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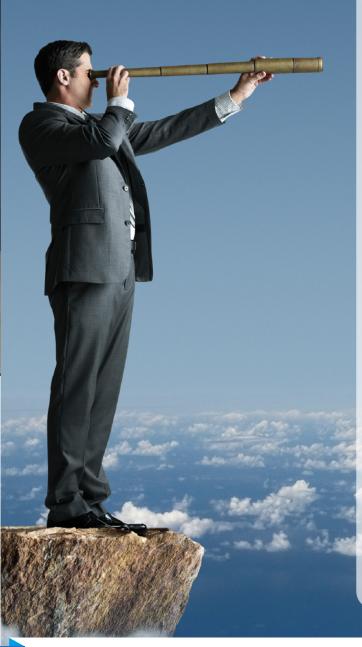
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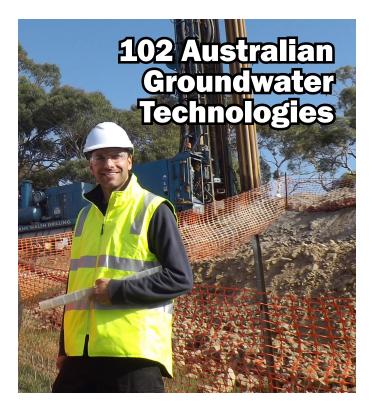




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MASTER BUILDERS

Master Builders is the major Australian building and construction industry association. Its primary role is to promote the viewpoints and interests of the building and construction industry and to provide services to members in a broad range of areas including training, legal services, industrial relations, building codes and standards, industry economics and international relations.

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.

Editor's Note

Australia has a robust political system and an effective bureaucracy. The press is free and highly independent and the country's judicial system operates in an absolutely impartial manner. All these factors contribute to the nation's ability to suitably alter its economic and business policies to address the changing environment.

In the current month's issue of Business View Magazine Australia, we examine the working of several institutions that play a part in making the country's economic and business policies resilient and in line with what is required. These associations encompass a wide range of areas and each of them plays an important role in highlighting issues which are of relevance to their respective sectors.

The Australian mining industry is currently going through a tough phase and the Mineral Industry Consultants Association Inc. is playing a vital role in contributing to its revival. The country's health sector is a large part of the economy and an article in this issue examines the Public Health Association of Australia's functioning and the crucial part it plays.

The country's beef industry is famous for its quality and our discussions with The Angus Society of Australia reveal the high quality standards prevalent amongst farmers and other organisations connected with beef production. This issue also reviews the value, which The Chartered Institute of Logistics and Transport Australia Incorporated, adds to the movement of goods within and outside the country.

Australian cities are famous for having excellent infrastructure and this is due in large part to the inputs that the Urban Development Institute of Australia has made over the years. Our in-depth article delves into the organisation's functioning.

This month the magazine explores the business practices followed by several highly successful and well-run commercial enterprises. The Australian Aged Care Group Pty Ltd is a high-end provider of aged care facilities and is recognised nation-wide for its excellent infrastructure and highly trained staff. We also look at Hall & Prior Health & Aged Care Group, a large and remarkably well-run organisation.

Mount Hospital is a leader in specialist health services and a pioneer in providing patient care which is analysed in this section of the magazine.

The environment and its preservation is rightly getting greater attention and two companies which are working in this area are Australian Groundwater Technologies and Empyreal Energy International. Both companies are making important contributions to the reduction in global warming.

This issue also reviews the functioning of Clancy Corporation, the foremost electrical, air conditioning, refrigeration, and signage company in the Mount Isa area. Further, two very successful companies in the construction space, Onesector Pty Ltd and Universal Constructions are reviewed in this issue.

Finally, there are stories on two very large organisations, BHP Billiton Ltd, the world's biggest mining company and National Australia Bank, the country's premier financial institution.

As always, we look forward to your feedback and inputs.

With best wishes,

Ravinder Kapur



The World Bank's ease of doing business report ranks Australia at tenth place, just two places behind the United Kingdom. Germany and Canada are four and six places respectively behind Australia. The comparison is done on the basis of various criteria including the difficulty of starting a new business, getting construction permits and obtaining credit.

The ranking for the country arrived at by the World Bank clearly illustrates that the framework available for Australian businesses is very robust and conducive to the launch of new enterprises and their growth.

However, in the last eighteen months the crash in commodity prices has put the Australian economy, and



especially its exports, under a cloud. Two of the country's major mining exports, coal and iron ore have witnessed massive declines in their prices.

But it is interesting to note that in the first quarter of 2015, exports of iron ore to China from Australia rose by 18% as compared to the same period in the last year. The increased level of exports touched 144 million tonnes. But in this same period, the price of iron ore declined by 48%, leading to a 31% decline in the value of exports. As a result the value of iron ore exports was only \$9.9 billion.

A similar trend has been witnessed across many commodities with

markedly lower realisations being the norm. As a result of this, investments exploration in the and mining sector have reduced considerably as businesses have deferred their expansion plans.

Despite these setbacks caused by extraneous factors, particularly the slowing down of the Chinese economy and the consequent fall in the prices of raw materials, many of Australian sectors business continue to grow. The construction industry is doing well and property prices, especially in major cities, are on the upswing.

The agricultural sector is also doing well and the increasing middle class population in Southeast Asia and China is creating a ready market for the export of agricultural produce from the country. The retail and franchising sectors also continue to grow steadily.

The **Domestic** country's Gross Product grew by 2.3% in the first quarter of 2015 over the same quarter in the previous year. It is expected that the growth for the full year will be in the region of 2 to 2.5%.

Australia's economy is dominated by the service sector which accounts for



65% of total GDP. But its economic success in the last few years was due to the growth of commodity prices. However, the mining sector accounts for only 13.5% of the economy. In the years to come, even if commodity prices do not regain their earlier trajectory, the country's economy will continue to grow in the 2 to 3% range, as is to be expected of a developed country.



Business in the country will continue to thrive as the basic conditions that are necessary for the success of commercial enterprises are present in abundance. The service sector will play an important role in the economy. As the economy matures it will lose its dependence on commodities to fuel its growth. The advantage to the country provided by increasing commodity prices may have made it complacent.

Australian business and the economy has lived with falling commodity prices for the last year and a half and has still performed well. National Australia Bank's ASX 300 Quarterly Business Survey – June 2015, has found that business confidence rose sharply for ASX 300 firms in the June quarter. The survey also found that capital expenditure gained momentum, although as expected, mining remained depressed.

Recent Deve in Informatio



Computers and the internet are already a part of practice information technology has played an important role as a mining, manufacturing and the service industries. This tree number of activities will be impacted by IT in the coming in areas that are already computerised will evolve as simpler ways for work to be done.

lopments ntechnology

Some of the important new areas

in the field of information technology are:



This involves the use of computing services over the internet. Businesses do not need to invest in hardware or software for their requirements. Instead, they can opt for laaS (Infrastructure Service), PaaS (Platform as

businesses

a Service), and SaaS (Software as a Service).

advantage Another gain with cloud computing is that the entire organisation, regardless of the location of employees, uses exactly the same servers storage devices. This makes for



ally every aspect of business. a change agent in agriculture, end will continue and a greater days. Further developments technology finds faster and

greater standardisation and instant access to the same information across the company.

Digital Analytics

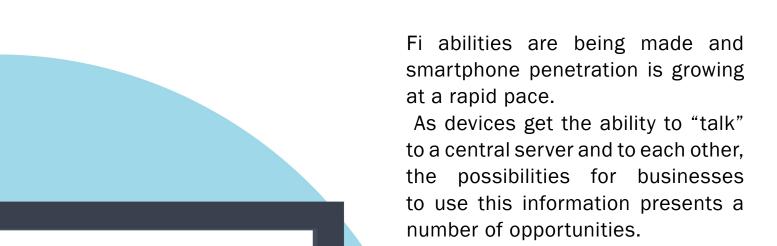
Practically all companies capture a large amount of data about their customers through their web properties and mobile apps. But putting this data to use and deriving information that is of help in serving customers better or getting new ones, is a complicated task.

Digital analytics is the analysis of this information to achieve greater customer satisfaction, increase client acquisition rates and improve the online experience of the people who visit the company's website.

Internet of Things

This refers to a situation where everyday objects have network connectivity which allows them to send and receive data. The basic ingredients which are required for this to happen are already in place as broadband internet is getting cheaper and more widely available. Additionally, more devices with Wi-



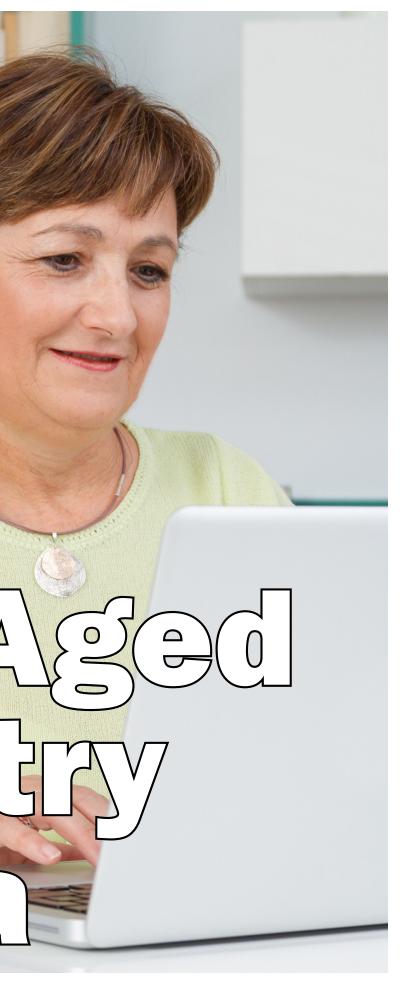


Mobile Applications

An increasing number of people access the internet and company websites through tablets smartphones and instead of desktop computers or laptops. This trend expected to accelerate and businesses need to develop mobile-friendly websites and applications if they want to retain existing customers and attract new ones.

The question before businesses is no longer whether to invest heavily in information technology or not. It is not even whether employees across the organisation need to be extremely tech-savvy and capable of using the information technology available to them. The current challenge before business leaders of organisations of all sizes is how they will use their digital advantage to keep ahead of the competition.





Aged care in Australia is a \$13.2 billion industry, which is set for steady growth in the coming years. It is expected that the population of the country will be 39.4 million by 2055 and the number of Australians over the age of 65 will grow from its current level to 8.5 million. The existing 2,700 aged care facilities in the country cater to only 170,000 residents. Colliers International, a prominent real estate company, estimates that by 2022 an additional 69,000 aged care places will be required.

Over the years the expectations of residents at aged care facilities has changed. Earlier, the average age of residents was lower and they had a reasonably active lifestyle. With increased longevity, the proportion of people who require high-care facilities has increased. It is expected that this trend will continue and the demand for aged care homes that can cater to high-care needs of the residents will increase.

Additionally, it has been estimated that about half of aged care residents suffer from dementia. This places even more stress on the infrastructure of the facility and on its nursing staff. Residents affected with this malady require special care and need to be housed and cared for in a manner that



they do not harm themselves. The number of older people with dementia is currently about 220,000 and it is estimated that this figure will reach 730,000 by 2050. Hence, aged care facilities will need to greatly enhance their capabilities in this area.

An aged care facility is only as good as its staff and it is essential that they have an adequate number of registered nurses and other suitably trained personnel to take care of the high-care needs of residents. The infrastructure at the facilities will also need to address the specific needs of people afflicted with dementia.

The growth in the aged care industry will lead to some extent of consolidation as operators look for acquisition opportunities in an effort to achieve economies of scale. Larger operators have the advantage of being able to achieve higher occupancy rates, make greater investments in



technology and lower procurement costs.

Companies running multiple aged care facilities can also implement more efficient administration systems and have standardised recruitment and staffing policies which permit them to provide a consistent and high level of care.

In addition to consolidation led by the larger players, another trend that will

emerge is the separation of aged care and retirement villages. While the two branches of the industry are similar in many ways there are also several basic differences and many operators prefer to specialise and focus in one area.

In the years to come the aged care industry will continue to grow. But operators will need to adopt a flexible approach and cater to the changing needs of the market if they are to survive and grow.



National Australia Bank

Operating its way through a "challenging year"

National Australia Bank Limited is a financial services organization with more than 42,800 employees -- operating more than 1,750 stores and business banking centers -- and has more than 529,500 shareholders.

The group's main operations

are based in Australia, with interests in New Zealand, Asia, the United Kingdom and the United States. The group aims to have fair products and services, fair fees and charges and world-class relationships built on the principles of help, guidance and advice.

In 2014, the group operated the following divisions:

- Australian Banking offers a range of banking products and services to retail and business ranging from customers. small and medium enterprises through to Australia's largest institutions. Australian Banking comprises the personal and business banking franchises, fixed income, currencies and commodities (FICC), specialized finance. debt markets. asset servicing and treasury;
- NAB Wealth provides superannuation, investments and insurance solutions to retail, corporate and institutional clients. NAB Wealth operates one of the largest networks of financial advisers in Australia;
- **NZ Banking** comprises the retail, business, agri-business, corporate and insurance franchises in New Zealand, operating under the Bank of New Zealand (BNZ) brand. It excludes BNZ's markets operations; and





- **UK Banking** operates under the Clydesdale and Yorkshire Bank brands offering a range of banking services for both personal and business customers. These services are delivered through a network of retail branches, business and private banking centers, direct banking and broker based channels.
- **NAB UK CRE** portfolio business was created on Oct. 5, 2012 with the transfer of £5.6 billion of commercial real estate loan assets

from Clydesdale Bank plc (Clydesdale Bank) to the company, managed via its London branch.

2014 challenging was a year for the The additional group. provisioning for UK conduct related matters, combined with capitalized software and deferred tax asset (DTA) provisions was disappointing. However, these issues are being dealt with transparently and appropriately, and the underlying performance of the group remains strong.

The group continued to better align the business to the changing economic landscape and customers' evolving needs. It continues to focus on enhancing the core Australian and New Zealand franchise. At the same time the group continues to manage its international portfolio for value.

In Australia, the group has now fully implemented an integrated and simplified operating model that aligns the organization to the external environment and evolving customer needs. The model features:

- More streamlined customer management divisions focused on managing and growing customer relationships;
- A single product house to effectively coordinate and manage all product offerings and drive innovation;
- A centralized operation, shared services and transformation division to drive greater scale and efficiency, and delivery of business-wide transformation; and
- Centralized support divisions, bringing together risk, finance & strategy, people, communications and governance, to remove duplication and promote greater consistency.

Highlights of progress toward meeting 2014 strategic priorities include:

Focus on the core Australian and New Zealand franchise

The group focused on enhancing the Australian and New Zealand franchise by strengthening its relationship with customers in a number of ways during the year. For example, NAB Connect was upgraded with enhanced functionality to provide better direct relationships with customers. In business banking, centralized metro and regional fulfilment centers have been created to support improved customer relationships, while BNZ continues to focus on its mission of "Being the Bank for New Zealand" by helping New Zealanders be good with money.

The group introduced 98 wealth advisors across the Australian banking network, providing professional advice and meeting the needs of banking customers.

The group also continues to focus on improving cost and efficiency – optimizing the core business and providing customers with a better experience. Examples of simplifying



and digitalizing the business include:

- Rebranding broker originated mortgages from Homeside to NAB to leverage the strength of the group's main brand and reduce complexity;
- Upgrading the Australian Banking payments infrastructure to enable intraday settlement;
- Consolidating a number of product information databases into one.

enabling staff to serve customers more quickly, and in turn drastically reducing both the number of branch support calls to customer contact centers and the average length of calls; and

 Rolling out of another two NAB "Smart Stores"- interactive and intelligent branch formats in which customers can either use the selfservice channels on site, or be



supported with help, guidance and advice from a NAB staff member.

On the digital front, the group continues to drive resilience and capacity upgrades across its digital channels to support the rapid uptake of digital services by NAB customers. Mobile Internet banking logins have increased by more than one third since 2013.

Manage International Portfolio

In common with the wider UK retail banking sector, Clydesdale Bank continues to deal with historical redress issues in relation to payment protection insurance and interest hedging products. which rate negatively affected the results of the group during the year. Excluding these impacts, the returns in UK Banking improved in line with the economic growth in that region. The NAB UK CRE portfolio is being wound down in an orderly manner, with a \$3.2 billion reduction in 2014 that was a function of run-off and the sale of part of the portfolio.

Similarly, the run-down of the Specialized Group Assets (SGA) portfolio continued in 2014, with total assets contracting from \$17.4 billion as at September 2009 to \$3.3 billion as at September 2014.

On Oct. 15, 2014, the group sold a minority stake (31.8 percent) in US-based Great Western Bancorp Inc. through an initial public offering of shares in the U.S. The group plans to sell 100 percent of Great Western Bancorp Inc. over time, subject to market conditions.



Public Health Ass AUSTRALI

Working Towards a Healthier Australia

The health system in Australia receives support in many forms from a non-government organisation, the Public Health Association of Australia (PHAA). Individuals from across the spectrum of activities which comprise the health sector are members of the PHAA, and the association serves to

give them a forum to voice their views.

The PHAA publishes the Australian and New Zealand Journal of Public Health and organises conferences which play an important role in linking individuals and organisations undertaking research in public



ociation

health with those involved in policy and program development and implementation.

Talking about the PHAA and its role, deputy chief executive officer Melanie Walker says, "The Public Health Association of Australia is a membership organisation. We have around 2000 members nationwide.

In the seven years that I have been here the number of members has gone from 1200 to 2000 now.

"These are individual and organisational members and it's a very broad group. It includes everyone from doctors and nurses, aboriginal health workers, academic and researchers working in public health in universities, all the way through to consumers and people who have an interest in public health.

"We are a very broad based organisation. We have 17 special interest groups covering a wide range of areas in public health. We also have branches in every state and territory of Australia.

"We have always focussed strongly on ensuring that adequate resources are made available for the public health sector, and worked towards obtaining greater funding for public health across the spectrum.

"At the moment we are concentrating on the federal budget and some of the budget cuts to health, particularly some of the cuts to the non-government sector which have not really been well-reported or well-understood. The organisation's role is around capacity building and around



representation for the sector as a whole."

The Association has promoted 17 special interest groups (SIGs) to enable a focussed effort to be made in selected areas. The formation of these groups allows participants who have expertise in a particular domain to contribute towards its development. The groups also serve to generate discussions on areas of common interest of the members and to enable them to work towards the framing of policy positions and papers.

There are SIGs that concentrate

on issues such as women's health, primary health care, mental health, immunisation, food and nutrition, ecology and environment, and child health. The SIGs also organise events, encourage participation in advocacy activities and have discussion forums on which members can exchange views.

An extremely important cause that the PHAA takes up is to ensure that adequate funds are allocated by the government towards public health. The association is of the firm belief that a high degree of attention should be paid to preventive measures, so that over a period of time the incidence



of chronic diseases is reduced and expenditure on acute care falls as a result of this.

Recently, large reductions have been made in the government's budget for the health sector. This would have a negative effect on many important programs that are already in place or in the process of being implemented. The PHAA is extremely concerned with the magnitude of the cuts and is working with a range of organisations to try and mitigate the effects of the budget reductions.

It has taken upon itself the task of highlighting the issue that reductions totalling approximately \$800 million are being applied to non-government organisations across the board within the health portfolio. Being extensively involved in the nation's health sector, the PHAA is well positioned to understand the implications of these budget reductions.

The government has revealed that \$596.2 million is to be cut from the Health Flexible Funds over the next four financial years. This is in addition to reductions totalling \$197.1 million announced in the previous year's budget. Hence the total cuts are in the region of \$793 million with no clarity on where these reductions will be made.

The fact that the funding contracts for most NGOs will expire by the end of 2015 or on 30 June 2016 is great cause for worry. It is expected that the budget cuts will have a significant effect in several areas including the provision of essential services in remote regions, managing responses to communicable diseases and delivering substance use treatment services around the country.

It is pertinent to note that the OECD's most recent figures show that health spending in the United States is at a level of 16.4% of GDP in 2013. While this is much higher than the OECD

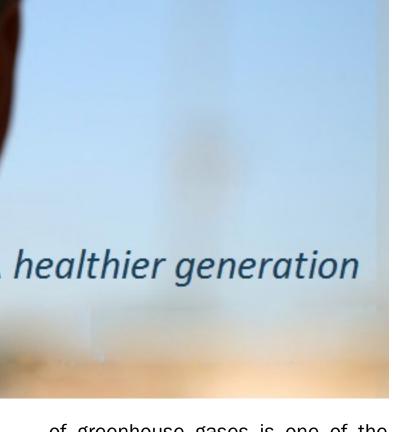


average of 8.9% of GDP, Australia's health expenditure is at 8.8%.

Another important role played by the PHAA is that it promotes specific programs and initiatives that are linked to public health. It has recently partnered with the Foundation for Alcohol Research and Education to take up the issue of chronic diseases and launch the Prevention 1st campaign, which aims to get the government and political parties to adopt a strong preventive health agenda to address the country's greatest health challenge.

The Prevention 1st campaign seeks to highlight the fact that chronic diseases are responsible for 83% of all premature deaths in Australia, making it the nation's greatest health issue. The incidence of conditions like heart disease, stroke, heart failure, chronic kidney disease, lung disease and type 2 diabetes has been increasing in the country and stretching the resources of the health system. These diseases cost the community \$27 billion and account for more than a third of the health budget.

Recently the PHAA has also joined forces with more than 50 civil society groups and called upon the government to commit to zero carbon pollution in Australia by 2050. It is an acknowledged fact that the emission



of greenhouse gases is one of the main reasons for global warming and climate change. The alliance of civil society groups has conveyed to the government that it is in the country's national interest to be amongst the leading nations to ensure that the world limits warming to the maximum extent possible.

In fact, it has been pointed out that the steps to be taken to achieve zero carbon emission will open up opportunities to modernise the Australian economy and build a sustainable and prosperous future.

In an effort to promote health initiatives, the PHAA has instituted

a number of awards to highlight the contribution made in specific areas. One of the important awards is the "Health Promotion Individual Award for Service" made annually by the Health Promotion SIG to a PHAA member for contribution to the advancement of health promotion over a sustained period of 10 years or more.

Another award is the PHAA Public Health Mentor of the Year Award which is made to a senior member of the association who has made a significant contribution towards mentoring students or health practitioners who are in the early part of their careers.

The PHAA collaborates with a wide range of organisations to meet its goal of providing support and direction to the public health system in the country. It acknowledges the importance of individual organisations and special interest groups in improving various aspects of the health system within the country and giving direction and focus to the PHAA's efforts.

Realising the positive impact that can be made on public health issues if various organisations work together, the PHAA coordinates its efforts with government agencies at the national and state territory levels to work



towards the common goal of achieving better health outcomes for all.

A special focus area for the PHAA is the reduction of health inequalities

the across Australian population. It also plays an active role providing a forum for the regular exchange

The PHAA has been playing a crucial role in the country's national health system by bringing many issues of importance to the forefront and by coordinating the efforts of various

We would like to see a greater investment in keeping people well and keeping them out of hospital

of views and information amongst members of the health sector and works towards promoting the development and education of public health workers.

people and agencies concerned with public health. Over the years it has been successful in this role and its growing membership and





Referring to the role of the PHAA and its primary areas of focus within Australia's health system, Melanie Walker says, "We want an increasing emphasis to see within prevention health. on Traditionally, preventive health only attracts a small portion of the health expenditure of any government and we would like to see a greater focus on prevention rather than on acute care.



"We would like to see a greater investment in keeping people well and keeping them out of hospital. This would also reduce the cost of the health sector as a whole. If we remain focussed on the acute sector we will continue to see rising expenditure on health.

"That is one of our big goals. We also put in a great deal of effort to ensure that there is no contraction in government expenditure on public health initiatives."

Australian Aged G **Exceptional Care Built on Solid**

AT A GLANCE

WHO: Australian Aged Care
WHAT: Commitment to delivering
premium, individually-focused
aged care, based on an intimate
knowledge of each resident's
personal requirements.

WHERE: VIC 3922, Australia

WEBSITE: http://www.aacg.com.au/

One of the pioneers of the aged care industry in Australia, the Australian Aged Care Group Pty Ltd, has been providing services of the highest level since the 1960s. Currently, the organisation has two facilities, Kew Gardens at Gellibrand Street in Kew, Melbourne, and Banfields Aged Care at Cowes Phillip Island. Both these facilities set benchmarks in the provision of aged care and enjoy the highest reputation for best-in-class

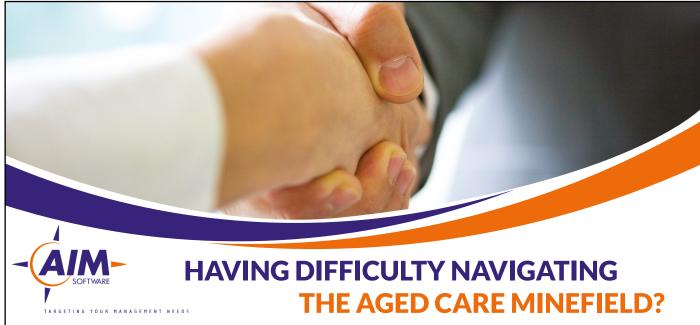


infrastructure and well-trained and caring staff.

The Australian Aged Care Group Pty Ltd has specifically targeted baby boomers and has built its facilities in a manner that will give residents a similar standard of living and access to amenities, which they had in their own homes. The two existing facilities have enjoyed a remarkable degree of success and many of the occupants are affluent Australians who find that Kew Gardens and Banfields Aged Care provide them exactly what they need to lead a satisfied and fulfilling life.

Speaking about his association with the aged care industry, John Matthies, Managing Director, Australian Aged Care Group, says, "We have been providing aged care services for over 50 years. It is only in the last 12 years





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that I have been fully involved in the business. Prior to that I was a lawyer and conducting my own legal practice for 37 years in Melbourne. I grew up in the aged care industry as my mum and dad had a couple of small facilities going back through the 60's 70's and 80's."

John Matthies' parents, Keith and Betty, were founders and operators of Canterbury Nursing Home from 1966 up to their retirement in the early-2000s.

In 2005 John identified a new site

WITH PROVEN CAPABILITIES IN AGED CARE AND RETIREMENT LIVING ANZ CAN SUPPORT YOUR ASPIRATIONS Through our local and national client relationships we bank over 46,000 aged care beds and 43,000 retirement living units in the not-for-profit, private and public sectors. For all your aged care and retirement living banking needs, contact us today. QLD - JOHN McDONALD M. +61 403 344 836 M. +61 434 188 473 M. +61 408 862 071 E. Richard.Grayson@anz.com E. Matthew. Anning@anz.com NSW - ANDREW RALPH SA - MELISSA WOOD M. +61 412 216 027 M. +61 401 564 915 E. Andrew.Ralph@anz.com E. Melissa.Wood@anz.com YOUR WORLD YOUR WAY Australia and New Zealand Banking Group Limited (ANZ) ABN 11 005 357 522.

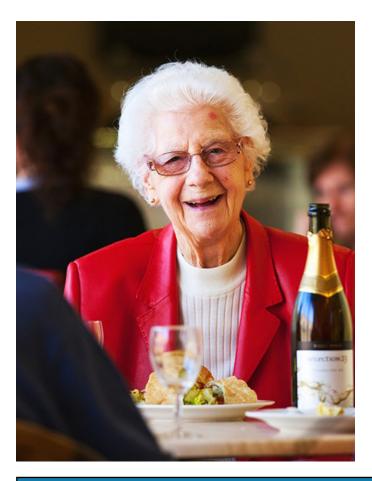
in Gellibrand Street in Kew and established Kew Gardens Aged Care.

John Matthies says, "The first project that I did was the Kew Gardens one. This site previously housed the residence of the Catholic Archbishop in Melbourne and I bought the site in 2005 and then built the current 100 bed facility there."

Located a stone's throw from Kew Junction, this is a 100-bed Extra Service residential care facility, which also provides specialist dementia care and ageing in place programs. Kew Gardens Aged Care has the added advantage of being located in a quiet area overlooking Alexandra Gardens, the City of Boorondara's premier heritage gardens.

A great deal of thought has gone into making this facility one of the best in the Australian aged care industry. The premises house an exclusive café and bar in addition to a multimedia cinema, a private dining room and a Lifestyle Centre. Residents also have access to a well-stocked library and a business centre.

Kew Gardens Aged Care has been built to cater to every requirement that its residents may have. The standard rooms include an en suite bathroom and an



individually-controlled air conditioning and heating system. In addition to this, each room is provided with a wall-mounted flat screen television and built in wardrobes. Nurses are available on call 24 hours a day for the care of residents.

Large and well laid out suites are also available for residents who wish to have additional space. Kew Gardens Aged Care has a number of super suites available, which consist of a large bedroom and a separate adjoining lounge and dining room. A kitchenette is attached to each suite and is equipped with a fridge and a microwave.

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Banfields Aged Care

Banfields Aged Care, located at Cowes Phillip Island is a top of the line luxury facility, which caters to 90 residents. It also offers dementia specific care in a special 14 bed wing. The single level facility is spread over six wings and is located on a site which formerly housed the Banfields Motel and Cinema complex in Thomson Avenue, Cowes.

The facility is ideally located and the Cowes Jetty and the foreshore are a short distance from Banfields Aged Care. Every effort is made to ensure that each resident is cared for in the best possible manner. Residents' rooms are tastefully furnished keeping in mind the requirements of the occupants. The management is happy to allow residents to bring their belongings, including furniture, into their rooms, as long as it does not interfere with the care they are to be provided.

Banfields Aged Care is extremely flexible in its approach, allowing residents 52 days of social leave per year without their fees being affected.









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During this time, residents may visit friends and family. In fact, if relatives or friends wish to visit residents, they may do so at any time, as there are no fixed visiting hours.

Ageing in place facilities are available where each individual's needs and requirements are assessed and a care program formulated to specifically address them. The staff at Banfields Aged Care are highly trained and capable and above all, work to promote a cheerful and positive atmosphere. Residents are treated with the greatest dignity and

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every effort is made to allow them to age in place in their own rooms.

John Matthies considers the quality of care to be the most important factor in determining the success of an aged care facility. He has ensured that this aspect gets the greatest degree of attention at both Banfields Aged Care and at Kew Gardens Aged Care.

Explaining his view on the subject, he says, "You need very good staff. It is one thing to provide fantastic infrastructure but you have got to be very good at care. I understand this because I grew up in the aged care industry. My mum and dad started the facility in Canterbury and we lived on the site for some time. She was very big on care and never tried to maximise profits. So that is what I have always tried to do."

South Yarra Project

South Yarra is one of the most upmarket locations in Melbourne. Australian Aged Care is launching its third project at a prime spot in this area. The facility, which is expected to become operational after two years, will cater to the most discerning clientele and will be amongst the best in the country.



The facility would offer only suites, with each unit comprising a bedroom, a dining area, kitchenette and a sitting room. In addition to this, every suite would have its own balcony and have access to a host of facilities to make the residents' stay as comfortable as possible.

The six-level facility will be located on a hill overlooking a bend in the Yarra River next to Alexandra Avenue and opposite Herring Island. Describing the latest venture of Australian Aged Care, John Matthies says, "I am in the process of doing another aged care facility which is called Alexandra on the Park in South Yarra.

"I personally think South Yarra is Melbourne's premier suburb and is the ideal location for a six star facility. I have been overseas to look at the best facilities that are available. This project in South Yarra will be the world's first six star facility that will be of a similar standard to the best six star hotel in Australia with all the latest technology.

"All the units will be suites which is unusual for an aged care facility but they are much larger than anyone has done previously, ranging from 54 metres square to 145 metres square, with high ceilings and luxurious fittings.

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Partner relationships is a Transform Physio value that touches every piece of our business and underpins the services we provide. In partnering with reputable and progressive providers like the Australian Aged Care Group we are able to deliver comprehensive physiotherapy, rehabilitation and exercise solutions for all. From ACFI based services to tailored rehab and exercise programs such as our falls prevention program where we research, scope and design solutions, we work together. We strive to be industry leaders in providing tailored programs that are consumer and/or client driven that goes beyond the current basic needs of an aged care facility.

Past, present, and future, the residents are the most important people in the Aged Care Industry. They are at the center of everything we do and can be the best advocate or the most vocal critic. Forging relationships with them and facility staff, as much as we would with employees internally, paves the way for our success. To assist our goal in being a Partner in health and to make significant differences in the lives of the ageing Australian population please contact us on 1300 797 556.

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The culmination of this relationship is Alexandra on the Park which will be a benchmark statement for Aged Care not only in Australia but the world.

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"The amenities available will include a hydrotherapy swimming pool, world class cinema, chapel, a doctor's consultation room, fully equipped gym, x-golf simulator, massage facilities and an aroma therapy bath.

"We will have a large wine cellar and a wine tasting room. Storage facilities will be provided for each resident so that they can store their wines if they wish to. The premises will also house a hair and beauty salon, a large private dining room, a library and several other amenities."

The success of this project is assured as the number of aged care facilities which combine a prestigious location with new construction and six star features is unheard of.



their existing facilities at Banfields Aged Care and Kew Gardens Aged Care. The new project at South Yarra promises to maintain the same level of service while providing more facilities.

With the involvement of John's son, Edward, the third generation of the Matthies family is now actively involved in the running and management of the company, hence ensuring that the tradition of care and service established half a century ago will continue to grow and thrive.

Future of the aged care industry in Australia

The country's ageing population is expected to continue increasing into the foreseeable future. It is only to be expected that the demand for quality aged care facilities will rise along with the growth in the number of people who require care. Organisations like the Australian Aged Care Group, which have an established presence in the industry and cater to the upper end of the market, will see a great increase in demand for their services.

The greatest advantage that the Australian Aged Care Group enjoys is their decades of experience in providing the highest level of care to residents in

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Established 23 years ago, the Hall & Prior Health & Aged Care Group had a modest beginning with a single family-owned nursing home. Down the years, the organisation has shown remarkable focus on providing a comfortable, secure and home-like environment to its

residents. This philosophy has resulted in rapid growth and today the familyowned organisation has 20 Nursing Homes across Western Australia and New South Wales.

The business started in 1992 when



Michael Hall and Graeme Prior teamed up to set up the first nursing home. Today, Hall & Prior provides care to approximately 1,200 high care residential clients and 66 community clients. The Group's clientele incudes 120 veterans from the Australian

AT A GLANCE

WHO: Hall & Prior

WHAT: Hall & Prior offer a range of services to support you or your loved one as their needs change over time.

WHERE: WA 6005, Australia WEBSITE: hallprior.com.au

defence forces, 60 homeless people, and 60 aboriginal people.

Hall & Prior enjoys an impeccable reputation for providing quality aged care and its commitment to its clients has resulted in this rapid growth. The organisation's expansion is the result of word of mouth referrals, web based marketing and the referrals made to it by various consumer and interest groups. In view of the well-known fact that Hall & Prior's homes provide the highest degree of safety and comfort, doctors, social workers and hospital based teams regularly make referrals to the Group.

Overthe years Hall & Prior has kept pace with changing times and the evolving needs of aged care. Graeme Prior, Chief Executive Officer of Hall & Prior Health & Aged Care Group, describes how the role of aged care homes has changed in the last 23 years, "The demands of clients over the years have changed

enormously over the years.

"In the 1990's people would come into care and they would be quite mobile and they were much younger and they had very strong social connections in the community. They would go home and spend time with loved ones on weekends. That has totally and fundamentally changed now.

"The average age of entry is now 90 with four to six complex morbidities, they are immobilized due to disease processes. They don't go home, they stay with us. They have a very high

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level of acuity that needs one to one personal care."

Hall & Prior has stood steadfast on its principles despite the changing nature of the requirements of the industry. From its inception in 1992, each client and resident is treated as a unique individual who deserves respect, dignity, privacy and the opportunity to participate in the decision making process regarding his or her care at the home.

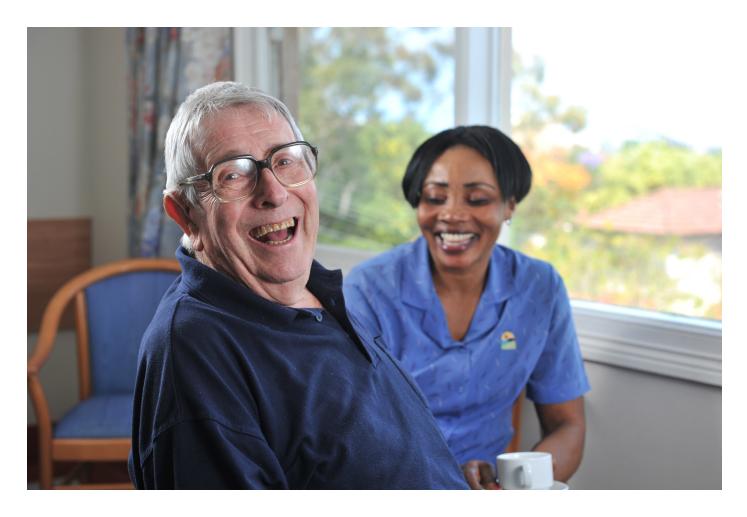
These core principles have stood the test of time and as a result of practising them assiduously, Hall & Prior has grown in size and reputation. As it has gained clients and residents it has expanded the number of aged care homes and the total number of beds.

In view of the great demand for its services, Hall & Prior is currently engaged in three new projects. Of these, two are located in Western Australia and one is in New South Wales. A total investment of \$120 million will be made to provide 400 new residential beds.

Award Winning Practices

Hall & Prior operates on the principle that its clients and residents are entitled to the best available professional care, privacy and dignity. Its homes are run





in accordance with this philosophy and over the past four years, Hall & Prior has won six Better Practice Awards for projects that have transformed the way residents are cared for.

Notable amongst these are the Mosman Park Aged Care Home's New Beginnings Program of 2014, and three projects in 2013; Leighton Aged Care Home's Evac Eddie Project, Rockingham Aged Care Home's Palliative Care Project and Windsor Park Aged Care Home's Workplace Harmonisation Program.

Mosman Park's application for the Better Practice Award described a six step process that has been in use at the home since 2010. A practice of developing an individualised and person centred approach for care and rehabilitation for people with complex physical and mental health issues has met with remarkable success.

In the home's most spectacular case, a woman with a life-long diagnosis of paranoid schizophrenia became a resident in January, 2013, at the age of 69. According to the practice followed at Mosman Park Aged Care Home, a specific program was developed for her after taking into account her physical and mental issues. A rigorous application of the technique developed by the home yielded some very positive and gratifying results.

The woman's recovery process was aided by the Selby Older Adult Mental Health Service and Fremantle Adult Mental Health Service. The woman's condition made marked progress till she reached a stage where she could do her own shopping and use public transportation unaided.

Range of Services

Hall & Prior offers the full range of aged care services.

Residential Aged Care facilities are available in all Hall & Prior's facilities. The aged care homes are extremely well managed and each individual resident is looked after by highly trained and dedicated staff. Registered nurses are available on a 24 hour basis for the care of the residents.

Every Hall & Prior aged care facility follows the highest standards and ensures the safety and security of its residents. Staff treat residents with dignity and respect and show genuine warmth. Above all, they maintain a positive atmosphere which does a world of good for residents.

Leisure activities are organised on a regular basis and include cultural celebrations, art and craft, bus trips, music and entertainment. Residents are given the choice of selecting the activities they wish to participate in.

While it is in the interest of residents to remain as independent as possible, assistance with daily tasks including dressing and mobility is bathing, available. range of The services available at the aged care homes for residents include occupational therapy, speech pathology and physiotherapy. Visits by doctors, dentists, podiatrists, optometrists and other specialists are arranged according to the requirements of the individual residents.

Every Hall & Prior nursing home has single or companion rooms with either an ensuite or shared bathroom. Each of the aged care homes has ample common spaces in which residents may spend time. Every effort is made for the comfort and care of residents and they are permitted to have visitors at any time.

Home Care services are available from Clarence Estate in Albany, Western Australia. This facility is for individuals who require some assistance with day to day tasks but do not wish to relocate as residents in an aged care facility.

Two levels of services are available depending upon individual needs. Low level care needs are provided under the



HALL & PRIOR

Health & Aged Care Group

Home Care Level 2 program and high level care needs are catered to by the Home Care Level 4 program. Under both these programs, the needs of the individual are first assessed by a member of an Aged Care Assessment Team.

Upon being assessed as eligible, a care provider would provide assistance with activities like showering, dressing and mobility. Support services such as assistance with housework, shopping, laundry and transport are also provided. In case of need, clinical care including health support services such as physiotherapy and occupational therapy would also be available.

Respite Care is provided by Hall & Prior for care givers. Under this scheme, individuals needing care can stay at a Hall & Prior facility for a maximum of 63 days in year, while the care giver takes a break from her care giving activities or attends to other work.

Palliative Care is provided at Hall & Prior facilities by staff trained in partnership with the Health Department, Cancer Council and local palliative care services.

Dementia Care is available at every Hall & Prior facility. A range of activities are conducted for dementia sufferers by staff specifically trained for the purpose. Specific areas of each Hall &

Prior aged care home are earmarked for dementia sufferers and provided with secure pin passcode entry and exits. Two Hall & Prior facilities, Alloa Aged Care Home and Kensington Park Aged Care Home also have secure grounds.

Accreditation

Hall & Prior works closely with the Australian government and each of its homes is fully accredited. In accordance government with the existing stipulations. assessors from the Australian Aged Care Quality Agency have visited each of Hall & Prior's homes and talked to staff, residents and their families to ascertain whether the required standards have been met. All Hall & Prior homes have met the four required standards and are compliant with each of the 44 outcomes.

Fresh Fields Hospitality Services

Fresh Fields Hospitality Services is a division of Hall & Prior and is engaged in specialised catering and linen for the aged care industry. This diversification by Hall & Prior ensures that fresh and nutritionally balanced meals are made available to residents.

Excellence in Aged Care

Hall & Prior Health & Aged Care Group has built an enviable reputation for itself by single-minded devotion to its basic principles of providing superior aged care services in a caring and compassionate manner. The organisation's rapid growth and on-going expansion are proof that its philosophy of treating each resident as a unique individual and providing the highest degree of care possible, is valid and will continue to ensure its success.

Graeme Prior has led Hall & Prior to great success by continuously improving the organisation's processes and services. He says, "In aged care there is no such thing as an expert. You are always learning. We invest heavily in people and their development. We believe in investing for the future. If you don't invest very large amounts of money you won't be around in the future. We are in for the long haul."

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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.

Hospital's philosophy Mount is centred around providing excellence in health care in a compassionate manner while keeping the patient's interest as the focus of its efforts. bed facility is The 224 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 2 catheter theatres. cardiac 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 breast and treating cancer. The Clinic's breast radiologists, pathologists, surgeons, oncologists, nuclear medicine radiotherapists, 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

diagnosisand 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 Clinic Breast can expect to have their full assessment completed on the initial day itself. Radiology and pathology investigations located are

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

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 doctor 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 cholangiopancreaticography 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 Hospital 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 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 а 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.

Staphylococcusaureusbacteraemia:

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.



Hospital Mount is of а part Hospitals, Healthscope 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.



Australian beef is regarded as amongst the best jor reason for this is the excellent reputation en meat quality of Angus cattle. Since 1919, The A ia (Angus Australia) has been promoting the val Angus beef products.



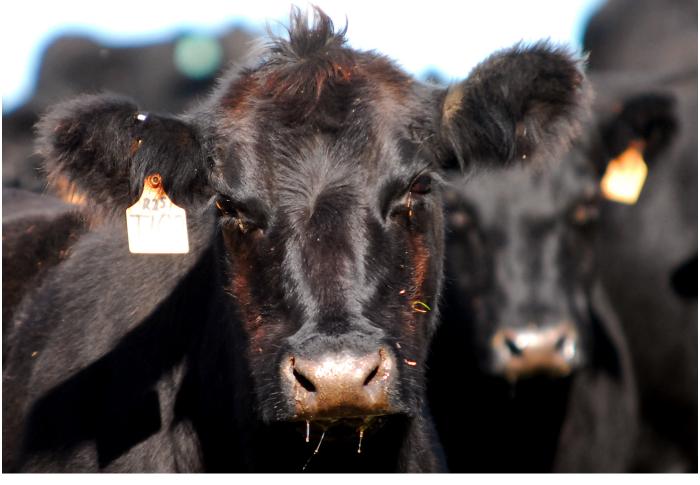
t in the world and a majoyed by the superior angus Society of Australue of Angus cattle and The initial function of Angus Australia was to provide an avenue for breeders of Angus cattle to register the pedigree of their Angus-based cattle and to assist in the development of the breed in Australia. But over the years the Society has broadened its range of functions and today it plays a major role in helping its members develop and produce world-leading Angusbased cattle and related genetics.

Angus Australia is a not for profit, member based company which is actively involved in supporting its members in their efforts to market both Angus genetics and beef. It also promotes the Angus brand through its subsidiary company, Certified Angus Group, which was formed in 1996.

This company was established to promote and protect the Angus brand and it has both Certified Australian Angus Beef (CAAB) and Angus Pure Brands wholly owned by the Aussie Angus farmers who are members of Angus Australia.

Certified Australian Angus Beef is grain fed to give it excellent flavour and high-quality marbling characteristics. The extent of marbling, which refers to the fat found within a cut of meat and between the muscle fibres, determines the quality of beef and





CAAB has gained a strong reputation on this count. The Angus Pure brand has gained prominence as pasturefed beef, offering a hormone growth promotant and antibiotic free option for customers looking for a natural product.

Peter Parnell, Chief Executive Officer of Angus Australia, describes the inception of the society, "Back in 1919 there were about 10 to 12 members and the society has gradually grown since that time and now we have 3,500 members. We have different membership categories. We have what we call full members who record cattle and take advantage of the entire range of services provided by Angus Australia.

"We also have commercial members who do not record cattle but they use some of our services, our educational services for example, and services related to commercial beef production. We have a junior membership for young enthusiasts of the beef industry who are less than 25 years of age. We also have a very strong youth development program."

The Society has a staff of 21 who are involved in different areas and projects. One of the important activities currently being conducted by Angus Australia

is a large research project involving progeny testing of a number of young bulls. The Angus Sire Benchmarking Program (ASBP) is being conducted with the support of Meat & Livestock Australia and industry partners Bayer Australia, Rangers Valley Feedlot and John Dee Abattoir

The ASBP aims to generate test data of modern Angus bulls particularly for hard to measure traits such as efficiency, abattoir carcase measurement. meat quality attributes and reproduction. Another important objective that this program has is to build a comprehensive phenotype and genotype database on Australian Angus for genomic technology validation, research and development.

In order to meet these objectives 40 sires a year are joined with 2,000 Angus cows to achieve 25 progeny per sire. All the Angus sires are nominated by Angus Australia members and the cows are located across several commercial co-operator herds in New South Wales and Victoria.

The project involves collecting data regarding calving ease, growth, temperament, heifer reproduction, structure, feed efficiency, abattoir carcase and beef quality attributes.



The fact that Angus Australia the driving force behind projects of this nature illustrates the level of commitment that the Society has ongoing objective towards its of helping its members develop and produce world-leading Angus-based cattle and related genetics. In addition to the ABSP, there are several other projects in the areas of education and software development that the Society is actively pursuing. In addition to this it is also involved in programs directed towards its young members.

Speaking about the use of modern scientific techniques to meet the objectives of Angus Australia, Peter Parnell says, "One of the biggest changes in the last five years has been the greater use of DNA or genomics technology where we actually take samples of the DNA of animals and we now have data from which we derive a lot of information on the genetic potential of animals based on the DNA sample.

"We can use DNA samples to screen animals for undesirable genetic conditions that they might be carriers for. They may not express those conditions but they may carry them and their progeny might display the conditions. We are able to screen the population and effectively eliminate or minimise the use of animals that carry undesirable genes.



"We also use the genetic profiles to increase the accuracy of identifying and selecting animals of high merit, performance especially those characteristics that are very difficult expensive to measure. or conversion efficiency for example or marbling performance, which normally you can measure only in an animal that has already been processed. Now we can actually estimate what genes young bulls might carry for those characteristics based on their DNA."

One of the main goals of Angus Australia is to provide its members who are breeding Angus cattle the tools and the technology to continue to develop their cattle and to become more profitable. A key initiative of the Society towards meeting this objective is a genetic evaluation service called Angus Breedplan.

This service is provided with the help of scientists based at Armidale, where the headquarters of Angus Australia is also located. The Society does the interface with its members and records data to enable it to benchmark the performance of cattle.

Subsequently, feedback is provided to members so that they can improve the performance of cattle over time. This program has been in place for the last



30 years and the average profitability of Angus cattle has improved by 3.5% per year. This has resulted in an enormous gain in profitability of members over the 30 year period.

In this period there have been marked changes in the performance of Angus cattle, including improvements in growth performance, fertility rates, carcase performance, meat quality and feed efficiency. A combination of all of these factors have come together to improve the profitability of Angus cattle.

As a result of this, there have been enormous gains not only for members

of Angus Australia but for a wider section of the Australian beef industry who source their Angus breeding stock from members of the Society.

To meet its objective of improving the genetic properties of Angus cattle, Angus Australia has been associated with a research group, Animal Genetics and Breeding Unit at the University of New England at Armidale, for the last 30 years. This partnership has been of great benefit to the Society and tremendous gains have been made in the Angus breed due to the research conducted by this group.

Angus Australia has been involved in the beef and cattle industry for almost 100 years and consequently it is very well known and commands the highest degree of respect in the trade and in government circles.

It promotes its services to members through a weekly electronic newsletter that also sent out to other organisations connected with the cattle industry. Angus Australia also provides press releases to the various media outlets in Australia that are involved in communications to the agricultural sector.

It also has a full time marketing staff who looks for opportunities to not only promote Angus Australia, but to establish a dialogue with other bodies connected with the beef sector. An effort is made to highlight initiatives that are important for the ongoing improvement of profitability of beef production in Australia, particularly with reference to the Angus breed.

The Society has a very active website which receives a lot of visits as it contains a complete data base of registered animals. The website also hosts online sale catalogues and up to date information on animals that people may be considering for their breeding program. Angus Australia is

very active on social media through Facebook and Twitter, particularly with its Angus youth program.

To communicate effectively with its members, organisations connected with the cattle industry and other bodies, Angus Australia relies on electronic media and social media. It also makes extensive use of print media which is still quite an important part of communication in the Australian agricultural sector.

Commenting about the future of the cattle industry, Peter Parnell says, "We are very optimistic about the future of the Australian beef industry because of the demand for high quality protein in the developing countries. The future of beef production is very good because Angus is well-established in terms of our footprint in the Australian beef industry and the technology that we can provide our breeders.

"Angus Australia has evolved over the last 100 years from being a traditional society that simply recorded pedigrees. We are now a modern innovation company that is strongly focussed on providing value added services to our members and making available to them the opportunity to enhance their product over time. I think the future for our organisation is very positive."



The movement of freight people within a country and outside its borders is a task that is crucial to the functioning of the economy. Australia has a sizeable farm output, a large portion of which is exported, a well-developed mining industry, both of which depend on transportation for the success that they enjoy. Additionally, the efficient movement of people within the country is an essential part of dayactivities. Consequently, to-day Australia has a flourishing transport and logistics sector which is a major component of the economy.



Freight logistics is about 14.5% of Australian GDP and employs 1.25 million people. Even a marginal improvement in the productivity of this sector could result in a boost to the overall economy. The Chartered Institute of Logistics and Transport, Australia (CILTA), which

has been working for 80 years in the country, plays a crucial role in this endeavour by providing leadership in professional development and supporting continuous improvement.

Neville Dr. Binning, National Chairman, and Hanna Lucas. Executive Officer, explained the association's role in detail and described its future course. The Chartered Institute of Logistics and Transport was established in the UK in 1919 and began operations 1935. The total in Australia in membership of the organisation internationally is approx. 33,000 and it has tie-ups with over 200 corporates and operates in more than one hundred countries.

Dr. Binning outlined CILTA's growth, "There have been peaks in our growth and currently we are in another growth spurt. We reinvent ourselves in so many ways every so often. At the moment there is a lot that we are doing in transport and logistics in Australia. I think that the realisation is starting to hit home that Australia is part of the International supply chain and that we are part of an international organisation.

"We conducted a strategic planning in Canberra that was exercise

particularly well attended and the clear message that came out of that was that we need to be sharper and crisper and there is a fluctuating growth pattern and we are now experiencing a sharp increase in our level of activities.

"The way we are organised is that we have geographic sections for each of the states and territories in Australia to run relevant events, which on the one hand enable the members to be informed about pertinent initiatives keynote speakers and encourage networking. We also have various industry sectors represented and this facilitates discussion geared towards particular sectors. Our National Office coordinates these activities as well as runs our website, marketing, various programs which we are involved including Mentoring, industry updates, our Annual Awards for Excellence Event. webinar presentations and online contact databases.

CILT has a tiered membership grading system whereby recognising members for their levels of experience within the Industry and their qualifications gained and offer pathways for members to progress through the grades. The lower grades are designed for those starting out

in their careers or for those that are involved in the Industry but their roles aren't specific to the trade. The grades that give members post nominals and recognition range from those in their first roles to senior managers and leaders who significantly contribute to our Institute and Industry."

CILTA is an active career partner for its members

As well as recognition through Membership Grades, the Institute webinars, conducts courses and mentoring programs Exceptional for its members. achievement is recognised by the Certified Professional Logistician, Transport Planner Certified Passenger Professional Certified certifications. The annual National **Awards** Excellence provides а high-achievers platform for to showcase their attainments and organisations to celebrate their accomplishments.

In fact our last two years Young Professionals of the Year have gone on to represent Australia in the International Awards and been named International Young Professional of the Year. These individuals came from very different



showing just backgrounds, how diverse our Industry can be - the first the owner of a 3PL warehousing, distributing and freight forwarding business for online retailers and the second a behavioural psychologist who is employed within Train Service Delivery (TSD), responsible for rail operations specifically in the management of a Desktop Simulator project, as well as a number of critical tasks related to TSD SPAD (signal passed at danger) management.

Hanna Lucas pointed out that, "We encourage active involvement of our members, providing them with the opportunity to share what they are achieving in Industry. Over the past two years we have developed and are continually improving our online interface for members. This online membership platform provides a document library, a membership directory, a specialist directory, a blog interface, easy booking and tracking of events and easy access

to subscriptions and profile details.

"Just recently we have released a continuing professional development (CPD) module so members can track their professional development via a points system and a Professional Development Directory listing a range of courses and programs available within the transport and logistics field, cutting out the need for extra search time for members when looking for extra learnings."

"The Institute has partnerships with several corporates. Our industry organisations that partner with us on programs, activities, events and for membership for their employees as well as professional development providers that have their courses accredited, certified and recognised and appear in our Professional Development Directory."

Hanna Lucas gave further details about some of the current business partnerships which CILTA has in place, "Our major corporate partners are Mack Trucks, Telstra, NetSuite and APS Group, who have supported the Institute for a number of years, one of their big involvements is via our Annual Awards for Excellence Event. They also get involved in Webinar Presentations, Member



Deals, Mentoring Programs and local events."

CILTA is also in the process of establishing formal partnership arrangements with professional development organisations which

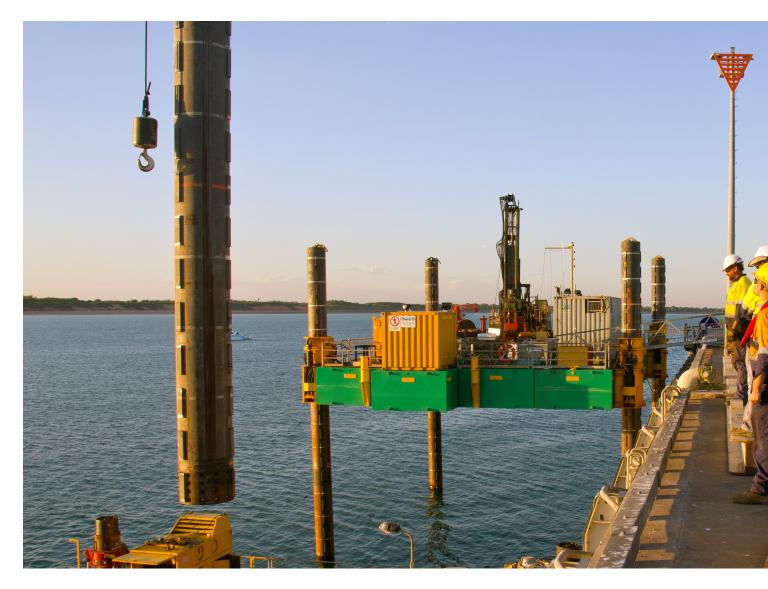


will work towards designing tailormade training programs for members to suit their specific requirements.

How CILTA is run

 $Dr.\,Binning\,explains\,the\,unique\,manner$

in which CILTA is managed, "Essentially we are a voluntary organisation run by our members. We do have a small team at National office that coordinate us all, however our National Council, Section and Sector Committees are all run by our members.



"As a sort of analogy we are similar in many ways to Engineers Australia

or CPA, the Certified

Practising Accountants,

Australia association.

We are primarily about promoting professional standards and professional development for our members.

"Twenty years ago I was a civil engineer in a state government road authority and the road authority got to a stage where it was not just as simple as providing

road infrastructure. The





important issues relating the to economics of large combination trucks and also many changes to urban road travel were just starting to take form. I was encouraged by some people

that I was working with ered at the time to join the Chartered f Logistics Institute and almost from

progressively

day one I have myself found section on committees and

moved

through the organisation to the position of National Chairman."

CILTA is unique in that it represents the entire logistics and transport industry. It covers the complete spectrum of activities ranging from transporting passengers and moving freight to managing Australia's domestic and international supply chain. Additionally, it is part of a truly global and international organisation. Representatives CILTA will be attending the international convention in Dubai this September. There is no other organisation with a similar geographic spread and depth of coverage.

Dr. Binning describes the goals of CILTA, "It would be a far more visible presence in the marketplace. In some ways we are a fairly well kept secret and we are keen to do better than that. Our presence will be such that people in the industry who come on board as members see us as a career partner. We have suppliers as members who are major industry leaders. As an organisation we can contribute to productivity improvements and this is in Australia's national interest. We also want to make people more aware of the global supply chain within which we operate. We want to make a valuable contribution to Australia's national interest."



AT A GLANCE

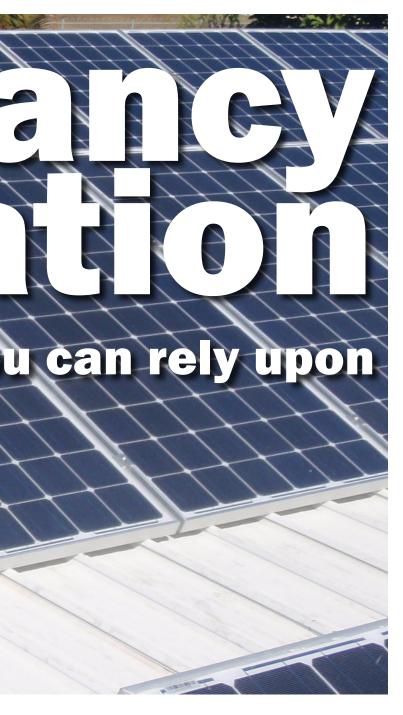
WHO: Clancy Corporation

WHAT: Clancy Corporation provides a range of products and services for home, industrial, mining and commercial applications

WHERE: QLD 4825, Australia

WEBSITE: daveclancyelectrical.com.au

Located in Mount Isa Queensland, Clancy Electrical Dave started 2006. operations in lt is the foremost electrical, air conditioning, refrigeration, and signage company in the area. In the years since its establishment they have changed their Company name to Clancy Corporation Pty Ltd and have earned a reputation for high quality work



and for continuously meeting their commitments.

The company's range of clients array from domestic, commercial, industrial and mining customers in Mount Isa and outlying areas, to large organisations which require highly skilled workmen to carry out electrical, air conditioning and refrigeration services. Ever since Dave

and Lisa Clancy started an electrical business from their home in 2006, the company has been expanding rapidly.

Rapid Expansion

When the company first started operations there were not many electricians in Mount Isa servicing small domestic jobs. This presented a great opportunity and the company saw great demand for its services from the domestic sector. As it completed projects its reputation grew. Initially the work it did was restricted to domestic and commercial electrical and communications.

The company then forayed into the mine sector and took up a number of sub-contracts. It also started supplying the mines with labour hire crews from its employees. This created further opportunities for Clancy Corporation to expand in the lucrative mining sector.

The labour hire crews that were required by the mines included personnel trained as radio technicians and electricians, and communications after specialists. Even Clancy Corporation became active in this high value sector it continued to provide services to the domestic and commercial sector. As a result, the company's workforce expanded and it



currently has 53 employees, giving it a pool of highly trained and experienced workers.

electrical work that Clancy Corporation specialises in includes switchboard safety upgrades, electrical switches. pre-purchase inspections, hot water system repairs, oven repairs, TV points and antennas. The company's employees are trained in each of these areas and bring to each job a wealth of experience which enables them to carry out the work flawlessly and to the absolute satisfaction of the customer.

Clancy Corporation's expertise extends to the installation of Aria telephone systems, the laying of fibre optic cables, internet connections, uninterrupted power supply systems and Molex and TE certified, 25-year warranty data and network cabling. In fact, the company has gained experience in practically every aspect of electrical work and both domestic and commercial clients consider it the most reliable option for getting the job done.

The company's range of services extends to the installation of





security surveillance cameras. It also specialises in creating energy efficient solutions for the home or office including the supply and installation of Thermoshield liquid thermal insulation, which reduces inside temperature by up to 45% and leads to a reduction in cooling costs to the extent of 40%.

The company is also active in the signage business. One of their first diversifications was the Clancy Sign Centre, which rapidly gained a number of customers and is now an important part of the company. This division carries out assignments related to

illuminated and regular signage and supplies car magnets and stickers, logos, business cards and shop frontage.

It is operated by Dave's sister, Christine, who is a qualified graphic designer and the quality of work is widely recognised and appreciated in the Mount Isa and surrounding areas.

In September, 2009, Clancy Corporation became the first local contractor to start installing solar panels in homes and commercial establishments. The launch of Solar



Grid **Systems** Connect heralded further expansion for the company. This part of the business has done extremely well as customers have realised the immense benefits that the utilisation of solar power can do for the environment, in addition to marked reductions in their energy costs.

Clancy Corporation is tied up with the best names in the business in solar power. In its installations from small remote power supplies, caravans to large solar systems to solar lighting towers the company utilises tier one solar panels and quality inverter/ chargers and regulators which have an excellent reputation in the market.

The company has earned confidence and trust of customers in the local area in 2010 when they completed a large solar grid connected system at Parkside Flats. This project involved the installation of 672 panels which have a total capacity of 154 kW. The complete installation stretches over eight roofs and the system achieved a performance ratio of 94.2% soon after its installation.

In the next stage of its expansion drive, Clancy Corporation purchased the Locco Refrigeration and Air Conditioning Company. This acquisition resulted in the company's operations in this area increasing tremendously. The number of employees involved in air conditioning and refrigeration work jumped from one or two to nine and the company started receiving a number of assignments related to its new division.

Locco Refrigeration and Air Conditioning is a specialist in the installation, supply and service of domestic, industrial and commercial evaporative and refrigerated air conditioning systems. It also has a high degree of expertise in industrial and commercial refrigeration units. The company has a large number of installations to its credit and is known for its competence in the entire range of products from cold rooms to industrial chiller units.

This division of the company is also involved in the sales, installation and service of ice machines and cold room hire. It has developed a customised preventive maintenance program for refrigeration and air conditioning equipment which is especially popular as it gives clients the confidence that Clancy

Corporation will keep the equipment in good working condition and address any problems which may arise. The company is also the authorised Mitsubishi Electric dealer and supplies air conditioners and air conditioning equipment manufactured by this global giant.

Large Projects

Clancy Corporation has completed a number of prestigious projects in Mount Isa and its vicinity. Amongst its larger customers, St. Joseph's Church, the Mornington Island Well-Being Centre, Coogee Chemicals Nash Plant, Dyno Nobel Anfo Plant, Sandvik Warehouse and the Boral Quarry upgrade have been notable for the quality of the work carried out. The company has also recently got the contract for the electrical upgrade for the Cloncurry Court House.

Recently the company completed one of its bigger projects which involved the electrical installation at the local power station. It was a difficult project as it entailed the supply of 10 to 14 staff for a period of over eight months. Although this job stretched the company's resources, it has given it the confidence to take up large projects.



This project was one of larger jobs that the company had taken up and the project alone was for almost one million dollars and had commenced in the middle of another large scale project, the Mount Isa City Council sewerage treatment plant upgrade. One of the main reasons that Clancy Corporation was in a position to secure the assignment was that it had an adequate number of trained and experienced staff to allocate.

Local Community

Clancy Corporation is active in the local community and sponsors a large number of events. It is the 2014 and

2015 naming rights sponsor for one of Mount Isa and Outback Queensland's most iconic events, the Lake Moondarra Fishing Classic. In addition to this, Clancy Corporation supports a variety of community events and organisations.

Some of the sports teams that it supports are the Mount Isa Softball Association, the Warrigals Rugby Union Team, Mount Isa Ladies Golf Day, Buffs Club Golf Charity Day and the Mount Isa Rugby Union. It also supports organisations like the Mount Isa Rotary NQ Rescue Helicopter and the Mount Isa PCYC. The company has a social club for its employees which is a major attraction and helps build the team's morale.

Customer Sourcing and Satisfaction

One of the most important factors for the success of Clancy Corporation is the stress it puts on customer satisfaction. The company maintains communication constant with its customers at all levels of the organisation. Each supervisor Clancy Corporation is in daily touch with customers. In the case of major customers the level of interaction is greater, and communication may take place four or five times a day.

It is the company's belief that while customer satisfaction is of paramount importance, the way to achieve it is to communicate with the clients and address all their needs.

To customers the source new company runs a series of radio and TV advertisments. Its activities in the local community also raise its profile amongst the population. The company has also started a practice of issuing flyers that provide education about electrical safety and best practices. All these efforts by Clancy Corporation have yielded very positive results and the company gets a large portion of its business from repeat customers.

The company also makes special

efforts to train its employees and keep them abreast of the latest developments in the respective fields that they specialise in.

Clancy Corporation has received a number of awards in recognition of their excellent quality of work. They have been designated a Hall of Fame Inductee by the Northern Outback Business Awards. They have won the following awards: "Workplace of Choice", "Sustainability in Business" and "Business Growth".

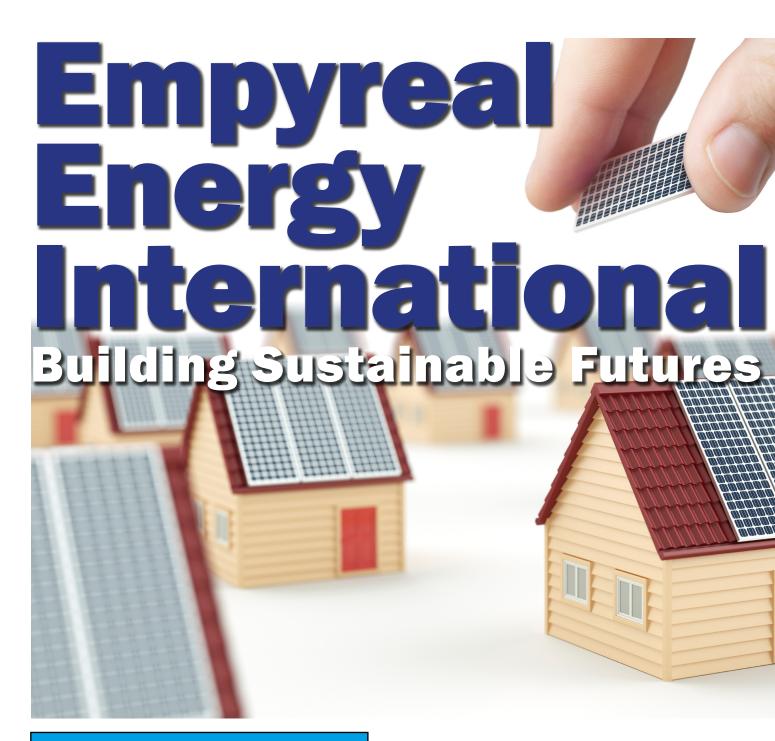
The company has expanded rapidly in the last nine years and has established itself as the most reputed electrical and refrigeration and air conditioning company in Mount Isa. With its team of dedicated employees and clear vision of giving the greatest importance to customer service it is poised for even more growth.

Clancy Corporation is the largest privately owned Electrical, Refrigeration and Air-Conditioning business in the North West.

<u>Preferred Vendor</u>

Mt Isa Refrigeration & Air Conditioning Supply:

07 4743 0157



AT A GLANCE

WHO: Empyreal

WHAT: They make it easy and affordable

to go solar with uncompromising

service and quality products

WHERE: QLD 4215, Australia

WEBSITE: empyrealenergy.com.au

Solar energy is practically the cleanest source of power available and is rapidly growing in popularity. Empyreal Energy International is a family owned Australian solar company which has installed a large number of solar units for residential and commercial customers. The company, which was set up by the Graham brothers, Paul, Josh and Sam, has expanded rapidly



and has earned a strong reputation for its high quality installations.

Empyreal Energy started by fitting solar energy systems in residential homes. From the inception of the business, the company gained customers by demonstrating that installing solar energy systems would result in lower electricity costs. A

great deal of time and effort was expended on conducting seminars mainly rural areas in New South Wales, Queensland and Victoria.

The seminars served to educate customers on the advantages of using solar energy and on the developments in the market. As a result of this effort by Empyreal Energy, an awareness was created about the range of products available and how each of them could be of great benefit in reducing pollution and lowering electricity costs at the same time. If any of the participants in the seminars showed interest in the products, one of the company's Consultants would visit them and design a solution best suited to their needs.

Investment by the Hanwha Group of South Korea

The success of Empyreal Energy has attracted a lot of attention within the industry and about a year ago, the Hanwha Group of South Korea bought a 40% stake in Empyreal Energy International. The Hanwha Group is the tenth largest business conglomerate in South Korea, with a focus on petrochemicals, advanced materials manufacturing and solar power. They have invested in Empyreal Energy with the aim of entering

Australia's home based solar power retail market.

In 2012 the Hanwha Group had bought Q Cells, which is a reputed German company and the world's largest manufacturer of premium quality solar cells. The purchase of a stake in Empyreal Energy by Hanwha makes eminent business sense as Empyreal Energy is the largest seller of Q Cells in Australia.

Rapid Growth in the Company

Paul Graham, Managing Director, Empyreal Energy Limited, speaks about the expansion of the company's operations and its area of focus, "Major growth took place from 2010 onwards as we conducted a number of seminars to market our product and we also had a lot of business based on the referrals that we received.

"We had happy clients referring their friends and family. Government legislation also played a role our growth, as feed-in tariff was introduced. Under feed-in rules, any solar power generated in a residence or an office which was not used was permitted to be sold back to the grid.

"This provided a big incentive for



our customers to install solar power systems and led to our expansion. At that time we also moved into the commercialsectorandwedidanumber of large projects with customers like the TGA Pastry Company, a lot of farms and different sorts of businesses including production and retail."

Sales Process and Installation of Solar **Power Systems**

One of the main reasons for the success of Empyreal Energy is that it functions as a solution based company, rather than just a solar



energy system supplier. When it approaches a potential customer who has shown interest in getting a solar energy system installed, a detailed analysis is conducted regarding the customer's specific needs.

The Empyreal Energy Consultant examines the electricity bill of the customer closely to understand the pattern of power consumption. An inspection of the rooftop is also carried out to determine its suitability for placement of solar panels. After this entire process is over, an end to end solution is offered. Upon its acceptance, Empyreal Energy makes

a 'Happy Call' to the customer when they are welcomed to the family and presented with a 'Welcome Pack'.

Within a period of about two weeks, a Manager from Empyreal Energy gets in touch with the customer and introduces the installation team. All installers are direct employees of the company and sub-contractors are not used. In fact, Sam Graham, the youngest amongst the three Graham brothers, is an installer.

After the installation is complete, a detailed handing over process is followed, when the customer is shown how the system operates and how to take readings from the inverter. The company's call number is issued to the customer so that they can establish contact with Empyreal Energy if required. At the conclusion of the process, another 'Happy Call' is made to ensure that all aspects of the solar energy system installation are complete.

After а period six to twelve months, Empyreal Energy personnel reestablish contact to ascertain how the system is working and to ask whether the customer can refer any friends or family who would like a similar installation. From the first contact onwards, Empyreal Energy works towards simplifying matters for the customer. It communicates constantly and consciously works towards creating happy customers who have had an enjoyable experience dealing with Empyreal Energy.

Empyreal Energy's Business is Built on Strong Business Relationships

Paul Graham says that the success of Empyreal Energy is based on the

mutual respect and trust that the company has built with its business partners over the years. He says, "We have a very good relationship with Hanwha who bought into our company last year. We are also close to Q Cells Australia, from whom we source solar cells of the highest quality.

"SMA are our suppliers of inverters and their Sunny Boy brand commands the greatest respect in



the market. We also work closely with Aurora Energy who is a reputed electricity retailer owned by the state government.

"We have done an installation for the TGA Pastry Company, who is very happy with the savings that they are generating. Red Earth Energy Storage is also a very important business associate of ours. We are part owners in that company.

Empyreal Energy has established itself as the premium provider of solar power systems in Australia. It has the distinct advantage of using components supplied by the leaders in their respective fields. Q Cells, a German company which manufactures the solar cells that used Empyreal Energy's are in installations is amongst the best in the world. They provide unmatched efficiency and more power yield than competing products.

The solar panels that Empyreal Energy installs come with a 25 year



warranty and meet strict international guidelines. Additionally, the company's installers are highly qualified and licensed.

The inverters used by Empyreal Energy are sourced from SMA, another German company. Their products enjoy a very strong reputation and the Sunny Boy brand of inverters is recognised as the ideal choice for solar energy systems.

When customers retain Empyreal Energy, not only do they get a supplier of best in class components, they receive the benefit of the expertise and knowledge that the company has gathered over the years of its operations. Assistance is provided to the customers with the paperwork required for the Government solar

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credit scheme, which provides funding when solar power is generated.

This incentive is provided by the Government in the form of Renewable energy Certificates (RECs), which help offset the cost of the solar power installation and result in substantial savings for the customer.

The company expends great effort in building trust and a strong relationship with its customers. This approach has led to large volumes of referral business where satisfied customers are glad to share their experience and the savings they are making by using solar power. Empyreal Energy ensures the quality of the entire process from when its consultant first meets the customer to the communications with the client, the actual installation



process and the technical competence of the installers as well.

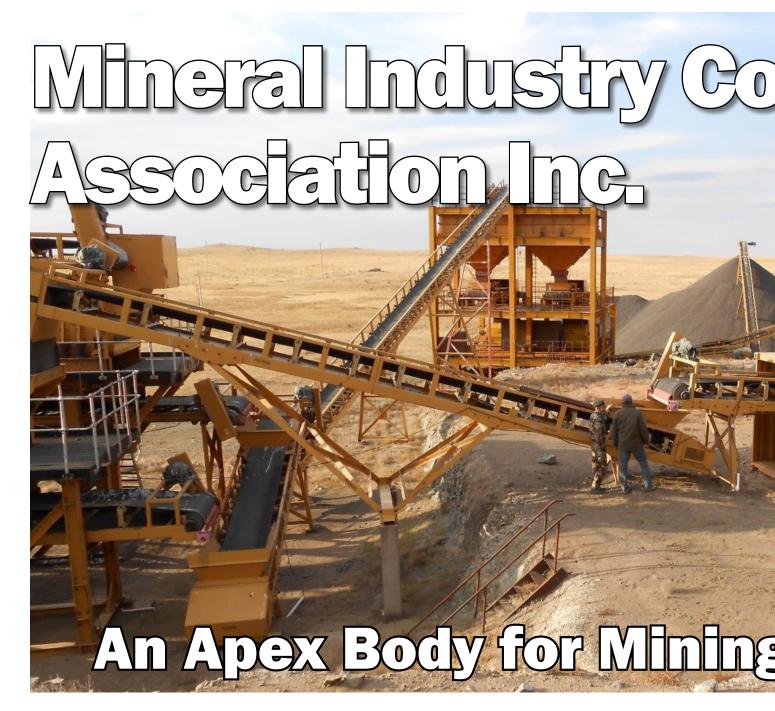
The company's engineers and electricians are also very capable and deliver the highest quality work. The roofers that Empyreal Energy utilise are experts in their field. In fact, the entire package that the company offers is of a premium quality.

Growth Plans

The scope for solar energy in Australia is very great. The government is also keen that homes and businesses adopt green technologies as this will result in a reduction in global warming and cleaner air. Empyreal Energy is well positioned to take advantage of this opportunity as it has earned a

strong reputation in the solar energy sector in Australia. Its association with the best brands has also played a large part in its success.

Speaking about the future of the company, Paul Graham says, "We want to be the largest solar company in Australia while maintaining our roots as a family based company. We want to keep true to our beliefs and our vision, which is helping residential customers and business owners save on their energy costs."



industry plays an The mineral important role in the country's contributes economy and to а substantial extent towards its exports. The mining sector accounts for about 8.5% of Australia's employs approximately GDP and 2% of its workforce. But it has a disproportionately high portion of the country's exports with its share

standing at 50%.

It is an acknowledged fact that Australia has a vast pool of talent in the mining sector and that the country's expertise is utilised within its own borders and also by China and the Southeast Asian countries and even further afield in North and South America and Europe.



The Mineral Industry Consultants Association Inc. (MICA) was established in 1981 and has as its members senior consultants who are experts in their respective fields within the mining industry. The objective of MICA is to function as an association of consultants who provide technical advisory services to the mineral industry both within Australasia and

worldwide. It also provides a common voice for its members to put forward their views on various issues which have a bearing on their specialised area of work in the consulting profession

The membership of MICA consists of persons who are consultants to the mining and mineral industries. To be eligible, a consultant has to have a minimum of 10 years of experience in his chosen field of expertise. Members have a high degree of knowledge and experience in their respective areas and their opinions are accepted by stock exchanges and the investor community.

When a company or any other requires organisation an expert witness in a specific area pertaining to the minerals sector, MICA members are available for the assignment. The person searching for a suitable consultant would need to visit the MICA website and enter what he is looking for. The website would give a list of the relevant experts and a brief CV along with contact details of the consultants who are best suited to advise in a particular area.

MICA's website lists the names and contact details of senior consultants in various fields who are available to





provide their services to clients in the mineral industry within Australia and around the world.

The 'MICA Register' is a searchable database which includes experts in close to a 100 fields including chemical, environmental planning and management, mining, geology, management and metallurgy, mine planning and design, resource and reserve estimation, geo-statistics, independent expert valuations, project appraisals, exploration planning and management, expert witness and arbitration and mediation.

Originally MICA was formed as a society of The Australasian Institute of Mining and Metallurgy (The AusIMM) 34 years ago. In 2013 it was decided that the two would operate as separate entities with MICA only accepting members with a minimum of 10 years of experience as a professional consultant in an area related to the minerals sector.

It is important to note the MICA differs from the AusIMM Consultant's Society in that it only accepts members who have had a minimum of a decades' experience as consultants in the mineral sector. MICA therefore considers its membership as an upward step or progression

from The Australasian Institute of Mining and Metallurgy. In effect, MICA membership is a continuing development professional pathway for mineral professionals who are engaged in consulting work.

George Edwards, Chairman of MICA, assumed office in January this year. As his initial task he took up an exercise to ask the 100 strong membership of the association what their expectations from MICA were. He says, "The first thing that I got the Board to support when I took over as Chairman of MICA was to survey our members as to what their vision was for MICA in the upcoming five years.

"We structured a series of events that they thought was important because a lot of our members don't just consult within Australia, they consult in Southeast Asia and even further afield in North America, South America and some parts of Africa and Europe. We need to engage more with bodies in those countries.

"We are starting this process in Southeast Asia and I am personally working closely with authorities in China."

The survey was conducted amongst MICA members in the period January to March, 2015, and there was broad

consensus that relationships should be established with stock exchanges and valuation bodies in Australia, Hong Kong, Singapore and other countries.

Many MICA members provide consultancy services outside Australia and their specialised knowledge is highly regarded both by the mining industry in various countries as well as stock exchanges and the investor community. The coal industry in Indonesia has extensively utilised the services of Australian consultants and MICA members have been active in several other countries including China.

As MICA members operate in various countries and their competence and qualifications are readily recognised, there is a need for reciprocity to professionals of those recognise counties. MICA anticipates that over the next five years a significant number of new members who are not resident in Australia will join the association. These professionals will be engaged in doing some work Australia in conjunction in with Australian consultants for companies from their countries.

An important role played by members of MICA is the valuation services they

provide to corporate clients for public reportingofmineral exploration results, mineral resources and ore reserves. This critical role played by members of MICA is performed as a 'Competent Person' under The Australasian Code for Reporting of Exploration Results, Mineral Resources and Ore Reserves (the JORC Code).

MICA members, who are consultants required the expertise experience, prepare Public Reports in accordance with the JORC Code for the purpose of informing investors potential investors about exploration results, mineral resources and ore reserve estimates amongst other information. Reports furnished under the JORC code are mandatory requirements under the Listing Rules of the Australian and New Zealand Stock Exchanges since 1989 and 1992 respectively.

Investors in mining projects rely to a great extent on the JORC Code to provide them with the details they need to make an informed decision. The consultant who prepares the report has the responsibility of making a fair and impartial assessment of the mineral deposits present in the identified area and giving his views on the extent to which they can be recovered.







George Edwards describes the qualities of a competent consultant and explains why MICA members are eminently suited to be the ones to furnish reports under the JORC code, "I think a good consultant has to be a good listener. You need to fully understand exactly that the client wants and how you can best help them and there is a very fine line because the last thing that a consultant can afford to do is in essence, "what do you want me to say?"

"In the period from the late 60's to the early 70's, when nickel was the big thing there were a number of consultants who produced reports that were later found to be in error or fraudulent.

"As a consequence many investors in shares in mining companies lost a lot of money because companies went bankrupt as dishonest reports were produced at that time.

"The benefit to the client when he is dealing with a consultant who is part of MICA is that he knows that he is getting someone who is experienced and who is competent, because competency is a combination of your base qualification, professional development since you have



Mineral Industry Consultants Association Inc.

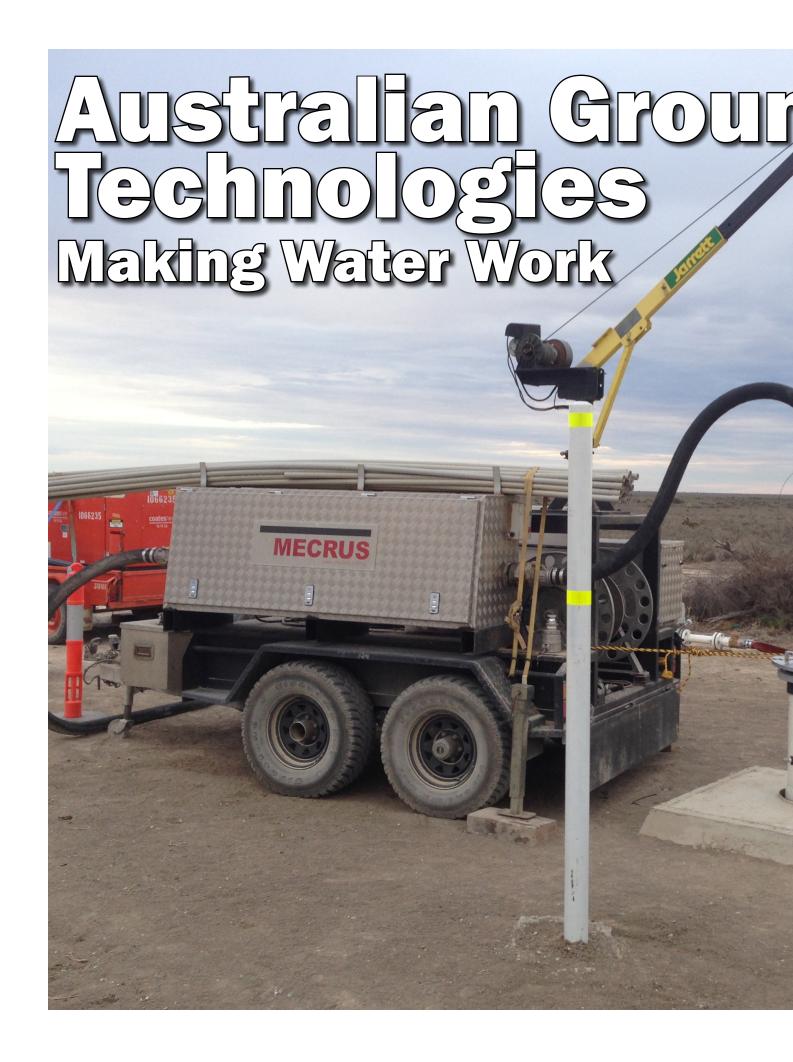
graduated and the experience that you have gained since you graduated.

"That is an incentive for people to join MICA because a member can say that I am a competent person in this particular field of expertise."

Data issued by the Australian Bureau of Statistics and the Department of Industry and Science states that the total value of mineral exports including LNG and oil last year was \$195 billion. The sector has huge potential and the role of institutions like MICA can only grow.

But falling commodity prices have had an impact on the level of activity in the minerals and mining sector in the country. Members of MICA have been affected along with the rest of the industry. Many large companies have cut back on all sorts of expenditure including their budgets for exploration and the development of new projects. Expansion of brownfield projects have also been curtailed in an attempt to conserve cash. All these factors have resulted in a situation where the majority of consultants have extended periods when they do not have adequate work.

MICA However. members. most because of their experience and standing in their respective fields of expertise, have not experienced any dearth of work. Their services are in demand across the world and the work done by them is highly valued and held in the highest esteem. As the membership of MICA expands, especially with the enrolment members who are not based in Australia, it is expected that the activities of the association will take on an even greater impetus and provide the senior consulting community with inputs to enable them to continue to perform their role to the highest professional standards.





AT A GLANCE

WHO: Australian Groundwater Technologies WHAT: AGT provides integrated water management solutions for agriculture and mining as well as industrial and commercial applications across Australia' WHERE: Adelaide SA 5001, Australia WEBSITE: http://www.agwt.com.au/

In the year 2000, a small group of hydrogeologists who were specialists in Managed Aquifer Recharge set up Australian Groundwater Technologies. The company was established to provide solutions for urban water resources management, catchment water resource management and water management for the mining industry. In 2004, the company was bought out by MECRUS which is now the parent company of Australian Groundwater Technologies. MECRUS is an asset management company which specialises in asset management for the agricultural, mining and water utility sectors.

Australian Groundwater Technologies is a specialist in Managed Aquifer Recharge (MAR). This technology allows high quality water to be stored underground in suitable aquifers during periods of low demand or





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excess supply. The water can then be withdrawn when it is required. Traditionally MAR was applied across South Australia in the metropolitan areas where stormwater was harvested, treated and reinjected underground into the aquifer to store the water until the time it was needed.

In the last five years this technology has been applied in the mining industry. This process is used when

mining results in high groundwater inflows which exceed the required amount needed for the processing activity. This excess water is reinjected back aquifer the into from which it came using a MAR scheme.

management through MAR is done, an investigation is conducted.

This is done by drilling a number of investigation bores which are tested to help provide information about the characteristics of the aquifer such as its permeability to determine the rate at which groundwater will flow through it. A number of tools including groundwater numerical modelling are used, which help predict the rate of

We have a reputation for being specialists in MAR

In the past mines would pump water out and evaporate it off to get rid of it. But this is not done now as excess water generated in mining operations is no longer considered a waste product. Mining companies look to specialists like Australian Groundwater Technologies to develop a MAR scheme to deal with the excess mine water. Before water

ground water inflows or how an aquifer might respond to water supply.

Australian Groundwater Technologies has developed over 60 MAR schemes and it is regularly approached by mining companies who require a knowledgeable and experienced consultant in this area.

Jason van den Akker, Principal

Australian Groundwater Technologies



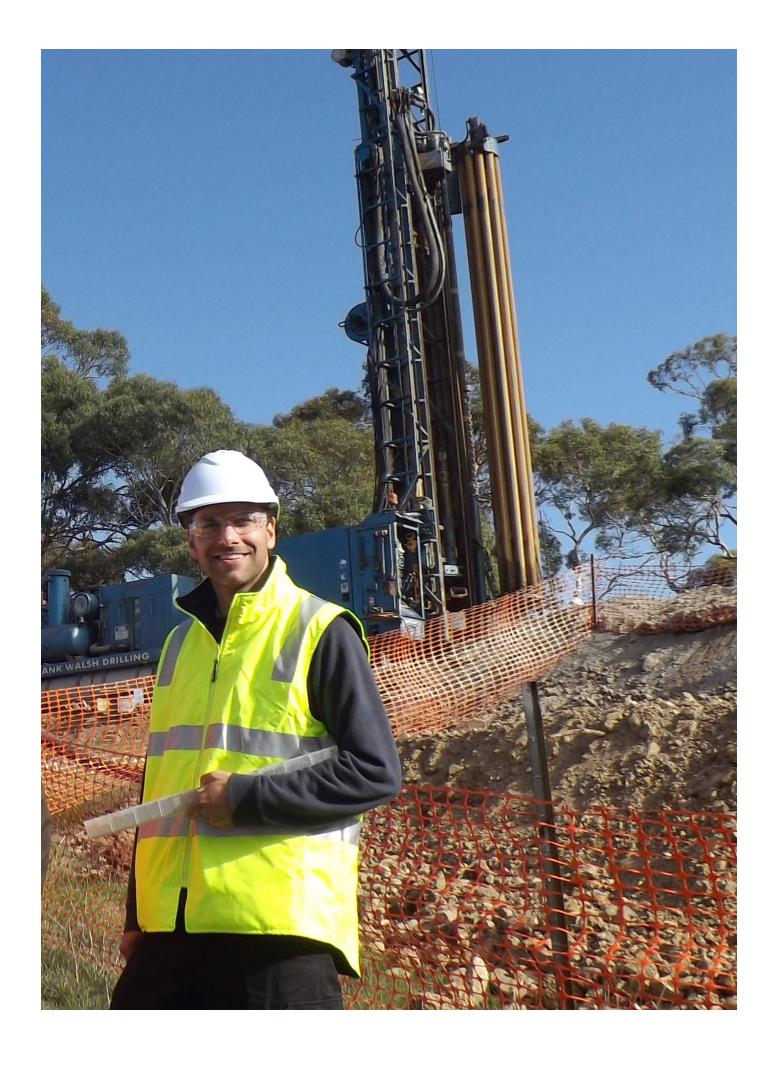
Hydrogeologist of Australian Groundwater Technologies speaks about the range of services provided by the company, "We are purely a consulting company for specialised groundwater management. We provide a full range of services for mining water management and a mining company can come to us for dewatering of the mine, water supply and impact assessment.

"Otherwise the mining company may need to approach three different consultants. Most companies approach us because they have heard of us. We do not do traditional advertising. We have a reputation for being specialists in MAR. We also team up with other like-minded consulting companies and gain exposure to their client base and work on referrals from them.

"In the past a lot of our work has been focussed on the design and implementation of MAR schemes. I thinkastimegoeson weare now looking into investing in the monitoring and management of established schemes. Our parent company MECRUS is an asset management company so we are looking more towards the operation and maintenance side of existing schemes and implementing preventive maintenance programs."

Australian Groundwater Technologies is active in groundwater research and technology development. It provides a range of services to MAR scheme owners. These services include management, operation and maintenance of the scheme. The company also conducts water quality sampling, data review and regulatory compliance reporting.

In a recent assignment, Australian Groundwater Technologies carried out a preliminary site investigation at the Morphettville Racecourse.





It then designed and supervised a stormwater harvesting, treatment scheme to and reuse provide irrigation quality water for the Racecourse. Morphettville In addition to this, up to 600 ML/year of urban runoff is harvested from adjacent stormwater drain. an The company currently manages on behalf of the this scheme racecourse.

Over the last three to four Australian Groundwater years Technologies has worked on about 30 different mining projects, many of which are still at the approval stage. These projects involve mine dewatering, groundwater supply and MAR. Almost a third of the projects involve mines looking for better ways to manage water and aquifer recharge.



Australian Groundwater Technologies is widely known for its technical excellence and innovative solutions. The company has carved out a niche for itself in the groundwater management area. As a 100% subsidiary of MECRUS it forms the nucleus of the MECRUS group's water services business. Its expertise in MAR technology is widely recognised and the company's prospects are

very bright as increasing government regulations and public awareness about groundwater resources will increase the demand for its services.

<u>Preferred Vendor:</u>

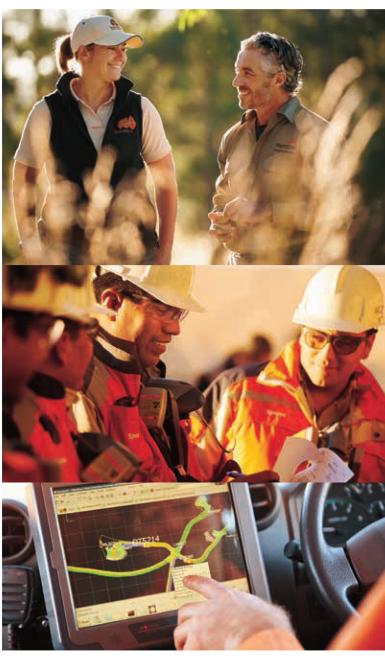
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New company to be named South32



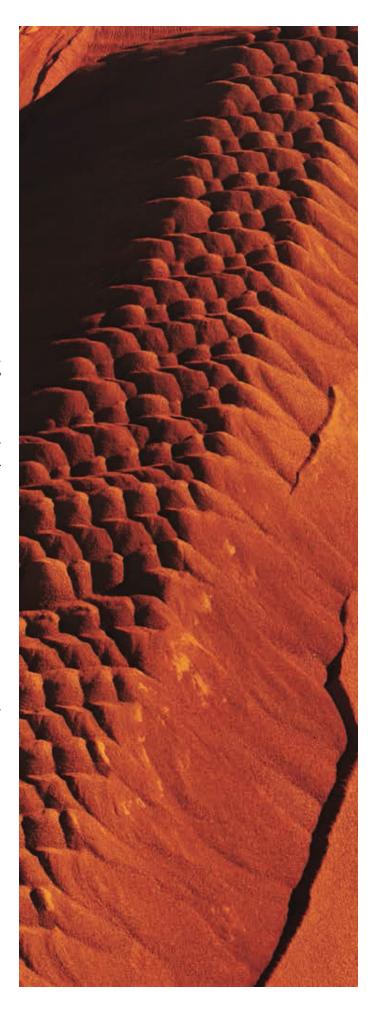


The new company BHP Billiton intends to create through its proposed demerger will be called South32.

The majority of South32's selected assets are located in the southern hemisphere with its two regional centers – Australia and South Africa – linked by the 32nd parallel south line of latitude. The company's name represents this footprint and its regional approach to managing its operations.

Graham Kerr, chief executive officer elect of South 32, said "The naming of South32 is a major step in the setup of our company. Our heritage and the places in which we operate are an important part of our identity. While South32 is grounded in the southern hemisphere, we will retain our global reach and ambition as we seek to exceed the expectations of a global shareholder base. The diversity of our employees, commodities, customers and communities will give the new company great strength, which is represented by the woven pattern of our logo.

"Many of our assets are among the most attractive in their respective commodities and all have benefited from BHP Billiton's structured







approach to improving safety and performance. As we move to a regional model and develop a fit-for-purpose strategy, we have the potential to further improve performance. This would enable South32's assets to reach their full potential and benefit our shareholders, employees and communities."

Kerr said that a wide range of options had been considered when selecting a name for the company, including suggestions from employees across BHP Billiton.

"As we continue to build South32 we are keen to ensure the views of our people are woven through the foundations of the company," he said. "I am proud to say that a suggestion from one of the new company's employees was the basis for the name we have selected as our identity.

"The demerger remains on track to be completed in the first half of the 2015 calendar year. Following the recent announcement of additional members of our experienced and high caliber senior executive team and the third party approvals already achieved at this stage, we are progressing well against plan."

South32's head office will be in Perth, Australia, with a regional head office and global shared services

center located in Johannesburg. South Africa. South32 would be an Australian incorporated company but. reflecting a global shareholder base. is intended to have a primary listing on the Australian Securities Exchange, а secondarylistingon the Johannesburg Stock Exchange and standard а listing in London.





A final board decision on the proposed demerger will be made once all necessary third party approvals are secured on satisfactory terms. On this basis, BHP Billiton expects to release all shareholder documentation with full details of the proposed demerger in March 2015, with a shareholder vote taking place in May.

One Billion Tons to China

BHP Billiton celebrated the shipment of its one billionth ton of iron ore to China with customers, industrial associations, joint venture partners, suppliers and employees in Shanghai.

BHP Billiton's chief executive officer, Andrew Mackenzie, was joined by President (Iron Ore) Jimmy Wilson, President (HSE, Marketing and Technology) Mike Henry, President (Coal) Dean Dalla Valle and guests to reveal a commemorative plaque to mark the milestone.

Mackenzie said BHP Billiton, a leading global resources company, was proud to contribute to the important trading relationship between China and Australia and to the country's steel industry.











"China is of immense importance to BHP Billiton and to Australia." he said.

"We always strive to develop closer ties with China and contribute to its development by providing longterm. reliable and high-quality products at a transparent market price. BHP Billiton is very proud of the role it has helped play in China's remarkable economic and urban growth through the trade in iron ore and other commodities. The rate of this growth, and the demand for iron ore, has been unprecedented.

"It took nearly 30 years for BHP Billiton to ship 100 million tons of iron ore to China and then only 12 more years to reach the one billion ton milestone."

Also speaking at the celebration event, Henry acknowledged China's extraordinary development the past two decades and the transformational role the country's demand had played in the global iron ore market.

"Thanks to China's tremendous achievements in manufacturing and steelmaking, part of the iron ore we export comes back to Australia as high-quality infrastructure and equipment," he said. "The resources industry now relies on bulk materials handling machines, transportable buildings and rolling stock made in China."

BHP Billiton's iron ore journey with China started more than 40 years



ago with the first shipment of iron ore from Port Hedland to China in 1973.

"The relationship between BHP Billiton and China has evolved beyond the two-way trade in raw materials and industrial products with the launch of the physical iron ore transaction platforms in China and Singapore in partnership with steel mills, traders and producers," Henry said.

With China accounting for nearly 50 per cent of the world's total steel production, Wilson recognized the nation's contribution to the development of the Pilbara in Western Australia.

"Chinese demand growth has supported a trebling of BHP Billiton's iron ore production over the last two decades," he said.

"We are grateful for our longmutually beneficial and term partnership with China. Our iron ore has played a part in the country's development, and in turn China's rapid growth has transformed the Pilbara iron ore mining industry to the benefit of Australia. Over the past decade, we have invested US\$25 billion in our Western Australian mines, rail and port infrastructure to deliver the high-quality iron ore needed by our steel-making customers in China."



Working Towards the Growth of **Australia's Cities**

The Economist, one of the most respected news magazines, lists four Australian cities amongst the top 10 in the world. The ranking is based on 30 factors spread across five areas: stability, infrastructure, education, healthcare and environment. Melbourne achieves first rank and Adelaide, Sydney and Perth are placed fifth, seventh and ninth, respectively.

An institution that has been intimately involved with urban development in the country since 1962, The Urban Development Institute of Australia (UDIA), must be immensely satisfied with the recognition earned by the nation's cities at an international level.

UDIA has been at the forefront of helping to win recognition for land development as a major component of the economy for the last 53 years. The Institute was established by Bruce McDonald, who was a senior parliamentarian in New South Wales. It was originally based in Sydney but is currently headquartered in Canberra so that it can devote its energies to working on raising issues with the Federal Government to ensure the advancement of the urban development industry in Australia.

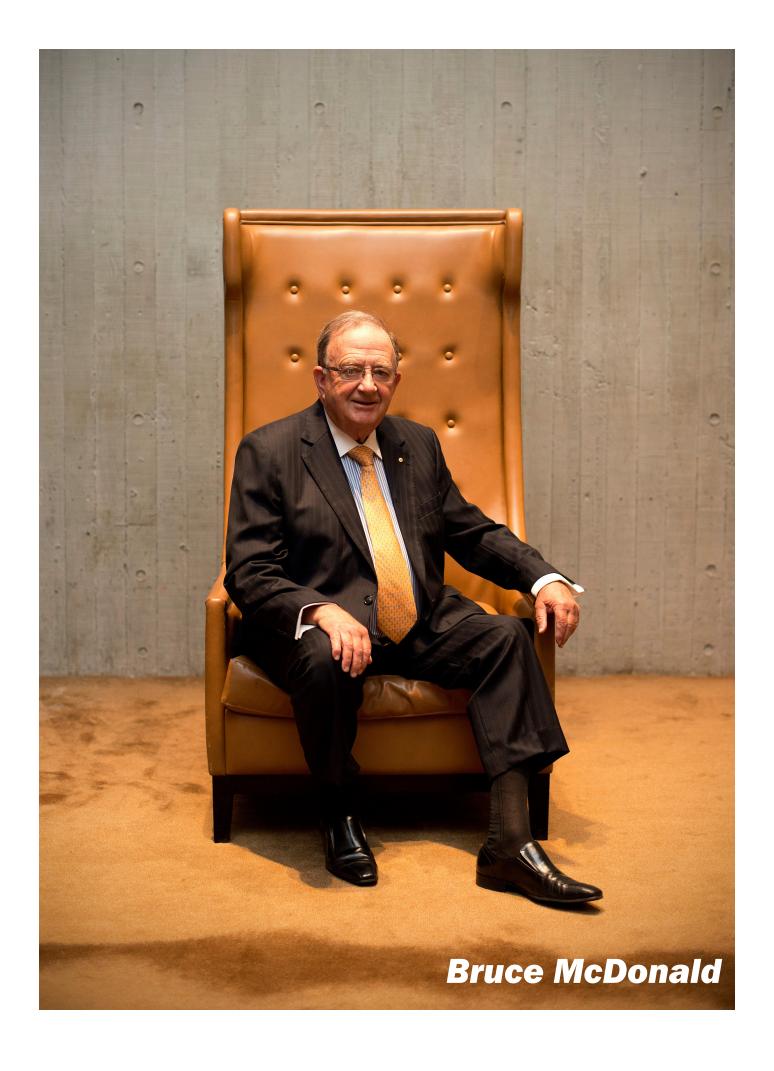
There are state based chapters of UDIA which function at a local level to drive

policy initiatives for the promotion of the urban development industry. UDIA, New South Wales, is one of the major state bodies and its chief executive officer, Stephen Albin, explained that amongst the most important functions of UDIA is the role it plays to act as a catalyst for urban development activities by connecting key industry leaders and organisations.

The Institute has a very broad based membership and counts amongst them developers, financiers, builders, suppliers, architects, contractors, engineers, consultants, academics and state and local government bodies. In fact, practically each and every component of the urban development industry is amply represented within UDIA.

The Institute serves as a common platform and provides an opportunity for interaction amongst its members. The networking which takes place at events organised by UDIA has played an important role in the country's urban developmental activities.

Speaking about this aspect of the Institute's role, Stephen Albin says, "We have approximately 550 member-companies. About 10,000 people attend our events in New South Wales alone and they range



from major development companies to one-man operations. The big companies need the one-man operations because one day the big companies might buy them and the one-man companies need the big ones because they can see what sort of activity is taking place in the market.

"We made a conscious decision to have a broad membership and not just have massive companies but to get that right mix.

"There is a company called Greenfields Property Development, who are developing the biggest ever project in New South Wales. Twenty years ago, Tony Perich, who is the owner, was a farmer. Now he is major developer. He met Laurie Rose two decades ago at one of our functions. Laurie's been doing Tony's work ever since. They are great business partners and this goes to show how a simple meeting at an event can create a lot of synergies and some good business relationships."

The UDIA is a common voice for the urban development industry. It regularly takes up causes which will serve to promote efficient development and advises the federal government on the steps that are required to be taken. One of the issues being championed

by UDIA is the need to shift away from inefficient taxes such as stamp duty and the requirement for developers to pay substantial amounts as initial development fees.

The Institute has made a detailed submission to the government describing how the inefficient tax system is proving to be detrimental to economic growth and prosperity. It has made the case that the imposition of stamp duty results in reduced labour mobility and productivity by tying down people to a particular location. Inefficient taxes also result in the reduction of new housing projects thereby leading to an increase in the prices of existing residential units.

A strong argument has been made for replacing these inefficient levies with GST and taxes on the value of land, which are considered a vastly better option and which would result in increasing the pool of housing available over a period of time.

The National President of UDIA, Mr. Cameron Shephard has urged the government to take up this important issue, "A great deal of Australia's economic potential is being held back and squandered by a tax system that has failed to keep up with the times. Phasing out stamp duty in favour of a broader based GST, and broad based

lower rate land taxes could deliver real dividends for economic growth and productivity, and housing affordability and supply."

Another issue that UDIA has been consistently taking up with the federal government is the need to strengthen the country's infrastructure so that it can continue to cater to the growing population. The recently issued Australian Infrastructure Audit Report states that the country's population is expected to grow from 22.3 million in 2011 to 30.5 million in 2031.

Australia's population growth is the fourth fastest amongst OECD countries and if only those OECD countries with a population over 10 million are considered, it is the country with the highest rate of population increase. The four cities of Sydney, Melbourne, Brisbane and Perth are expected to grow by 5.8 million, increasing their population from 12.8 million in 2011 to 18.6 million in 2013.

While this population growth is required for the economy to expand, it is essential that urban infrastructure keep pace so that the quality of life in Australian cities is maintained. The UDIA has specifically raised the issue of providing adequate transport facilities in the country's cities. The Australian

Infrastructure report states that this key area can prove to be a significant bottleneck in the development and growth of the country's economy.

The report points out that in 2011 the cost of delays on roads in the six largest capital cities was to the tune of \$13.7 billion. If adequate steps are not taken it is expected that the cost of delays could escalate to \$53.3 billion by 2031. It is also expected that the demand for public transport will double by 2031.

In these circumstances, it is imperative that the government take up infrastructure projects to prevent Australian cities from slipping into a situation where public services and infrastructure are not at developed-country levels.

A third issue which UDIA has been raising with the federal government is regarding the affordability of housing in Australia's cites. The Institute has pointed out that over the years the increase in the cost of housing has greatly exceeded increases in income. This has resulted in taking housing out of the reach of not only low income households, but putting many middle income households under great financial strain as well.



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The UDIA has conveyed to the federal and state governments, that as the supply of housing has been restricted, it has put an upward pressure on prices of the available housing stock in the country. There is a need to address the basic issues which have resulted in the inadequate number of new housing projects. These have been identified by UDIA as high and inefficient taxes and charges on new housing, low investment in urban infrastructure, and excessive regulations and red tape.

Apart from these three issues, the Institute takes up a number of other causes which are of the greatest for the development importance of Australia's urban infrastructure. Referring to the role played by UDIA, Stephen Albin says, "We are not lobbyists, we are actually about making sure that government is implementing sensible public policy and it is becoming more and more important because there is a large volume of legislation and policies that are being enacted by government and the industry needs someone to play this role".

Additionally, one of the most important roles played by UDIA is to enable its members to exchange information amongst themselves. It does this by organising a number of events where

members from diverse backgrounds, but having a common interest in the development of urban infrastructure, come together to exchange ideas and network. Such interactions can lead to great synergies and work towards boosting the pace of the country's urban development.

The 2014-15 State of Australian Cities Report points out that 75% of the country's population lives in its 20 largest cities. Cities account for the majority of jobs and a large part of the country's economic output. Unless adequate focus is maintained on developing urban infrastructure, it will not be possible for Australia to keep up its rate of economic growth and increase the prosperity and wellbeing of its people.

Australia's cities enjoy a well-deserved reputation for being amongst the finest in the world and providing their residents amenities that are unmatched even in many of the most developed countries. However, with the rapid growth of the country's population there is a chance that Australia's cities could see a deterioration in their infrastructure. UDIA has been playing a significant role in ensuring that urban infrastructure grows to meet the needs of the expanding population.



AT A GLANCE

WHO: Onesector Pty Ltd

WHAT: Evolving from humble beginnings, they contribute the success to establishing and upholding a superior reputation based on continuous quality improvement.

WHERE: QLD 4220, Australia

WEBSITE: http://onesector.com.au/

Some of the most successful businesses today have survived and even thrived in tough economic conditions. The ability to innovate, market and diversify helped companies like Proctor and Gamble, Motorola and Hewlett Packard to become market leaders, despite the circumstances. One Sector PTY is one of those companies who have followed suit. Managing Director



Nick Ray says the Great Financial Crisis (GFC) caused him to strongly reconsider his company's position in the market.

"Different industries get hit harder than others, so if you set yourself off into just one industry you run the risk of running out of work. When it began in 2008, we went down to two or three staff to get by. I saw it as a chance to broaden our horizons. The GFC really made it hit home that diversification really was key to the future approach to developing a building company. So it was that time where we started expanding those sides of the company."

Prior the recent expansion, Onesector operated primarily as a trailer type builder. Based on the Gold Coast, Nick Ray is a third generation builder, his grandfather Ronald Ray built some of the first factories on the Gold Coast. Nick's father Michael Ray continued in his grandfather's footsteps as a licensed builder, successfully completing а large number of industrial, commercial and residential projects while guiding Nick through his apprenticeship. Fifteen years ago, Nick stepped out on his own as a licensed builder and is now the Managing Director of Onesector Pty Ltd.

"During the early days of Onesector's trading, we were very hands on, doing our own carpentry, concreting works and so on. You can only grow so much when you are doing it like that. It has been the last three years that we've really been pushing upwards and growing the organisation and structure; rather than just being a trailer type builder."



As the economy began to recover, Onesector experienced substantial growth. Today they work on industrial, residential. commercial and civil projects. In 2014 they completed multiple townhouse projects, opening new opportunities to continue with multi residential and medium rise buildings. Onesector has employed highly experienced Project Managers, Contract Administrators and Site personnel to ensure that quality, safety and smooth running of all projects is achieved on time and on budget.

Total revenue has gone from \$2 million per annum to \$30 million in

three years. Following a recent QBCC review based on financial information and Net Tangible Assets, Onesector's builders' license maximum revenue has been increased to \$59,000,000 to accommodate forecasting growth.

With such large scale building projects they subcontract the various trades. Ray says they still maintain trade workers for certain niches though.

Onesector has multiple projects running at once. Most of their work is based in and around the Gold Coast. Occasionally they have done some work for clients in other parts



of Queensland such as Harvey Bay, Bundaberg, Mackay and Newcastle.

The company has earned a very strong name for itself in the industrial building sector. The feedback has been very positive, especially with the rapid growth which has taken place in the last three years. A lot of clients are referred through word of mouth, which has been built on a solid customer service foundation. New customers have been impressed with the ease of working through a project

Completing projects ahead of schedule and a personal touch goes

a long way in securing the company lots of new work.

"We've got 100 clients, I could have a beer with 99 of them. We make sure every client comes out at the end of the day with a smile on their face. We put in extras on the job. They always get more than what is in their contract. It's just something I was taught in how to manage projects."

Hiring the right people also goes a long way. The staff numbers are continuing to grow and it is becoming more important to create the right culture.

with Onesector.



"When you hire someone, personality and morals are very important, almost as important as experience. Our aim is to have a diverse and cohesive team that respects our clients, company values and each other. In addition to experience and references, part of our recruiting process is to ensure the applicant will fit in and be capable of working in that team and systems. Onesector has implemented some of the latest systems to assist with the running of multiple sites and project teams and to track and monitor safety records, job costs and contracts."

Ultimately, Nick Ray hopes that the company is soon able to secure contracts for medium rise buildings (up to ten storeys high). Ray is mindful that growth does have an influence on the company's nature and capabilities.

"As you grow you lose your personal touch. You have different levels of management and you're relying on other people to be the face of your company. I ingrained that each staff member that our delivery should be the same as it would be if I did it myself."



With over 20 years experience in Earthmoving on the Gold Coast, Coastal Tipper Hire is a locally owned family business providing customer service second to none.



Coastal Tipper Hire services customers locally as well as Brisbane, Southside, Ipswich and as far north as Northlakes and as far south as Pottsville and surrounding areas in Northern New South Wales.

We specialize in Truck Hire, Bobcat and Excavator Hire and carting of building materials suitable for all trades associated with the Earthmoving world.

At Coastal Tipper Hire, customers are the most important people in the company. Hands on management coupled with the business ethic they have built and maintained within the company, confirm that they are here to support and grown with their customers. Coastal Tipper Hire work together with their customers to ensure that the service they provide is in keeping with their customers expectations and needs.



One project won them an award at the Master Builders Gold Coast Housing & Constructions. It was a trophy for refurbishment and renovation on a project above \$2 million down in Burleigh Heads last year. This year they hope to add to the trophy wall, entering another three categories with projects due for completion in 2015.

International speaker and business coach Tony Robbins says innovation and marketing are the key driving forces behind any successful business. As Onesector moves towards new horizons, they aim to continue improving.

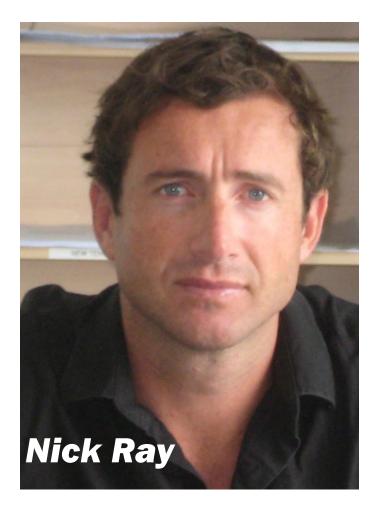
"We're excited when we get our first

run to show the market what we can do; hopefully we can grow into bigger and greater things."

Nick Ray's replies to some our questions reveal the secret of the company's success:

Who are some people you work with?

"Gold Coast Roofing. Know them well and have done for many years. Central Engineering, a steel company we've been using for fifteen years. All subcontractors have to quote against other contractors to win the work. Our aim is to have three quotes for each



trade. When awarding a contract we go on price, availability, capability and quality."

How has your company been impacted by sustainability and environmental requirements for projects?

"More often than not our projects will come with documented drawings. Where we see possibilities, we will suggest environmentally friendly ways. The challenge is that all the clients are often working to a budget on a commercial level, so you can only suggest ways to be more sustainable, like LED lighting and solar panels. And

hopefully they take it, if they don't you just have to work within council requirements."

How long would it take you to complete a project?

"One thing which I didn't mention earlier on. The reason we win a lot of work is because customers love it when you push a job out quickly. It makes everybody's life easier. We discuss construction programs throughout contract meetings to work with the clients expectations and requirements, we always aim to complete ahead of schedule where possible as it's always in the best interest for the client and Onesector."

Is it quite a competitive industry?

"It's very competitive at the moment, however, we are at a stage where our overheads are low and our work output is maximised for the amount of staff we have. We have been successful in over 85% of jobs tendered in the last 2 years so that's testament to the tight ship we are running.

Preferred Vendor

Coastal Tipper Hire:

www.coastaltipperhire.com.au



AT A GLANCE

WHO: Universal Constructions

WHAT: Universal Constructions offers a comprehensive service including all aspects of the building construction industry to meet their clients' requirements.

WHERE: WA 6017, Australia

WEBSITE: universalconstructions.com.au

Business View Australia - August 2015

Universal Constructions is a reputed and established construction company in Western Australia. It was set up by Mac Mitchell in 1952, and for the last 63 years the company has been executing general industrial and commercial construction projects.

The company made its start by building houses, service stations, cold stores and abattoirs in Western



Australia. Although the number of projects was initially small, it earned a reputation as a reliable and efficient building contractor.

In 1963, John Mitchell joined his father's construction company and is currently the sole owner and working Managing Director.

Soon Universal Constructions

expanded its range of activities and started taking up building contracts in many sectors. The company also increased its geographic coverage and expanded into the Northern territory, South Australia and also into other parts of Western Australia.

Over the years, the company has built a reputation for excellence, and its services are in great demand,



always delivers excellent as quality. It has completed projects in a wide variety of sectors, and has developed an expertise in building aged care facilities, accommodation for students. council and civic buildings, sporting and recreational facilities, educational projects, office developments, hospitals, medical facilities and civil engineering.

As the company's business increased, its reputation also grew. Its consistent record of meeting commitments and delivering high quality construction led to more building assignments.

A large portion of the Universal Constructions' projects are for the state government. Speaking about the company's involvement in this sector, John Mitchell says, "Sixty percent of our work is with the state government in Western Australia. All the projects that we have done over the last 40 or 50 years have been on time and within the budget".

"Our customers come back to us because we meet our commitments. Completion on time is very important, especially when you are finishing schools. The children have to be in by a certain date and we must make sure that the projects are finished for them to start the new school year."

Constructions has also Universal number of unique completed а projects. Notable amongst these are a Biodiversity Science Centre, the Pinnaroo Crematorium and Chapel complex, Prison and Detention Juveniles. East Centre for the

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Savannah exhibit at the Perth Zoo and the complete facilities for SAS at Swanbourne Western Australia.

Universal Constructions, which started with a staff of about 6, currently has 19 permanent employees. Many of them have been with the company for over 10 years and have a lot of experience and knowledge in the construction industry.

The company has a culture of ensuring that each employee gains adequate job satisfaction in addition to monetary rewards. This philosophy has served it well, year after year. Motivated and happy employees have contributed to completing high quality commercial, industrial and residential projects.

Some other projects completed by the company include commercial and office buildings, group housing, municipal complexes, hotels, airport facilities, defence projects for the army and air force, telecom exchanges and libraries.

Universal Constructions has successfully completed a weather



station at Scott Reef in the Indian Ocean, and a complete township for the mining community at Paraburdoo.

Each of the company's executives has been involved as a Principal in the conceptualization, planning, budgeting and execution of a number of major government and private projects. This has resulted in Universal Constructions developing a pool of extremely talented employees.

To ensure that the work at site is progressing as planned, the company has a system with its construction manager of liaising with each site on a daily basis. If there is an issue that needs to be resolved, he visits the site and finds a suitable solution. This practice has served Universal Constructions well, as it helps to keep the channels of communication between head office and the site open.

Universal Constructions has forged equally strong bonds with its sub-contractors. They are an essential part of the company's success story. It is essential to know the strength of each sub-contractor and use this



knowledge to select the appropriate one for a particular project.

While sub-contractors play role essential in Universal an Constructions' operations, reliable and high quality suppliers are equally important. Speaking about this aspect of the construction business, John Mitchell says, "In Western Australia we do a lot of buildings with bricks. There are three major suppliers in Western Australia and you have to be make sure there is a close relationship to ensure supplies meet the programmes."

having In addition to highly experienced and qualified employees Universal Constructions is a member of the Master Builders Association of Western Australia and over the years has won many construction awards, It is currently working to attain AS4801 the Australian Standard for occupational health and safety, and in connection with this, each of the company's current projects is undergoes a monthly external audit.

The company strictly adheres to the Western Australia State Code of Practice for the Building Industry. It



operates, reviews and maintains its own quality assurance systems and is registered with the state Building Management Authority as a Level 4 Complex Contractor. This qualifies for contracts with the State of Western Australia, up to a value of \$40 million.

There are very few companies Australia which Western have consistently shown such a high level of performance in successfully executing private state government and construction projects. Universal Constructions' achievements especially noteworthy, as the company has met the customer's expectations in every contract that it has taken up.

Currently Universal Constructions is working on several projects totalling in value to about \$40 million. These include the Mundaring Christian College, Annie's Landing Primary School, Harrisdale Primary School and St. Mary's Anglician Girls' School – Library Undercroft.

Universal Constructions is one of the oldest and most well-known building contractor in Western Australia. Its Managing Director, John Mitchell. commands great respect in the construction industry and is a past President of The Master Builders. Western Australia. He is a Registered Building Contractor and his vast experience and knowledge of a wide range of projects has made Universal Constructions a highly sought after company by people who want their projects completed in a flawless and professional manner.

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