Group has specialised expertise in building services and equipment upgrades including fire, electrical and mechanical. The company includes project superintendence, building structure inspection and audits, building services condition audits and provision of ad hoc construction advice in its repertoire of assignments handled by this division. Shaw Building Group has completed a number of assignments in these areas to the ut-

most satisfaction of its customers. The company has established an enviable reputation in these areas and takes great satisfaction that a large number of assignments are a result of referrals. This division is also active in pre purchase surveys, dilapidation reports, energy usage and environmental management auditing and asbestos remediation projects.

Shaw Living, the residential division of the company was formed in 2008 to cater to the demand for quality home construction. The skills and expertise accumulated by Shaw Building Group and utilised in Shaw Living has resulted in this division enjoying exponential growth while maintaining its reputation for quality and a customer focussed approach. The company lends its skills and expertise to all aspects of building a home. Customers are guided through the entire gamut of activities including land and house plan ideas, material choices and the intricacies of the documentation involved. Shaw Living is an award winning member of the Master Builders Association

of the ACT and is an active proponent of green technologies and environmentally friendly housing. The division's staff is trained in the construction of environmentally responsible housing and is committed to increasing energy and water efficiency in the homes it builds. Another business opportunity which Shaw Living has capitalised on is the knock down rebuild segment of the market. The division uses its experience in this segment to advise customers so that they can make an informed decision as to the utility of this option.

The company is managed by a team of experienced and senior managers, each of whom is an expert in his domain. Each member of the top management has been with the company for a long period with most having spent over two decades working with Shaw Building Group. The Managing Director Valdis Luks is a 25 year veteran and is a respected member of the building profession. He is member of the Australian Institute of Company Directors, a Fellow of the Australian Institute of Building, a member of the Facility Management Institute of Australia and the President of the ACT chapter of the Master Builders Association. Under his able leadership the company has grown from strength to strength and is now a well entrenched player in the building industry.

Shaw Building Group is an active member of the community and supports local charity organisations. The principal community bodies it supports are:

- CarersACT – This is an association which works towards improving the lives of caring families and individuals who provide support for fam-

ily members with a disability, mental illness or a terminal illness.

- Pegasus Foundations – An organisation that provides equestrian activities for people with disabilities.
- Marist College – A Catholic learning community for boys in Canberra.
- Scouts Australia, ACT branch – An organisation for young Australians aged 6 to 25 that provides facilities for outdoor and adventure activities.

Shaw Building Group is dedicated to providing the highest quality in all its endeavours. This discipline which has been in effect for many years has resulted in an organisational culture that produces work of the highest standards in the shortest possible time and results in a satisfied customer. The company uses innovative technologies to achieve the best results and has built up a reputation for completing projects in time and within budget. Over the years it has earned the respect of its peers and maintained a healthy rate of growth in its business. The many projects it has completed are a testament to its competence and abilities.

Ultimately Shaw Building Group owes its success to the dedication and customer focus shown by its employees and management. Its ability to knit together the efforts of its project managers, project architects, design staff and sub-contractors and its supply chain, has resulted in construction work of the highest quality. Customers seeking first-rate work in their projects turn to Shaw Building Group for their needs.

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