

AUSTRALIA'S ECONOMY PICKING UP STEAM GROWTH STORIES FROM ACROSS THE COUNTRY

TLC Aged Care City of Bayswater

Versace Timbers

Bremtec





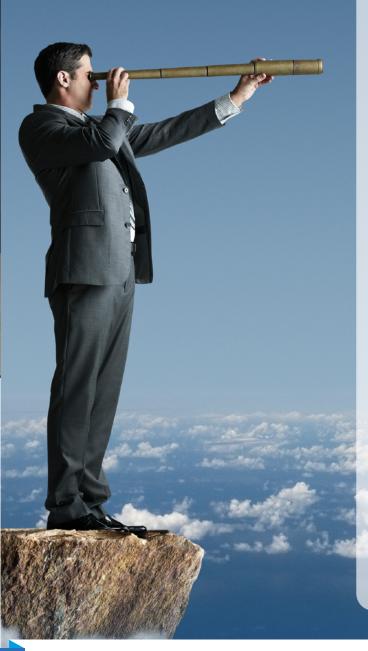
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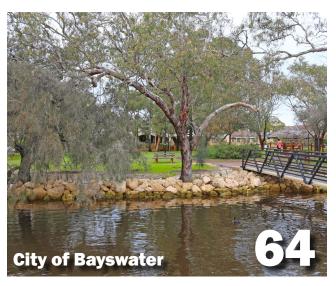
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MASTER BUILDERS

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 Forest Products Association is the peak national industry body representing the resources, processing, and pulp and paper industries covering the forest products value chain. Local Government Association of Tasmania (LGAT) is the voice of Local Government to other governments, interested stakeholders and the wider community to protect the interests and rights of councils, to promote the efficient operation of Local Government and to foster strategic and beneficial relationships.

The pre-eminent body representing the interests of over 100,000 retail motor trades businesses which employ over 308,000 people and have an aggregated annual turnover in excess of +\$208 billion is the Motor Trades Association of Australia. The Supply Chain & Logistics Association of Australia (SCLAA) is Australia's largest association for Supply Chain and Logistics professionals and practitioners working in SME's through to large Corporates.

Our current issue carries stories about Tasmanian Infrastructure mentioning Break O'Day Council, Central Coast Council, Southern Midlands Council, Glenorchy City Council and Kingborough Council. They are outstanding examples of modern and forward-looking municipal bodies that provide the highest possible level of service to their residents.

The issue also talks about the New South Wales Infrastructure writing on Port Stephens Council and Western Australian Infrastructure covering pages on City of Bayswater. They are providing world-class infrastructure and amenities to their people.

The aged care sector in the country is undergoing rapid expansion with a number of large companies expanding into this area. Our current issue features two well-established aged care residential organisations – Bene Aged Care and Cooinda Aged Care Centre providing the best aged care facilities which has been analysed in these sections of the magazine.

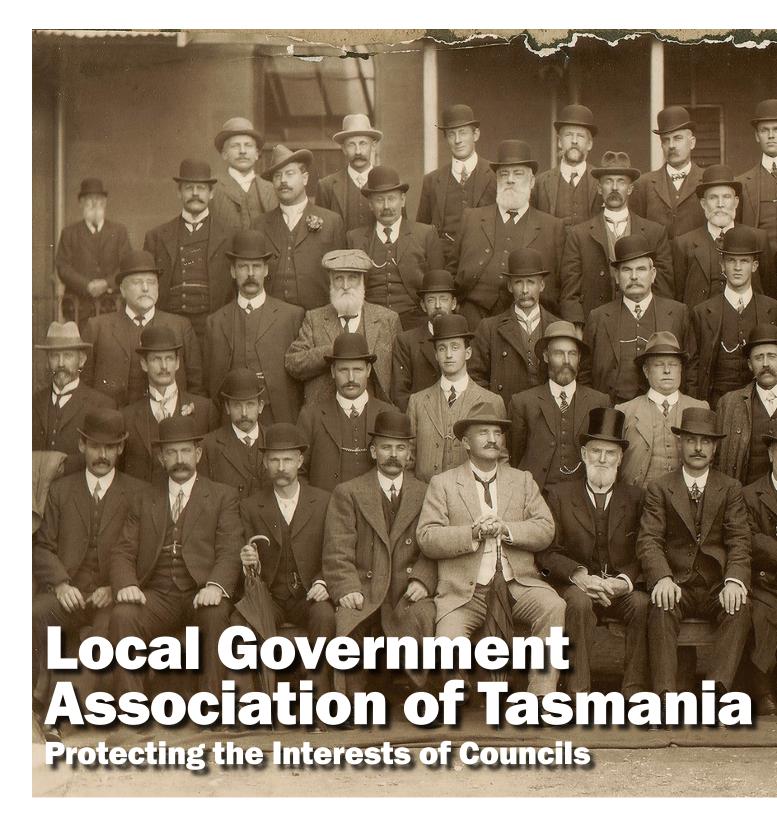
The healthcare industry has achieved a highest standards of excellence by having many advanced centres like the non-for-profit system as TLC Healthcare.

Australia has one of the highest density of franchising in the world. Houseproud Cleaning operating throughout Australia illustrates very aptly the reason why that the franchising industry in the country is so successful.

Our section on logistics companies has article on one of the renowned transportation company, Rocke Brothers. This issue we are also covering how Versace Timbers being a family owned and operated business located in Virginia, Queensland has built up a strong reputation for being a quality supplier of construction timber in its 60 years of existence and Bremtec, a company in the automotive industry that distributes brake pads, brake discs, brake wear sensors and brake accessories.

As always, we look forward to your feed-back and inputs.

James Schafer



The Local Government Association of Tasmania (LGAT) plays a key role in promoting the efficient administration and operation of the state's 29 Councils. It was established over a hundred years ago, in 1911. LGAT has a statutory role and its activities revolve around advocating for the

state's councils, working to improve their efficiency and providing services to councils.

Strategic direction to LGAT is provided by a General Management Committee of eight members who are elected by LGAT member coun-



cil representatives every two years. The committee comprises the popularly elected president, the Lord Mayor and six other members elected by regional groupings of councils.

Dr Katrena Stephenson, Chief Executive Officer, Local Government

Association of Tasmania, explains the association's role, "We really are the voice of local government in Tasmania. We undertake advocacy on a number of levels. At a state level, we work directly with bureaucrats on specific legislative or policy or project issues.

"But we also have in Tasmania, a Premier's Local Government Council which is a regular forum between the elected board of LGAT and the Premier and Minister for Local Government. It is something that was started under the previous government but has been maintained under the current Liberal government. It really is a very fortunate situation to be in as it gives us a very close dialogue with the government so that we can collectively tackle issues of concern."

As a means to give direction and focus to the LGAT's activities, a strategic plan is developed every five years by the General Management Committee in conjunction with the CEO and Secretariat. A critical function that the Association performs is that it serves as a link between the Commonwealth, Tasmanian State and Local Government on matters of policy, finance and legislation.

LGAT fulfils this role by consulting with the state's 29 councils and communicating with the different levels of government.



LGAT's role in the reform of councils

LGAT plays an active part in ensuring that the reforms proposed by the State or Federal governments are implemented in a manner that is fair to all. Currently, an important item on the State's reform agenda is improved efficiencies in the Local Government sector through the implementation of strategic resource sharing between councils and council amalgamations which would de-

liver economies of scale and scope.

Amalgamation of councils or even resource sharing will entail great changes to be incorporated by councils if they are to be implemented. The process of this change will be extremely complex and it is also bound to be time-consuming. LGAT has worked hard to ensure that councils have access to all the information that they need to take decisions regarding this reform.



The Association has provided councils with data on how this process has worked in other states and arranged for speakers with knowledge of the subject to educate councils on the issue.

The State Government is providing finance to councils to undertake feasibility studies to either implement strategic resource sharing models or to undertake voluntary mergers. Under this scheme, the government bears 50% of the cost of the study

and requires the councils to bear the remaining portion.

The current government has also started moving to a single planning scheme for the state in respect of land-use planning. This is a significant reform that will impact how councils and communities interact with the planning scheme.

LGAT has been involved at every stage of the planning reform process. The association has a representation on a government task force constituted for the purpose of determining the impact of this reform and how it can be best implemented. In addition to this, the LGAT successfully advocated for the establishment of a technical reference group provide advice on implementation practicalities. The Association also co-funded an expert local government planner to support the State Government reform team.

Financial viability of councils

LGAT has done extensive work on understanding the gap in capacity in councils in terms of how they are managing assets. After studying this matter in detail, the Association designed a programme to assist councils in addressing this issue. LGAT conducted a number of training programs on the subject to help councils upgrade their skills.



Federal funding was received to promote the skill of councils in managing assets and linking that to long-term financial planning. All the efforts that were taken by LGAT bore very positive results. Recently the Auditor-General issued a report in which it was declared that all Tasmanian councils are financially sustainable.

Referring to the Auditor-General's report, Clarence Mayor Doug Chipman who took over as the new president of the Local Government Association, Tasmania, in September 2015, said, "We have seen consistent improvement over the past few years and the Auditor-General has

found that all Tasmanian councils are financially viable. While there is still room for improvement in some areas, this is a great result.

"It reflects the strong emphasis councils have placed on financial and asset management. For the first time in nine years, the sector has a surplus. Councils continue to build on the improvements made under the Commonwealth funded Local Government Financial and Asset Reform Project which was managed by the Local Government Association of Tasmania.

"All councils want to ensure cost-effective and sustainable services,



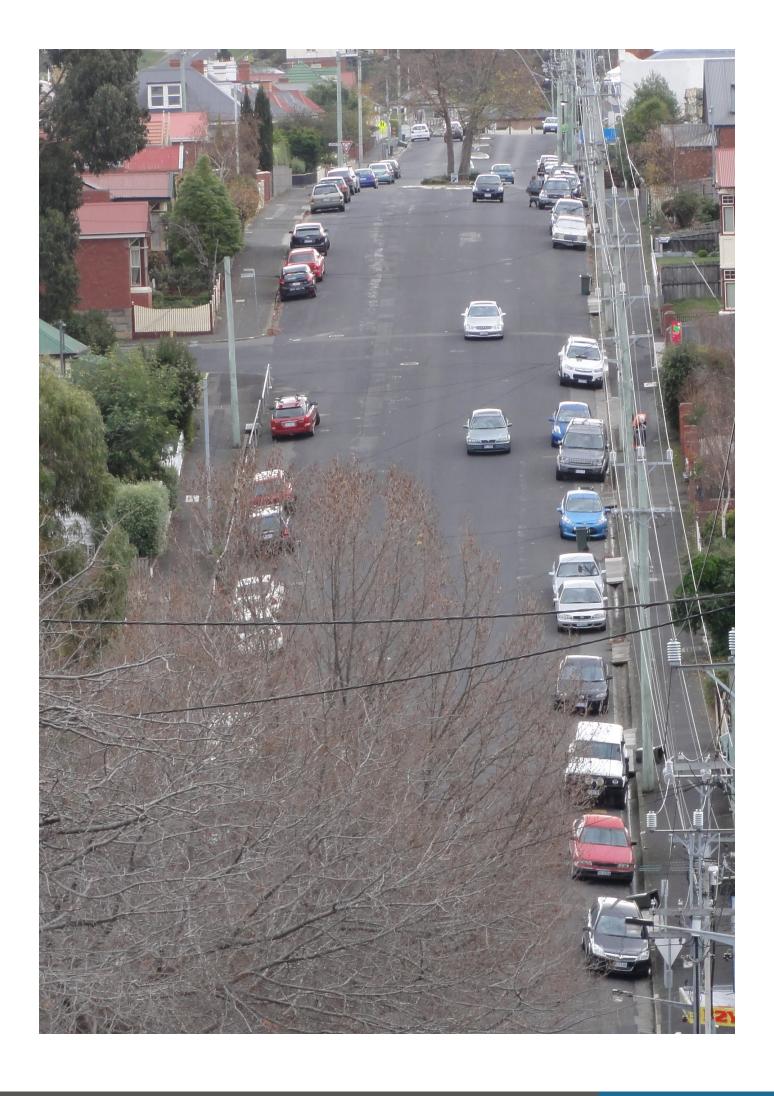
with no single generation wearing a disproportionate cost burden. LGAT will continue to support our members to implement best practice, long-term planning and financial management practices through the provision of tools and training."

Key benefits of being a member of the LGAT

Councils benefit immensely from being LGAT members. One of the principal advantages they enjoy is that their interests are represented to the State Government in a common voice. LGAT also speaks on behalf of councils to other government bodies and to other interest groups and the community.

Additionally, LGAT's General Management Committee, General Meetings, working groups, workshops and committees play an active role in developing and advocating on local government policies.

Another important function that the Association performs for its members is that it develops tools and resources that the whole sector can use. Councils do not need to duplicate this effort. As part of this function, the LGAT has developed a range of tools to help implement work, health and safety legislation. The Association has also developed





Local Government Association Tasmania

practice notes on the subject of financial and asset management.

LGAT offers a number of professional development opportunities to both elected members and officers. It has instituted a rolling program of development opportunities that address local government issues and functions.

In the recent past, the LGAT ran a forum for finance and asset officers around integrating financial and asset management and one on the implementation of the heavy vehicle regulations. Programs such as these are regularly held throughout the year.

Essential role played by LGAT

LGAT has provided great help and support to Tasmania's councils over the years. In addition to representing them at the State and Federal level, the association provides training to council staff and a host of resources to assist them in the performance of their functions.

The work that the association does assumes greater importance as the local government sector is undergoing important changes.

Mayor Doug Chipman sees a major role for the association in the days ahead. He said, "This is a time of significant proposed reform to the sector and I intend to ensure the voice of local government is heard clearly by those in power. I would like to see LGAT on the front foot in regards to issues such as planning reform, amalgamations, shared services and financial reform."



AT A GLANCE

WHO: Break O'Day Council
WHAT: Break O'Day Council is
responsible for ensuring that
adequate levels of infrastructural
facilities are provided in the area and
that these are well-maintained.

WHERE: TAS 7216

WEBSITE: bodc.tas.gov.au

Break O'Day Council is one of the largest local government areas in Tasmania, covering an area of 3,809 square kilometres on the state's pristine East Coast. The region has a number of prominent coastal towns including St Helens, Scamander, Falmouth, Four Mile Creek, Beaumaris, Stieglitz, Seymour, Ansons Bay and Binalong Bay.

The area is famous for the stunning



ing St Marys, Fingal, Mathinna, Mangana, Cornwall, Pyengana, Goshen and Weldborough. All popular destinations due to the access they grant to forest areas like St Columba Falls, the Blue Tier and parts of the Douglas Apsley National Park.

Break O'Day Council is responsible for ensuring that adequate levels of infrastructural facilities are provided in the area and that these are well-maintained. In this effort, Mayor Mick Tucker plays a pivotal role and his guidance and leadership have served to provide the region's residents with excellent facilities and a host of new projects.

Council ensures that each of the activities it undertakes help achieve its goal of utilising its resources in the best possible manner. Towards this end, Council has identified five key result areas that it monitors assiduously. These areas are community building, environment and planning, leadership and governance, economic development and asset management.

Residents of the region are engaged in tourism-related activities, agriculture, aquaculture, fishing, forestry and mining. Council has been successful in providing the right inputs and support to promote each of these activities within its area.

Some of the important projects that Council is currently engaged in or has completed are:

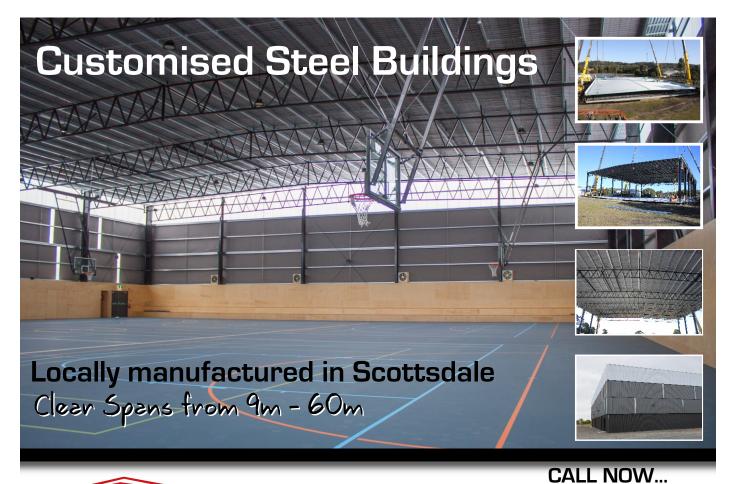
Bay of Fires Conservation Area, the Mount William National Park and is considered Tasmanian's Game Fishing Capital. The region's permanent population is about 6,500 which grows over the summer months to more than 13,000, revealing its popularity as a holiday destination.

There are a number of inland towns as well, with the most prominent be-

Bison Construction – Break O'Day Contractor

The St Helen's Sports Complex project was one of those projects that Bison had to have! Having been involved with the design since its inception, the Bison team worked hard to achieve the desired result - a large clear span building that was cost effective, yet architecturally attractive. Bison Constructions was chosen by AJR Construct to fabricate this superstructure, including the supply of all the cladding, flashings and rain water products.

Lifting the roof off the ground in one single lift with parapet walls and the box gutter in place, was completed with ease. This again demonstrates Bison's commitment to do as much as possible at ground level, making the build process safer, quicker and more economical. When your business next needs to build, be sure to contact the Bison team for innovative, quality, purpose-built construction solutions.



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Multi-purpose Stadium

This project has made excellent progress and is a state-of-the-art reimagining of the St Helens Sport and Recreation Ground. The new facility includes a surface suitable for international level games. The stadium has already been approved under the National Facilities Policy for Netball – Australian Government Sports Commission Version 01: July 2015.

Additionally, an endorsement was received from Netball Australia and Netball Tasmania for Intra-State games. The stadium's design incorporates several innovative features including indoor viewing facilities for outdoor courts.

Break O'Day Council's General Man-

ager, John Brown says, "It is a new building which also incorporates the refurbishment of an existing building. In terms of the stadium from a sporting perspective, it is being built to an excellent standard and we have incorporated a number of green aspects into the building.

"Apart from using LED lighting that is fully programmable and dimmable; the lighting system will have a huge range of functionality. Another aspect is the upper part of the stadium, which is translucent and it lets in a lot of natural light. This will lead to a substantial saving on energy costs especially as we have coupled this with the use of LEDs.

"We have received Federal and state government funding to the val-





ue of \$750,000 and so far Council has spent about \$1,250,000 from its cash reserves. We have developed a business plan and we are prepared to run the facility at a loss for about five years before we anticipate the project to become profitable."

The stadium can function as an evacuation centre or a convention centre and has stepped seating, ideal for community events. In fact, it is expected that the stadium will play a key role in the Break O'Day community and the multi-purpose focus was essential to maximise the future use of this strategic facility.

Speaking about Council's motivation for this project, Mayor Mick Tucker said, "High-quality community recreation and sporting facilities can offer direct benefits to a region's economy and were a key considera-

tion of councillors when considering this project."

Bridge replacement

Council has an ambitious on-going project to build concrete bridges in replacement of aging, existing timber structures. It has already converted 14 such bridges in eight districts at a cost exceeding \$3 million. The project envisages six more timber bridges will be replaced this year. The ultimate 10-year plan is to substitute concrete structures in place of all the existing bridges. This plan will be completed in alignment with the availability of external funding and existing revenue streams.

St Helens Barway

The barway coming in to Georges Bay at St Helens is notoriously difficult to navigate. The build-up of sand has resulted in a situation where at high tide





there is only clearance of 1.2 metres. Council has recognised that unless immediate action is taken, access to the harbour will continue to be difficult.

The treacherous navigation of the barway poses a real threat to human life. In December 2014, a man died in a boating incident when his vessel got caught in rough conditions when attempting to navigate the St Helens barway near Burns Bay.

The fishing vessels based in St Helens also face restricted access to the harbour because of the build-up of sand in the navigation channel at Pelican Point. Council has been working with Marine and Safety Tasmania (MAST) and has arrived at a solution to this intractable problem that has been plaguing St Helens harbour for many years.

The Council with input from MAST determined the best way to make the har-

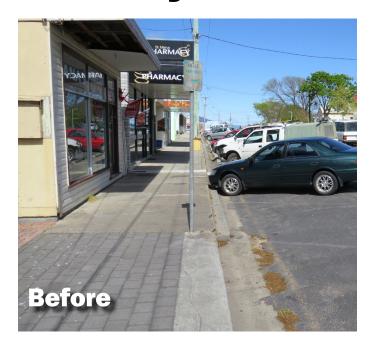
bour safe is to extend the existing retaining wall and build a groin at Pelican Point which will actively divert water through the channel and thereby mitigating sand build-up. Agitation work within the channel would also be required to remove some of the existing sand build-up. When this work is carried out, the viability of the fishing and tourism industries would be increased due to the easier and safer navigation of the barway into the St Helens Harbour.

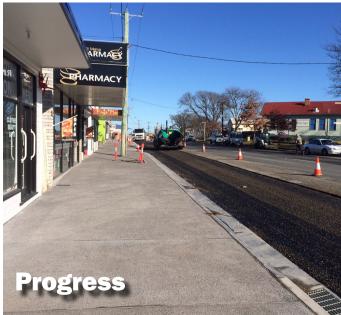
The \$2.3 million project will be financed jointly by MAST, the state government and Council. MAST have already earmarked \$850,000, the state government has added \$1.3 million in its last budget with Council putting up the remaining \$200,000.

Mountain bike trail

Break O'Day Council teamed up with Dorset Council to promote Stage 1 of

St Mary's Street Scape







the Blue Derby Mountain Bike (MTB) project which received Federal Government funding of \$2.5 million. Now, the Break O'Day Council (in conjunction with Dorset Council) is actively seeking \$3.1 million in funding for the development of Stage 2. Planning approval for the Blue Tier component of the project was received by Council in April 2015 which facilitated the extensive approval process for environmental and her-

itage issues. Already the MTB project has boosted the region's tourism sector and contributed to increased employment and economic growth.

The first stage of the project involved the construction of 80 kilometres of trails in the north-east corner of Tasmania. The second stage will see approximately an additional 100km of trails. When completed, this three trail network will be world class, purpose built single-track mountain bike trails with associated infrastructure, including signage, and ancillary facilities such as bike wash stations. The features are both constructed and natural and there are a number of rivers and waterfalls that make these trails some of the best in the country.

In addition to the involvement of the local government bodies, a number of Tasmanian government and non-government institutions have been involved in the project.

These include Parks and Wildlife, Northern Tasmania Development, Tourism Northern Tasmania, East Coast Regional Tourism Organisation, Tourism Tasmania, Forestry Tasmania, Natural Resource Management and Sport and Recreation Tasmania. It is to Council's immense credit that it has successfully co-ordinated with a large number of bodies to bring this project to fruition.

Health precinct

With an ageing facility due for upgrading, Council decided to take the proactive step of securing land for a health precinct in St Helens which supports the state government to build a new District Hospital. The current facility has a range of problems from flooding to poor access so Council purchased a 3.4 ha plot in St Helens that ticked all the boxes for suitability, access and future planning initiatives including the

possible inclusion of a residential aged care facility.

The State Government has already committed \$7 million of the required \$12 million in funding for investigations, planning and design of the facility with the remainder to be used for the construction. The project is scheduled to start in 2016.

Conclusion

Reviewing the year's operations, Mayor Mick Tucker reported that Council's plans are on target with many projects already completed and others currently under implementation. The bridge infrastructure replacement plan is progressing well with a large number of bridges already renewed and others scheduled for upgradation. St Helens' stormwater upgrade has been completed successfully.

Stage 2 of the new Multi-Purpose Indoor Stadium is nearing completion. Work on the St Helens barway project should start soon and the St Helens Hospital Precinct master plan is also progressing well. The residents of the area are fortunate to have a council that is able to meet their needs and plan for their future requirements as well.

Contractor Listing

AJL Consulting Engineers

ajlengineers.com.au

Bison Conctructions

bisonent.com.au



AT A GLANCE

WHO: Central Coast Council

WHAT: Central Coast Council is an ideal place to live, work and play

WHERE: Ulverstone 7315

WEBSITE: centralcoast.tas.gov.au

Home to a population of over 22,000, Tasmania's Central Coast municipal area is one of the most picturesque in the country. Its coastal beaches, fertile countryside and moderate climate make it an ideal place to live and work.

The area falling within Central Coast Council's jurisdiction spans 932



square kilometres. It is set in the heart of Tasmania's North-West Coast and 85% of the population lives along the coastal strip.

Sandra Ayton, General Manager, of Central Coast Council speaks about the history of the area, "The Central Coast Council was originally the Ulverstone Council and then it became the Central Coast Council which took in Ulverstone and Penguin in 1993. We have a coastal area and a coastal strip. We also have quite a huge hinterland which extends south to the Leven Canyon.

"There are quite a lot of farms in our area as well. We have the townships on the strip near the coastline and we have the agricultural area going back to the hinterland.

"We have two big population centres, one in Ulverstone and one in Penguin. We have lots of great cafes. We also have some really good recreational facilities."

Agriculture is an important activity with local farms producing crops of poppies, pyrethrum, peas, potatoes and onions. The area also produces timber and has a number of livestock enterprises.

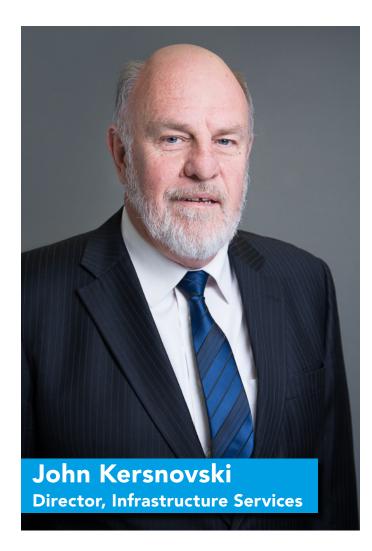
The coastal townships of Ulverstone and Penguin are the main population centres. Ulverstone has a population of about 11,000 and is the hub of the area's industrial and commercial activity. Penguin, located on the Bass Highway, between Burnie and Ulverstone, has a population of approximately 5,000 and is a popular tourist area.

The smaller townships in Council's area include Forth, Gawler, Heybridge, Leith, Sulphur Creek and Turners Beach. There are several kin-









dergartens, primary schools and secondary schools in the Central Coast area along with a number of recreational facilities. Senior citizens clubs, nursing homes and hostels cater to the needs of older residents.

Council has undertaken a number of projects to improve infrastructure and provide additional facilities for its residents.

Gabion Wall Project

The floods in 2011-12 caused extensive damage resulting in five areas within the municipality being isolated. Four bridges were destroyed and the accumulated water resulted in 22 road closures.

Council incurred a cost of about \$5 million to carry out repairs. As this expenditure was not budgeted, it was necessary to curtail certain other capital expenditure. A sum of \$3 million was made available through this route.

Many embankments were repaired with environmentally friendly "Green Terramesh" gabion baskets. These are rectangular wire mesh baskets filled with rock to form flexible and permeable structures. They are an ideal solution for landslips and washaways as they work well and are cost-effective.

Dial Regional Sports Centre

The Dial Regional Sports Centre is located on the southern side of the Bass Highway adjacent to the Penguin High School and the Penguin Primary School.

It is proposed to develop two sports ovals and associated facilities at this site. After conducting various studies and receiving community feedback on the subject, Council has decided to relocate the Penguin Football (AFL) and the Penguin Cricket Clubs from the Penguin Recreation Ground to the Dial Sports Complex.

The project will also explore the option of relocating the Cuprona Foot-





ball Club from the Heybridge Recreation Ground to this site.

The detailed design for the entire project will be completed in early 2016 with the construction of the ovals and the access roads slated to commence in mid-2016. The remaining facilities, such as the shared pavilion, car park, irrigation, lighting, playground, public space and drainage works will follow by the end of 2017.

It is estimated that the project cost will be \$10.5 million. Funds will be made available from Council's budget, the sale of surplus land, loans and external grants. The surplus land to be sold has been identified east of the Dial Sports Complex and will be prepared for sale to help fund the improvements.

When the project is complete it will include a sports oval with fencing and lighting, and a scoreboard suitable for AFL and cricket. There will also be a second oval suitable for AFL, cricket and other sports such as soccer and rugby. The ancillary facilities will include a new access road and car parking.

The Sports Centre will also be provided with a shared pavilion facility, which will include function rooms, change rooms, an undercover viewing area, meeting spaces, kitchen, office space, kiosk and toilets accessible to the public.

Referring to the Dial Regional Sports

Centre Project, Mayor Jan Bonde had said, "Work has commenced in earnest on the Dial Regional Sports Complex Master Plan. The Council accepted the tender from ARTAS Architects for the preliminary and detailed design for the development which will be staged over the next three years.

"This exciting project will see two AFL-size ovals suitable for football and cricket along with clubroom and associated ancillary facilities developed on the site. Extensive consultation with the community will take place over the coming months to ensure this development will meet the needs of all the stakeholders into the future."

Availability of Wi-Fi

A partnership has been entered into between Council and the Central Coast Chamber of Commerce and Industry (CCCCI) to provide free Wi-Fi in the central business districts of Penguin and Ulverstone.

According to the terms of this arrangement, Council provides the infrastructure and the CCCCI manages the website and business aspect. This partnership model between Council and CCCCI to provide free Wi-Fi to the community is the first of its kind in Tasmania.



Leven River Wall and Footpath

The Leven River passes through the centre of Ulverstone. A major project involving the renewal of the Leven River seawall was recently completed. John Kersnovski, Director Infrastructure Services, described the work that was done here by Council, "There was an old retaining wall there that was starting to fall to pieces and thankfully the State Government was able to give us a substantial contribution towards the project which replaced the wall but then also allowed us to extend our shared path network.

"We have a fairly extensive shared path network. Now we have been able to take it to the other side of the river. It is a pathway on top of the retaining wall and then it goes for about 700 metres more to the mouth of the river. We are a very active community and Council has plans to continue with the shared pathways."

The reconstruction of the seawall received a \$685,000 grant from the State Government. This sum allowed the renewal of the seawall with the Council funding the shared pathway.

The project includes beautification of the area along with landscaping,

lighting, seating arrangements and plantings.

Wharf Building

The Ulverstone Wharf Precinct was developed as a community space to provide a range of facilities, including a restaurant, an area for civic or community events, markets and festivals. The project was completed in three phases and includes a pedestrian thoroughfare and shared pathways to the CBD. A new bridge over the Leven River has also been constructed.

The total cost of the project was \$6.3 million. A grant of \$950,000 was received towards this amount. A new pontoon has also been installed adjacent to the Ulverstone Wharf, with a funding contribution of \$70,000 from Marine and Safety Tasmania. Extensive landscaping has been completed and a car park has been provided.

Central Coast Council Recognised for its Excellence

Central Coast Council is extremely well managed and uses its resources to provide a range of facilities and infrastructure to residents. The high quality of work done by Council was recognised at the 2014 Local Government Association of Tasmania Awards when Central Coast Council won the Delivering Excellence – Larger Councils category (councils with a population of over 10,000) for the fa-

cilitation and development of Penguin Mountain Bike Park.

The award specifically recognised that this facility would serve to boost sport, tourism and leisure in Central Coast. In addition to this, Penguin Mountain Bike Park provided the Central Coast Council, the Cradle Coast Mountain Bike Club and Equity Labour Services the opportunity to provide training to the unemployed.

Central Coast Council has done an outstanding job in meeting the requirements of its residents and planning for the future. The elected Councillors and the management team work together to ensure that resources are optimally utilised to provide the greatest benefit to residents.

While presenting the Annual Report for the Central Coast Council, Mayor Jan Bonde explained the philosophy that drives Council, "Our Council remains focussed and committed to creating a culture that values our natural resources and relaxed lifestyle and encourages creativity, innovation and economic vitality...Our greatest asset is our people and we value strong connectedness, our sense of place and community spirit."



AT A GLANCE

WHO: Glenorchy City Council
WHAT: Glenorchy is a business district
and suburb in the northern part of
greater Hobart, capital of the state of
Tasmania, Australia.

WHERE: Tas 7010

WEBSITE: gcc.tas.gov.au

The City of Glenorchy is a vibrant business district and suburb in the northern part of greater Hobart. Glenorchy City Council manages an area of approximately 120 square kilometres, which contains a population of approximately 45,000. Southern Tasmania's second largest shopping district falls within the municipality's territory and



the City's three main commercial areas are Moonah, Glenorchy CBD and Claremont.

Glenorchy City Council has a strong commitment to sustainable practices and recently this was recognised at Keep Australia Beautiful Australian Sustainable Cities Awards 2015. Glenorchy was declared the national winner in the Youth Leaders category.

Glenorchy is benefiting from the management and leadership of the Council's General Manager, Peter Brooks, a highly experienced local government and financial executive who continues to drive the city administration to achieve great outcomes for the Council and the community. Undoubtedly, this continuing effort is now achieving nationally recognised results.

One key factor that led to this national recognition by Keep Australia Beautiful is that the youth of Glenorchy is instilled with a commitment to sustainability and caring for the environment from a young age. The City of Glenorchy supports a range of sustainability programs and projects for young people and has an extremely strong commitment to youth development.

The City's Derwent Park Stormwater Harvesting and Industrial Reuse Project also gained recognition at the Australian Sustainable Cities Awards 2015 and was 'Highly Commended' by the judges.

<u>Derwent Park Stormwater</u> <u>Project</u>

This project is a superb example of the impact that an innovative Council can have in the area that it manages. The Brooker Highway running through the suburb had a history of flooding and there was an urgent need to find a



solution to this problem.

The \$22 million project will not only solve the flooding issue, it will save about 476 megalitres of water a year at the nearby Nyrstar Hobart Smelter and Moonah Primary School. This will be achieved by harvesting and treating the stormwater that usually plagues the Brooker Highway. Stage 1 of the project is already complete and Stage 2 is nearing completion with only about 30% of the work remaining to be done.

The project is the first of its kind in Tasmania and one of the largest in Australia.

Some of the other projects that Council has taken up are:

Replacement of street lights with energy efficient lights

This project was carried out along with Hobart City Council. General Manager Peter Brooks outlined some of the benefits of the project: "The Project took up the replacement of old streetlights. We received funding of \$3.4 million in conjunction with Hobart City Council to undertake this energy saving innovation.

"Called The Accelerated Energy Efficient Street Light Roll Out project, the positive news is that not only does it have a really good environmental outcome from a greenhouse gas point of view, but there are also ongoing oper-



ating and energy cost savings of about \$300,000 a year. Part of the project has also replaced some sports floodlights for one of our community facilities."

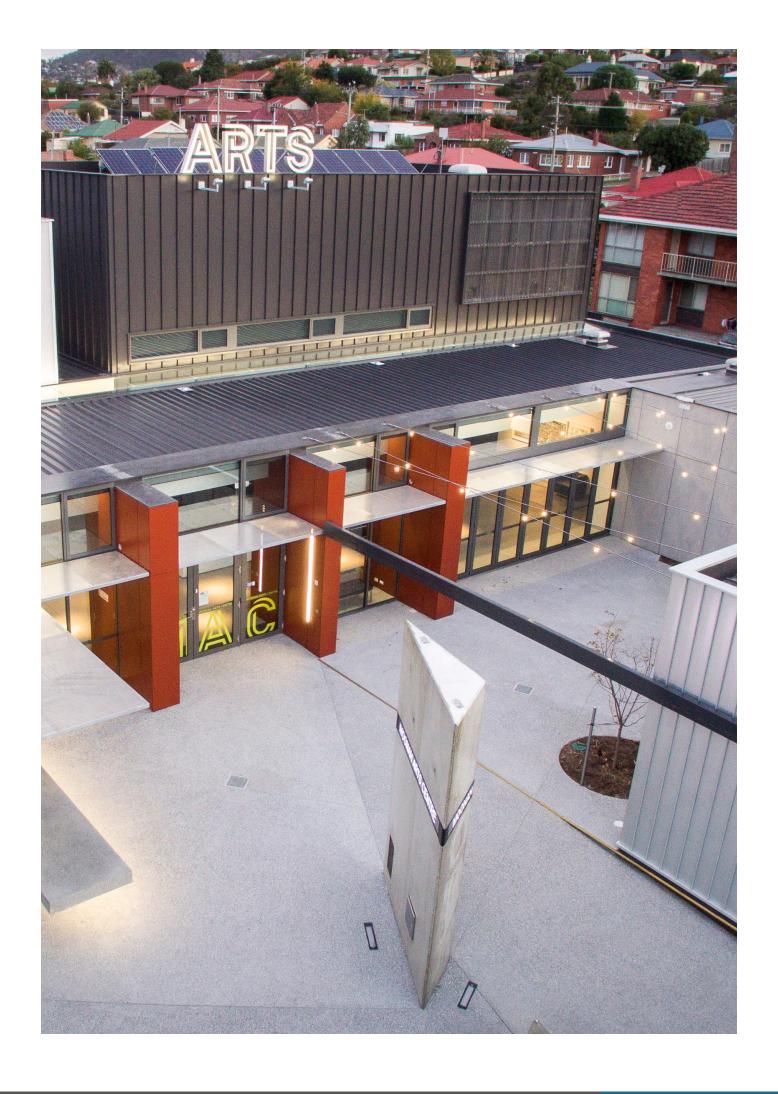
As part of this project, the replacement of lights at the Abbotsfield Park sports precinct has provided community benefits by enabling greater usage of the facility for sport and recreation.

As the project was undertaken jointly by Hobart City Council and electricity distributor Tas Networks, it yielded several additional benefits. A single contractor, Lend Lease, was engaged for the complete installation. Initially, a pilot project was taken up when four different types of energy efficient

lights, all of which were approved by Tas Networks, were tested in different streets of both cities. This testing process involved approximately 30 lights of each type being tried out over a three month period.

The subsequent review process included visual nighttime inspections, light level measurements, assessment of glare, technical assessment of maintenance issues and resident surveys in both council areas.

It was only after the receipt of a positive response from the residents that steps to complete the project were taken. A total of 2600 new LED lights has been installed as part of this project.



Moonah Arts Centre

Since its opening about a year ago, this community arts centre has become extremely popular and both develops and presents about 60 events and activities annually. These include a variety of exhibitions, concerts, art and craft workshops, a school holiday program and special events including contemporary dance and theatre.

The Glenorchy City Council's Annual Report for 2014-15 stated as follows: "In March, the doors of the wonderful new Moonah Arts Centre (MAC) officially opened! MAC was made possible by a Commonwealth grant and has become known as an iconic community arts space."

Peter Brooks said there was already healthy evidence of the new MAC revitalising the Moonah business district, with more shops and restaurants opening up on Main Road.

"Increasingly, people from outside the City are seeing Moonah as a destination, and this means more visitors and increased spending in the City. It is great to have such a venue in Glenorchy, and this will certainly continue to add to the City's growth and development."

The project was financed by a \$4 million grant received from the Australian Government through the Department of Regional Australia, Local Government, Arts and Sport in June 2012 to

"provide a new facility for the performing and visual arts in Glenorchy to replace the existing Moonah Arts Centre".

Morrison and Breytenbach, Architects, were selected to design the building and the selected builder, Vos Constructions commenced work in December 2013. The Moonah Arts Centre was officially opened in March 2015.

A large number of residents of Glenorchy and Hobart visit the new centre. While the number of visitors to the old centre averaged 6,000 to 8,000 annually, the new centre received 21,000 visitors within six months of its opening.

The Moonah Arts Centre was also 'Highly Commended' in the Australian Sustainable Cities Awards 2015. The building in which the centre is housed is almost carbon neutral and has achieved the equivalent of a 5 Star 'Green Star' accreditation. Its key design features include a 10kW solar panel installation and a passive wall heating system that incorporates the use of solar radiant heat to heat the two main spaces within the building.

The building has been constructed using low-impact ecologically sustainable materials and uses double glazed windows linked with high-quality window furnishings to promote energy efficiency. Natural lighting has been used in the display galleries and in several

other parts of the structure.

As a result of incorporating all these features, the energy efficiency of the building has surpassed Council's expectations. Conventional construction and energy saving practices would have resulted in an annual energy bill of about \$60,000. Instead, the first six months energy consumption indicates that the annual bill will only be \$20,000.

In addition to the commendation from the Australian Sustainable Cities Awards 2015, the centre has won a number of other awards. The architects, Morrison and Breytenbach received the Alan C. Walker Award for Public Architecture and the Colorbond Award for Steel Architecture.

Vos Construction received the 2015 Master Builders Tasmania Housing and Construction Excellence Award in the new construction valued between \$2 million and \$5 million category.

King George V Sports and Community Facility

In June 2012, Council was given a Federal Government grant for refurbishment and upgrading of the KGV Sports Precinct. Describing this sports facility, Peter Brooks said: "King George V Sports and Community Facility is the major sports facility ground right in the middle of Glenorchy. It houses a football club, grandstands, cricket club, soccer club and a Council swimming pool.



"We received \$8.7 million to undertake five projects in the precinct and we wanted to change it from a sports precinct to a sports and community facility. We replaced a well-used soccer field with a multi-purpose synthetic soccer field, which was valued at \$1.3 million and that's now become the focus for Football Federation Tasmania as their headquarters and we have had A-League side Melbourne Victory come down because of the quality synthetic nature of the pitch."

In July 2013, Council engaged JAW's Architects to design the KGV Sports and Community Facility. Construction is in the hands of Macquarie Builders.



Construction activity at the project is progressing well and it is expected to be completed by the end of April 2016. When the facility is ready it is expected to attract major sporting events to the City as well as provide ongoing support for community organisations.

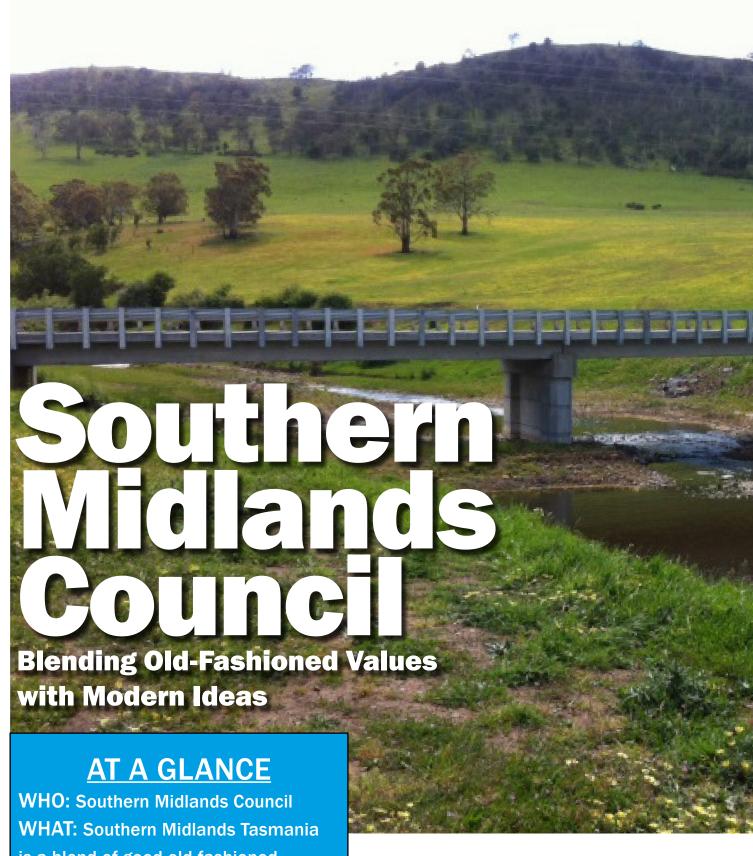
Glenorchy City Council's vision

The Glenorchy City Council has a strong commitment to community consultation and working with its community for the betterment of the city, its people and businesses. As General Manager Peter Brooks says: "We are continuing to develop our vision as a vibrant, progressive and community-ori-

entated city and we are working with our community, business, non-government organisations and other levels of government to make this happen.

"Importantly, we want Glenorchy to be a sustainable City – financially, economically, socially and environmentally – and as a result of this vision and the policies, practices and structures we have put in place, we are well on the way to achieving this," Mr Brooks said.

The comments made in this article are the personal opinion of Peter Brooks, not the opinion of the Council.



WHAT: Southern Midlands Tasmania
is a blend of good old fashioned
values and modern ideas co-exist.
WHERE: TAS 7120
WEBSITE: southernmidlands.tas.gov.au

A rural local government authority
covering the southern part of the Central Midlands, the Southern Midlands
Council was created in 1993. It com-

prises the territories of what were ear-



lier the municipalities of Oatlands, Green Ponds and Northern wards of the municipalities of Brighton and Richmond. The Southern Midlands Council has a population of about 6000 persons and its economy is rural based. The district is steeped in history and contains a number of Georgian farmsteads, three jails and a number of early industrial sites. These include timber stations, sandstone quarries and limekilns.

There are several towns and localities within Council area with the major ones being Oatlands, Campania, Bagdad and Kempton. The Midland Highway (Heritage Highway) and the north-south rail route bisect the municipality.

The Southern Midlands Council's Mayor is Tony Bisdee who was first elected to the former Green Ponds Council in 1972 and has been a Councillor and Mayor continuously for the past 40 years. He was the first Mayor of Southern Midlands Council when it was established in 1993.

In the Annual Report for 2014-15, Mayor Bisdee describes the role Council plays in providing infrastructure facilities to its residents, "Council has maintained its focus on asset renewal / replacement during the past year. This included replacement of two significant Bridges: Brown Mountain Road Bridge and Rotherwood Road Bridge and the commencement of other smaller bridge renewals.

"Considerable funds were expended on re-sheeting of gravel roads and a number of sealed road reconstruction projects were completed ...the instal-







lation of new ground lighting at both the Campania and Oatlands Recreation Grounds was completed during the financial year.

"This was a major infrastructure project for Council, and whilst some preliminary planning had occurred, it was necessary to expedite the project following receipt of a report that the existing wooden poles had deteriorated. Council were firmly of the opinion that this level of investment was required to support local sporting teams in both the Oatlands and Campania areas."

Infrastructure projects

Tim Kirkwood, General Manager of

Council and Jack Lyall its Manager of Works & Technical Services, discussed the various infrastructure projects that Council has recently completed. Council management uses its asset management systems, physical inspections and other means to determine the assets that need to be upgraded or renewed.

Speaking about the process utilised for allocation of the funds available to it, Tim Kirkwood explained, "We identify the important projects for asset renewal or asset replacement.

"Every council is in the position that there is insufficient money to do everything that they want, so we initial-



ly go through a prioritization process and then it goes to the elected body of the Council who approves the budget.

"Now, as part of our budget process, we also have some discretionary capital funding for projects that are identified by the community. These may be projects that the community has identified as being a safety issue or a community want or desire.

"These are primarily new asset projects. From an asset management or financial management perspective, we do tend to focus on renewal or maintenance of our existing assets without spending too much money on new assets."

Road project

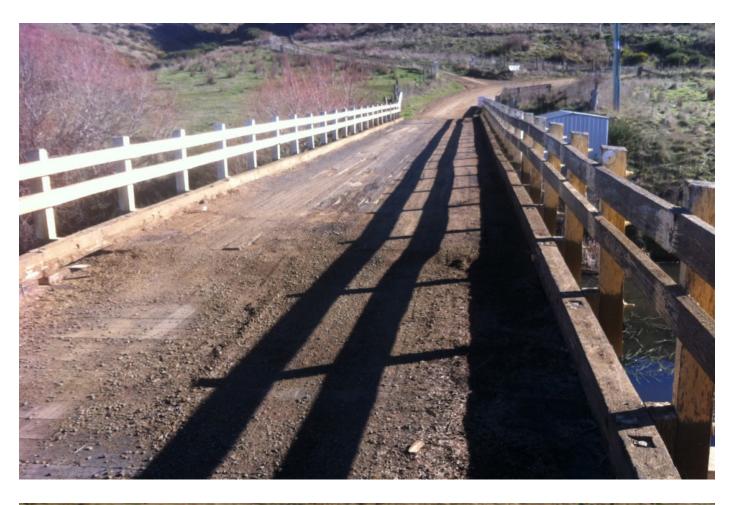
The total urban and rural road length in Council's area is 803 kilometres. An important road project that was recent-

ly completed at a cost of \$245,000 was the realignment of the junction between Church Road and Elderslie Road at Broadmarsh.

The intersection of these roads was at an angle of 30 degrees and the project entailed converting this into a 'T' junction. The project met its stated objective of maximising sight distance and improving parking facilities in the vicinity.

The junction is critically located as it is a School Bus Stop Area. The work on realigning the junction was initiated in response to the lodgement of a petition by the local community with Council. As the project served to enhance safety levels for school children it received Government funding in the form of \$90,000 from the Road Safety Black Spot Program.







Bridge projects

There are 152 bridges and major culverts within the municipal area. Three important bridge projects that were completed are:

Elderslie Road Bridge: This required total replacement as the condition of the existing structure had deteriorated to a point where it could not be repaired. During the process of putting up an entirely new bridge at a cost of \$871,000, a slight realignment was done to eliminate a sharp bend on the south-eastern approach.

The reconstruction of this bridge was essential as it provides access to the Broadmarsh / Elderslie area. The contract was undertaken by AusSpan, who did an excellent job of completing the project in an extremely competent manner.

Brown Mountain Road Bridge: The timber structure of the bridge, which had been in existence for many years, needed to be replaced. When the new bridge was constructed in its place, it was designed in a manner that a centre pier was removed. This facilitates the passage of water during peak flow periods.

There are a number of orchards in the area and the bridge is important as it provides access to them. The project cost was in excess of \$440,000.

Rotherwood Bridge: The old bridge

had a timber deck and timber rails on a steel sub-structure. A relatively inexpensive project was executed at a cost of \$208,000 where a pre-cast segmented concrete deck was installed on the existing steel sub-structure. The new deck allowed a steel guard rail barrier to be installed, which provides a much higher degree of safety compared to timber rails.

Planning for the future

Council has formulated a 10-year plan to ensure that its municipal area is provided with constantly upgraded infrastructure and amenities. It has devoted a great deal of energy and time to co-ordinate its activities with the Department of Infrastructure, Energy and Resources to improve the safety and standard of the Midland Highway and other State Roads along with road junctions.

The leadership and direction provided by Council have made the municipality one of the best managed in the state.





The municipal area of Kingborough Council is located just south of Hobart and covers 717 square kilometres. Kingston is its commercial, retail and administrative centre and the Council area includes Bruny Island. Kingborough had a population of about 34,000 in 2011 according to the Australian Census. The largest number of inhabitants resides in the Kingston/Blackmans Bay area.

The population in the municipality has a high growth rate with the Census records showing that between 2006 and 2011 the number of residents in Kingborough grew by 9%. The comparable figures for Tasmania and Australia as a whole are 4% and 8.3% respectively. The growth in population in Kingborough is the largest of any local government area in Tasmania.

Council has done a commendable job in catering to the requirements of the growing community and many of its programmes are in direct response to the increased demand for infrastructure and other facilities. The rapidly growing population puts a strain on its resources but Council has risen to this challenge and initiated a number of projects that have resulted in making Kingborough the first choice of many home-seekers.

The Mayor of Kingborough, Cr Steve Wass has successfully steered Council in achieving many of its goals and encourages a can-do attitude within the organisation which has enabled it





to take up a number of ambitious projects. He says, "It has been a rewarding year as my first year as Mayor and I am excited by the new developments and initiatives happening in Kingborough.

"Our community continues to expand and is projected to grow by a further 40 percent over the next two decades, which is the strongest population growth in Tasmania. I am confident the future of Kingborough is bright as we have one of the strongest footholds of any Tasmanian Council when it comes to community service delivery and business partnerships.

"The building blocks are in place and we have the people, the ideas, the service platform and the desire to embrace our challenges and turn them into opportunities."

There are a number of industries in the Kingborough Council area with fish processing, tourism and civil engineering being the most prevalent. The activities practised on a smaller level include sawmilling, quarrying, building and joinery.

Kingborough also houses Australia's headquarters for the Australian Antarctic Division, as well as a dedicated fisheries and aquaculture centre at the Institute for Marine and Antarctic Studies. It is home to the Kingborough Sports Centre, the State Gymnastics Centre and the Twin Ovals and function centre.

Tony Ferrier, Deputy General Manager, Kingborough Council, and David Reeve, Executive Manager Engineering Services, explained the details of the various projects that Council has undertaken.

Former Kingston High School site

Describing this project Tony Ferrier says, "Council is currently trying to upgrade the central business district through a number of projects and the most important one is the redevelopment of the former Kingston High School site. Council is in the process of purchasing that site from the government."

The Kingston High School was formerly located at a site that is immediately adjoining Kingston's central business district. The land is now vacant and available for development. The former school buildings have been demolished and it is proposed that the area will be converted into inner city residential housing and commercial units.

About 40% of the available space will be used for gardens and parks. A community health centre and a community hub will also be constructed. The project is an integral part of the CBD and Council is currently in the process of doing the traffic analysis and road design to provide it with better linkages.

The Kingston High School site is the

most important development opportunity in Kingborough and its success will give a fillip to the whole Kingston CBD. Council has structured the project in a manner such that it supports further private investment within the rest of the central Kingston area rather than competes with it.

It has done this by ensuring that a number of additional community facilities such as public parks and health services are provided in the immediate vicinity. This will bring more residents and visitors into the area, resulting in greatly increasing the viability of local businesses.

It is estimated that once the Kingston High School site redevelopment project is completed it will help create about 600 new jobs for the local community. New business activity will result with an additional \$80 million being injected into the local economy. In the 10 year construction period, a sum of \$90 million will be expended for onsite development resulting in 70 jobs being created each year.

Referring to the Kingston High School site development project Mayor Steve Wass says, "Kingston has an important role to play as a key employment centre in Southern Tasmania and this development will secure increased job opportunities for our community going forward.

"The site will also incorporate significant components of public open

space, which will add to the overall appeal for businesses, tourists and residents; it will be our heart and soul."

"I am particularly thrilled by the architectural competition to design the Community Hub on the site. This competition is in accordance with the Australian Institute of Architects guidelines and will be open to architects Australia wide."

Kingston Beach

David Reeve explained the importance of Kingston Beach to Kingborough Council and the steps that have been taken for its renewal, "It is a popular beach used by a variety of users. In 2005, there was a master plan that was developed, which looked at a vision for that area. It did not consider just the foreshore portion but looked at the whole Kingston Beach precinct.

"Council developed an overall vision that incorporated the buildings and businesses that we wanted to have along the beachfront and in its immediate vicinity. We put a great deal of emphasis on developing open spaces that would support all the varied uses for the area. We also analysed the current and future traffic demands and the car parking requirements.

"Landscaping and foreshore redevelopment has been key to supporting the vision for the area. Kingston Beach is a treasured location, important for not only the local people but also a large



number of visitors who frequent it. We maintain the quality of the beach and enhance it to make it an enjoyable experience for all users. The design continues to be developed in consultation with the local community and other visitors and we will be reviewing our progress throughout the implementation of the plan."

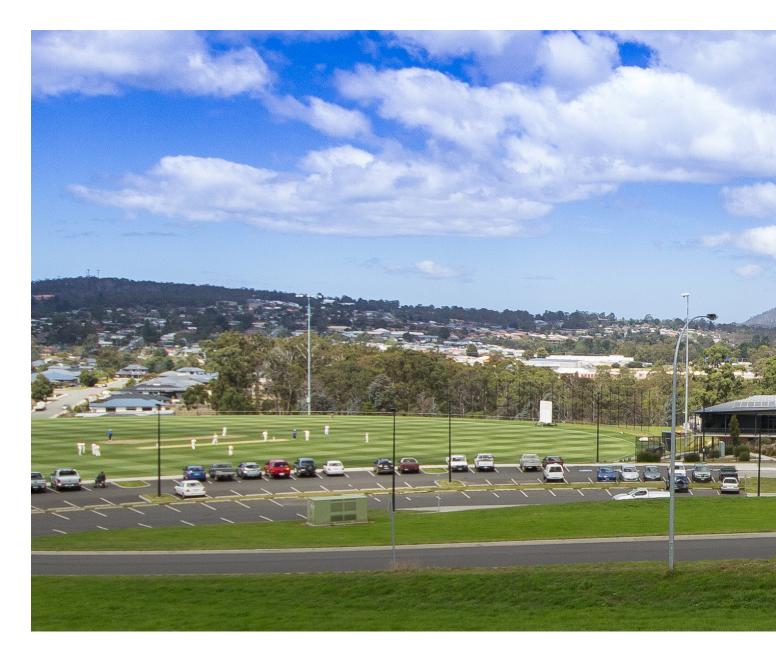
A fair amount of work has been completed on enhancing the beach foreshore itself and on the connecting roads. Council is now developing the remaining sections. Most of the financing for the work has been provided by Council itself although it did receive a recent grant from the state govern-

ment that has helped facilitate a small part of the redevelopment.

Sports Precinct

About 40 years ago, Council purchased a large property and subsequently built a sports centre on it. At that time, it was a large investment and a substantial amount of debt had to be incurred for the acquisition of the land. The sports centre proved to be very popular with large numbers of local residents using its facilities.

With a number of other stadiums becoming available in Hobart, the sports centre's popularity began to wane.



About six years ago, Council received some grants and carried out extensive refurbishment. At the same time, the Kingston High School site was acquired and the school shifted to the Kingborough Sports Centre site.

Now there is a new High School adjacent to the sports centre. A new stadium has been constructed along with a gymnastics centre. Having the school located near the sports precinct is a great advantage as a number of facilities can be used both by students and the local residents. This has also

helped finance the expansion of the sports centre.

The sports centre includes the "twin ovals", one for cricket and the other for Australian rules football. These have been built to extremely high standards and a number of international-level players have remarked that the surface is one of the best that they have ever played on. A well-appointed Pavilion services both these grounds.

The facilities at the Kingborough Sports Centre include basketball, vol-



leyball, squash, badminton, netball and table tennis. A fitness centre is also available with new and interactive machines and classes for all abilities. All the facilities are maintained in excellent condition and local residents use the sports centre extensively.

On the future

Kingborough Council has met with great success in meeting the demands of its rapidly growing population. The prospects of the area and its residents is best summed up by Mayor Steve Wass, "Kingborough is a vibrant and growing community, situated in the midst of a beautiful and natural environment with a peaceful lifestyle and expanding commercial centres, with strong services and facilities.

"The best interests of our community are the priority in evaluating our future and making sure that we continue to provide the best service for ratepayers."



AT A GLANCE

WHO: City of Bayswater

WHAT: City of Bayswater is home to a number of picturesque, exciting and educational attractions and 10km of Swan River foreshore.

WHERE: Morley 6943

WEBSITE: bayswater.wa.gov.au

Bayswater introduced a rudimentary Town Planning Scheme in 1933, about 30 years ahead of most other local governments in the country. From this small beginning, the City of Bayswater, a north-eastern suburb of Perth has come a long way and is now one of the most progressive and well-managed local governments in the country.



Bayswater, Bedford, Embleton, Maylands and Morley, and parts of Dianella, Mount Lawley and Noranda.

Doug Pearson, Director of Technical Services of the City of Bayswater, is responsible for the maintenance and upkeep of roads and footpaths, waste management and parks and gardens amongst his other responsibilities. Describing the work carried out by the City's engineering team he says, "We are a metro council and we had quite a large engineering workforce probably 10 to 15 years ago. We were still doing major road construction projects.

"As we are fully built out now, we are really in the maintenance phase in terms of our engineering. We are focussing on asset preservation. Our population is increasing so we are starting to get more traffic. Resurfacing and traffic management is the main focus for our engineering side.

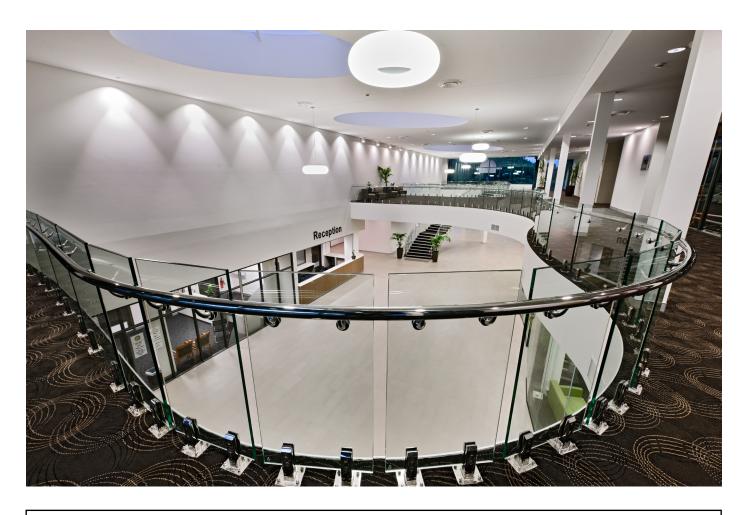
"We have always had a quite large focus on our parks and gardens and green spaces. We have a sizeable workforce for our parks and gardens."

Some of the major projects that the City of Bayswater has undertaken in the recent past are:

The City, an inner metropolitan local government approximately 8 kilometres north-east of central Perth, is situated between the local governments of Swan and Stirling and forms a corridor dividing the coastal plain development and the semi-rural escarpment of the Darling Range. It has a land area of about 33 square kilometres and includes the suburbs of

The RISE

This is an iconic structure which was constructed by redeveloping the outdated Alma Venville Centre. It was a highly ambitious project that provides





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state of the art community and recreational facilities to residents. The redevelopment was completed in record time and has been financed by contributions from all three tiers of government.

The funding for the \$21.5 million multipurpose community and recreation centre included a sum of \$10 million from the Federal Government and a further \$7.1 million from Lotterywest. In addition to this, an amount of \$500,000 was obtained from the Department of Sports and Recreation.

In fact, the financing arrangement is an excellent example of the coordination between the City of Bayswater and various levels of government. Des Abel, Director of Planning & Development Services, explained the difficulties faced at the time the project was taken up, "The design process was a bit of a challenge. We applied for funding from the federal government and in 2009-10 we got \$10 million and we had a tight time frame.

"We had to finish the project within one and a half years. We had to do the detailed design and construction within that time frame so you can imagine a development of that scale and nature within 18 months is quite a demanding and challenging task that we succeeded in completing."

RISE is an acronym for Recreation, Information, Socialising and Entertainment and it stands for the large num-





ber of activities that the City's residents can enjoy at the community centre.

The City's Chief Executive Officer, Francesca Lefante, praised the staff for completing a difficult project on time, "The dedication shown by all those involved is outstanding and, in particular, I would like to acknowledge... the City's staff in making this project possible; from our Planning and Development team to our Engineers and the Parks and Gardens teams, and all others in between, in delivering this project whilst juggling the delivery of other day to day operations and services to the community".

The construction includes a number of features that make the building en-



vironmentally sustainable. These involved an additional expenditure of \$ 700,000. The RISE has energy efficient lighting, 15kW solar panels, motion sensor lighting and double airlock entry doors to reduce electricity consumption.

Bike plan

The City took up an ambitious project to improve the existing cycle network at a local level and promote the greater use of cycling. This has great health benefits for residents, is environmentally friendly and also serves to conserve fuel.

Cardno, an engineering consultancy was commissioned to develop a comprehensive Local Bike Plan for the Bay-

swater Local Government Area. Their brief included the design of an interconnected cycling network to provide a comfortable and enjoyable cycling experience for all cyclists including those who had only basic skills.

The bike plan involved a review of the existing cycling infrastructure, identification of user groups and carrying out of community consultations.

The City wrote to local schools and obtained inputs from the community on what they thought were the missing links in the existing infrastructure. Steps were initiated to identify the routes that people wanted to use and the process of filling in the gaps was started.



In 2014-15, the City spent a total of \$ 402,000 on the construction of new pathways and cycling facilities.

West Australia Ballet Centre

The City of Bayswater has a strong focus on preserving heritage sites. The WA Institute for the Blind Building, which was a neglected and dilapidated structure, has been transformed into a world-class rehearsal and training facility for the West Australian Ballet Centre.

The building originally dates back to 1937 and started as the Royal WA Institute for the Blind. The structure has been totally refurbished and now houses Pilates and treatment rooms, a café

and a studio space. There are three fully equipped ballet studios available for hire to dance groups on evenings and weekends.

In 2013, the building won the Gerry Gauntlett Award at the Western Australian Heritage Awards for Excellence in Reuse.

Eric Singleton Bird Sanctuary

The Eric Singleton Bird Sanctuary is home to a wealth of local flora and fauna. The City, along with the Swan River Trust, has restored the sanctuary resulting in many ecological benefits, including increased biodiversity and the creation of a sustainable bird habitat.

The project has another important role. It serves to remove unwanted nitrogen and phosphorus from the water flowing into the Swan River. This is essential as the Bayswater catchment is one of the biggest in metropolitan Perth.

The City has teamed up with a number of other organisations and taken several initiatives to bring about improvements in the water that is discharged into the Swan River. To achieve this, it is actively working with the Swan River Trust, Water Corporation, CSIRO and the Department of Water.

In addition, the Bayswater Brook Action Plan and the Bayswater Drainage Implementation Strategy play a crucial role in maintaining the quality of the water that enters the Swan River.

A target has been set to reduce the level of nutrients from the catchment by 30%, which is equal to 2.87 tonnes of nitrogen and 280 kilograms of phosphorus.

Speaking about the project, Mayor Barry McKenna said, "The City's commitment to promoting a sustainable environment was very much in evidence, with the revitalisation of the Eric Singleton Bird Sanctuary. This was a \$3 million project undertaken in partnership with the Swan River Trust and it delivered many benefits for this artificial wetland.

"These include improving habitat,

and the diversity of birds and native flora and fauna. The project will also reduce the level of pollutants entering the Swan River."

Strong implementation skills

The City of Bayswater has partnered with different levels of government to finance its projects. They have been successful in obtaining grants from the state and federal government and this has enabled the City to take up and complete several projects that deliver great benefit to the community.

The City also follows a practice of involving local residents in deciding on the projects that it takes up and the scope of the work that it carries out. These qualities, along with extremely strong implementation skills, have contributed to making the City of Bayswater a very well administered and capable local government authority.

Contractor Listing

Asphaltech

asphaltech.com.au

GFG Consulting

glenfloodgroup.com.au

Supply Chain and L Association of Aus

Serving Australian Businesses



ogistics tralia



The Supply Chain & Logistics Association of Australia (SCLAA) is a not-for-profit member-based organisation run by volunteers. Its main purpose is to provide guidance and direction to professionals working in this sector.

The membership of the association includes supply chain and logistics practitioners working in organisations of all sizes from SMEs through to large corporates. The SCLAA organises a number of events at the state and national levels to serve and advance the interests of professionals in this field.

The association adopts various methods for the development of the profession. It regularly collaborates with industry stakeholders to promote best practices. The SCLAA has the distinction of organising the greatest number of logistics and supply chain events at the state and national level amongst all associations in Australia.

The SCLAA has a national footprint with representation from across the country. It actively promotes women in the supply chain and in 2015, many of the State Division Presidents nominated were women.

Amanda O'Brien, CEO of Australian Worldwide Logistics Pty Ltd and National Board member of the SCLAA describes the functioning of the association, "The SCLAA gives a voice to the supply chain. It's about the network, people and their collective experiences aimed to drive development of the



highest standards in the industry. We have very professional corporations that contribute to the knowledge base of supply chain professionals. The association is known as one of the most influential National Associations delivering the best benefits for networking, expanding knowledge and driving excellence in the Supply Chain & Logistics Field end to end.

"The supply chain is growing and becoming far more complex. It is more demanding and more IT-focussed than ever before. We have aligned ourselves to various organisations that we work for and with. We offer logistical solutions to clients both large and small

by advising them not only what they should do to improve their transport costs but what VAS will enhance their productivity with the aim of achieving a very high level of service with good ROI."

<u>Certified Professional</u> Logistician certification

The association's Certified Professional Logistician (CPL) course is a popular certification recognised by Australian industry. The CPL program, which was launched in 2007 has become a benchmark of excellence for measuring capability and proficiency within the profession of logistics and supply chain management.









The CPL program was conceptualised and formulated by a committee comprising representatives from The Chartered Institute of Logistics and Transport and the SCLAA. It provides those undergoing the course with knowledge and training on various topics including warehousing, freight, transportation and distribution through to supply chain management.

The program is highly regarded by employers as it brings together the breadth and depth of skills required of a modern logistician. Individuals undergoing this course gain in-depth knowledge in several areas that are crucial to the management of a supply chain. These include training in IT, transportation, economics and business areas.

The CPL is also recognised globally and can be upgraded to an international certification through the tie-up that the SCLAA has with the Asia-Pacific Logistics Federation.

Membership

The SCLAA has over 8,400 members and industry contacts. It has been in existence for over five decades and has a proven history and governance framework to deliver valuable inputs to both SMEs and large corporates.

The association's footprint covers the entire country. Committees have been established in ACT / Southern NSW, New South Wales, Victoria / Tasmania, South Australia / NT, Queensland and



Western Australia. Each committee is led by a Division (State) President and organises regular events in its area.

Each division elects a committee member who forms part of the National Board. This Board, in turn, elects a Chairman to head the organisation. The SCLAA has a depth and breadth that cannot be matched by any other supply chain and logistics association in Australia.

Members benefit in several ways including getting the opportunity to upgrade their skills through the continuing education programs offered by the association. The regular events organised by the SCLAA offer them the opportunity to share ideas and knowl-

edge with fellow professionals.

In its endeavour to provide focus to its efforts to promote the growth and development of the profession, the SCLAA has constituted various committees amongst its members. These include committees that work on education, awards, social events and regional development. Additionally, there are sub-committees for projects on Women in Logistics, Mentoring, career development, Future Leaders and school-based training.

For over 50 years the SCLAA has been running the Australian Supply Chain & Logistics Awards, the most prestigious and influential recognition in the country's supply chain, logistics and



transportation industry. In addition to this, it has been organising the Supply Chain & Logistics Conference for the last 16 years. This national event attracts professionals and practitioners from across the country.

Increasing importance of the supply chain and logistics function

In Australia, there are over 1.4 million companies with supply chain / logistics functions. Speaking about the great relevance of this function for the efficient working of organisations that range in size from SMEs to large corporates,

A m a n - da O'Brien says, "Technology has changed things be-



SUPPLY CHAIN & LOGISTICS ASSOCIATION OF AUSTRALIA

cause people want real time results.

"Business partners want to know how their freight has been moved at every stage of the supply chain cycle. Time is very important and we really do have to look globally for solutions because in Australia we can become a little bit myopic in our view. We are working to increase our efficiencies and our productivity. There are a lot of benefits we can derive by looking outside our shores."

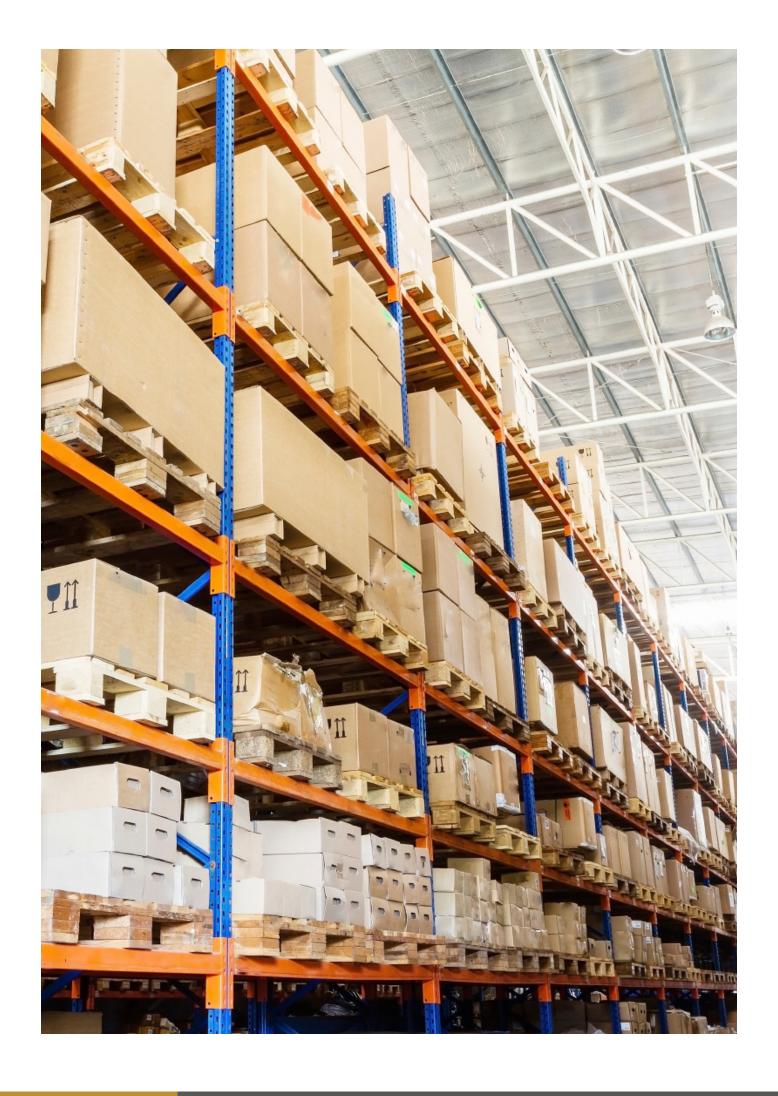
The SCLAA has entered into affiliations with a number of international associations to give its members the op-

portunity to be involved in events and information sharing opportunities. It has tie-ups with the Asia-Pacific Logistics Federation (APLF), Council of Supply Chain Management Professionals (CSCMP), Supply Chain Management Association-Canada (SCMA), China International Logistics and Transportation Fair (CILF), Global Supply Chain Council (GSCC), Vietnam Supply Chain (VSC) and Supply Chain Council (SCC).

Speaking about the SCLAA, Amanda O'Brien says, "We are the largest association for supply chain and logistics professionals and we have a proven history of value for money and stra-

> tegic reach in looking after professionals and practitioners who work in the

supply chain industry. More and more employers are expecting professionalism in the industry and we enhance and advance the interests of supply chain professionals in Australia."





AT A GLANCE

WHO: Rocke Brothers

WHAT: Rocke Brothers has 1.3 quarantine accreditation, offering full quarantine unpack services and

container fumigation

WHERE: Victoria 3051

WEBSITE: rocke.com.au

The largest independently owned wharf carrier in Melbourne, Rocke Brothers, offers a range of services. These include container transport, storage and handling, cold rooms to store temperature controlled inventory, warehouse storage and inventory management, customer warehouses and container parks.



History

The Rocke family has been associated with the transportation business since 1857 when Martin Rocke saw an opportunity to cart supplies for gold miners. The family tradition continued with the third generation of the family switching from horses to a truck soon

after World War I.

World War II saw the business thrive after it was awarded a number of government contracts. The fourth generation of the family, headed by Peter Rocke went on to become the largest waterfront carrier on the eastern seaboard of Australia in the 1980s and early 1990s.

Peter's sons, Michael, Matthew and Paul decided to branch out on their own and in 2003 started Rocke Brothers, a company that specialises in waterfront transport and associated services.

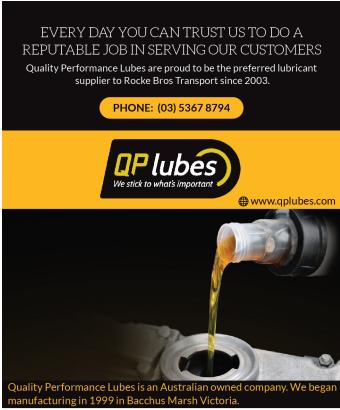
The fifth generation of the family represented by the three brothers, Michael, Matthew and Paul were honoured at the 2013 Australian Freight Industry Awards with the Personality of the Year Award for the strong contributions that they have made to the transport industry.

Facilities

Rocke Brothers has two depots, one in Brooklyn and the other in Geelong. It has outgrown its old depot in Lara and will move out of it by the middle of 2016. The depot in Brooklyn is about 10 acres in size with most of the area being hardstand. The company has a total of about 130 employees and it shifts approximately 80,000 containers per year.

It has a large fleet to cater to the re-





Combining over 80 years of knowledge and experience in the lubricant industry, Quality Performance Lubes prides itself on producing carefully formulated and blended oils for all aspects of the automotive and transport industry. Having ISO 9001 accreditation since 2005 you can be assured of the excellent quality of our oils whether it be automotive or industrial applications.

quirements of its customers and owns 50 prime movers and 210 trailers in a range of configurations. The availability of different types of trailers allows Rocke Brothers to execute jobs of various specifications. Among the trailers that it owns are 5 'A' Double combinations, a 'Super B' Double combination, 25 'B' Double combination and 12 Sideloaders for placing of containers on the ground at customer's warehouses.

The company also owns a full range of skeletal trailers including tipping, retractable, roll back and low profile. For delivery of unitized cargo, Rocke Brothers owns Tautliners and Flat Bed trailers. In addition to these assets, it has a team of 40 to 50 dedicated subcontractors.



Adrian Booth, Business Development Manager of Rocke Brothers describes the operations, "Currently we are constructing a purpose-built facility in Geelong. It is partially in conjunction with the City of Geelong council. The facility's size is 10 acres with 50% being dedicated hardstand. The remaining 5 acres gives us room to grow, should the demand require it. We are, and will continue to be the largest carrier in the area.

"We deliver things like timber, grain, beer and cotton, we also work for a number of freight forwarders, some of whom are the biggest in the country. Freight forwarders move everything so we could be carrying various types of goods.

"We now offer quarantine unpacking inspection. We offer fumigation as well. We have three warehouses on the Brooklyn site where we unpack containers for clients' and redeliver their goods as many customers do not have the capability of unloading a container so we do it for them."

At the time the decision to shift to Geelong was taken, Rocke Brothers Managing Director, Matt Simmons said, "Rocke Brothers is committed to being part of rebuilding economic enterprise in Geelong and looks forward to being a part of a vibrant enterprise community."

Strong Information Technology capabilities

Over the years, Rocke Brothers has steadily developed its information technology capabilities so that it can provide an enhanced level of service to its clients. This initiative has been spearheaded by the company's managing director and back in May 2014, all the information stored on the company's servers was transferred into a new computer system.

The new software package, which went live in August 2014, has worked very well and clients have benefitted from a number of reports that the system is capable of generating. The next phase of systems upgradation includes live container tracking, a facility that will provide clients with complete transparency.

Pick-up and delivery locations will be geo-fenced allowing every container to be date and time-stamped as it passes through the fence. In addition to this, clients will have access to several new report formats that will supply information in real-time.

Adrian Booth explained the company's approach, "Out IT is supplied by Container Chain who specialise in container transport software. We are trialling live tracking at the moment where the client can log in and just see where their containers are. The system is based on the IPad that is sitting inside the truck.

"The job is sent by the Fleet controller through the IPad and the driver accepts it. At that point, the container number attaches itself to that IPad and this allows the client to track the container rather than them having to send an email enquiring about its location."

Customer service

Rocke Brothers' greatest strength is its customer service capability. It has developed a procedure according to which each of its clients is allotted to a specific customer service representative. This ensures that the customer has a single point of contact when dealing with Rocke Brothers. That one person will always address every issue that the client has.

Customers have found this facility to be extremely useful as it saves them a lot of time and allows them to communicate quickly and efficiently with the company. The customer service person is also the one who invoices out the job once it is complete. It helps the client find answers to its queries quickly and results in a high degree of customer satisfaction.

The appointment of dedicated customer service teams has also helped in another way. Fleet controllers, who earlier used to also reply to customers, now concentrate on their primary task.

A recent survey commissioned by







Rocke Brothers found that its clients ranked the company's customer service capabilities very highly. Many customers deal with more than one transport company. The survey asked these clients to rank Rocke Brothers against its competition. The results of the survey revealed that Rocke Brothers is

well ahead of its rival transport companies.

A high percentage of clients also rated Rocke Brothers as an ideal busi-

ness partner for their organisations and considered the company a supplier with whom it is easy to do business. Additionally, a large percentage of customers said that they would recommend Rocke Brothers to other organisations.

Caring for the environment

Recently the EPA conducted tests at a few schools that are at some distance from Rocke Brothers' premises and found the dust and pollution readings to be quite high. The company worked on a program to completely resurface its yard. This exercise entailed an expenditure of about \$3 million.

This measure resulted in the site becoming EPA compliant. Now the amount of dust that emanates from Rocke Brothers' site is minimal.

Growth plans

Rocke Brothers will seek to open another facility in the Dandenong region, which would result in the company having a triangle of depots. This would allow them to provide even more efficient service to customers.



Adrian Booth speaks about what drives the organisation, "The most important thing for us is the respect that we get from

our clients – that is paramount for us. The customer survey that we recently conducted showed the amount of trust that they place in us and how important we are to them.

"We were very gratified with that. We were especially happy that our clients saw us as being far ahead of our competitors. That augurs well for the future and gives us a base to continue to grow. We pride ourselves on our customer service."

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Houseproud Cleaning

Delivering Professional Cleaning at Affordable Rates



AT A GLANCE

WHO: Houseproud Cleaning WHAT: Houseproud Cleaning offers weekly cleaning, fortnightly cleaning and once-off cleaning services at surprisingly affordable rates.

WHERE: Australia

WEBSITE: houseproud.com.au

Houseproud Cleaning is the premier provider of domestic and commercial cleaning to customers who place a value on excellence and attention to the minutest detail. Ever since it was established it has adhered to the highest standards both in its service levels and the quality of cleaning materials that it uses. Its core values of honesty and integrity have resulted in rapidly increasing business volumes and the trust of customers.

Each person who wears the Houseproud uniform is trained to provide cleaning services of the highest order. Additionally, every cleaner is selected after a thorough process of checks and references. The company has a wide coverage area and its services extend to Sydney, Brisbane, Melbourne, Adelaide, Perth, Gold Coast, Newcastle, Hunter Valley, Central Coast and Wollongong.

Houseproud Cleaning's founder and director, Paul Mitchell, has built the business from scratch to a level where it is now possibly the most sought-af-



ter cleaning company in the areas in which it operates. He describes how he got into the business and the steps that he has taken to achieve success, "I started in 1999 and went cleaning myself. We started the business with nothing and 17 years later we have got a hundred thousand customers on the database.

"We have 115 franchises. Every dollar that we made we put back into marketing and training. In the first five to seven years we were growing at 40% a year and then for the next five years we grew at 30% a year. Now we are growing at a rate of about 20%.

"We went after the high-end market. When I looked at the overall market at that time there were 350 cleaning companies in Sydney. Most of them were in residential cleaning. People care about their house in a way that they don't care about their office and they are prepared to pay.

"I say to my staff that we can't bid against \$25 an hour. We charge \$40 and \$50 for once-off cleaning. Essentially what it comes down to is providing the best service in the market and then people will pay."

Types of Cleaning on offer

One of the main reasons for the success of Houseproud Cleaning is that the company offers a wide range of cleaning services. Although they are



certainly not the cheapest in the market, they provide services that give the most value for the money that a customer is spending. The company cleaners are extremely prompt and will arrive at a client's house precisely at the appointed time.

Most cleaning work is done with non-toxic, chemical-free citrus-based products that ensure that the customer's family is not exposed to anything that may cause harm. Work is completed well within the timeframe that is committed and always meets the expectations of the customer.

The range of services includes carpet cleaning, spring cleaning, pressure cleaning, moving cleaning and strata cleaning. An important reason for the high degree of customer satisfaction is that Houseproud Cleaning does not have any hidden fees. The feedback that the company consistently receives says that clients are pleasantly surprised to learn that Houseproud Cleaning charges an extremely low amount for the excellent quality of cleaning work that it delivers.

Houseproud Cleaning franchise

The company has rapidly built up its franchise network and this has resulted in its rapid expansion. It offers a system of success to people of all backgrounds and experiences. The





Houseproud Franchisees at the Annual Awards night 2014.

brand loyalty that Houseproud Cleaning enjoys is unparalleled in the cleaning industry.

Many of the company's franchisees have never owned a business before and have done very well financially after joining the Houseproud family. Prospective franchisees find the low fee of \$17,990 to be very attractive as it enables them to get an entry into a business that assures them of consistent work and a regular income.

On an average, franchisees earn \$ 1400 per week. This figure is based on franchisee sales figures for October 2015 and for franchisees that range from part-time operators to a business with over five contractors. Another attraction is that Houseproud Cleaning charges a single monthly fee, which is a percentage of income. Other cleaning agency franchisors charge separate administration and

marketing fees that can add up to a substantial amount and eat into the franchisee's income.

The franchise contract is for a period of 5 + 5 years and there is no contract renewal fee.

Houseproud Cleaning provides its franchisees with exclusive territory rights. Any work that is available in the geographical area is first allotted to the franchisee who is responsible for that particular location. The right of first refusal is available for the first two years of the business.

Franchisees also receive uniforms, cleaning equipment, and cleaning products. They are able to save on costs by ordering supplies of cleaning products through the company's head office as this entitles them to a substantial discount.





houseproud cleaning

Houseproud Cleaning allows franchisees to purchase a second franchise if the first one has done well.

Franchisee training

Houseproud Cleaning has devised a two-week training program that offers a detailed insight into usage of cleaning equipment. Franchisees are also instructed on how to run their business successfully.

There are specially designed modules that provide details on how to quote for a job, the way to market the cleaning service in the allotted territory and customer service. Many franchisees who are first-time businesspersons find the courses on bookkeeping and administration provided by the company to be especially useful.

An added benefit that franchisees

receive is that the training does not end after the initial two-week period. The management of Houseproud Cleaning closely monitors each franchise and provides regular feedback and support.

Speaking about the success of the franchise program of the company, Paul Mitchell says, "People go to Houseproud because of our branding. I interview our franchisees directly. Everyone in the franchise network has a relationship with the franchisor. I go out and see them every three to six months personally as well. For example, I had five meetings out in the field yesterday.

"In our business, it is very important to know what is going on. We are able to make a success of our franchise business because they trust us and find us easy to deal with."



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 associa-

tion 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 un-



ociation

dertaking research in public 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 discus-

sion 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 1*st 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 1*st 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.

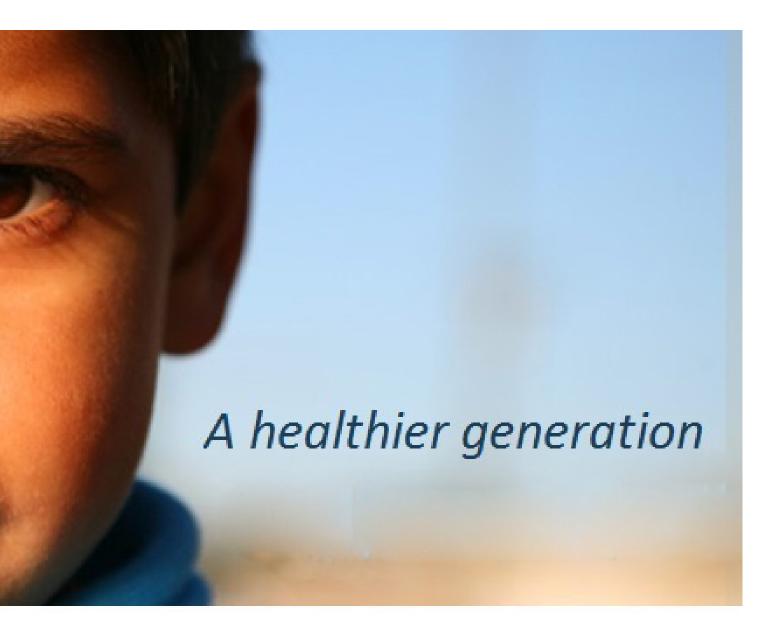
Recently the PHAA has also joined



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.



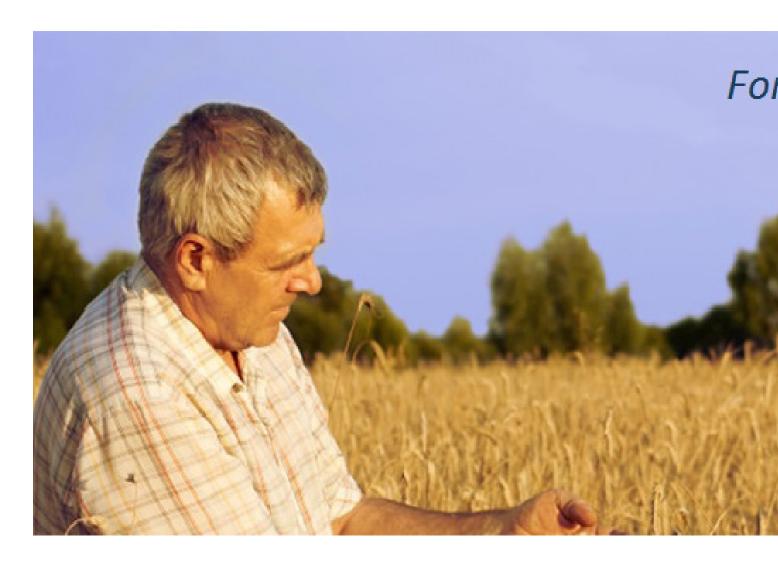
Another award is the PHAA Public Health Mentor of the Year Award which is made to a senior member of the association who has made a significant contribution towards mentoring students or health practitioners who are in the early part of their careers.

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 across the Australian population. It



also plays an active role in providing various people and agencies cona forum for the regular exchange of cerned with public health. Over the

views and information amongst members of the health sector and works towards promoting the development and

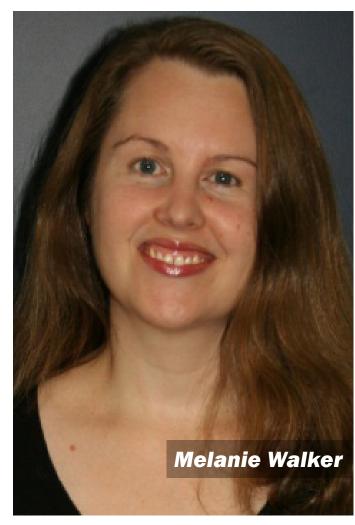
We would like to see a greater investment in keeping people well and keeping them out of hospital

education of public health workers.

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

years it has been successful in this role and its growing membership and active participation in various issues concerning public health, makes it an important contributor to promoting a robust health care system in the country.

a healthier Australia



Referring to the role of the PHAA and its primary areas of focus within Australia's health system, Melanie Walker says, "We want to see an increasing emphasis on prevention within health. 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."



AT A GLANCE

WHO: TLC Healthcare

WHAT: TLC Healthcare mission is to be leaders in innovative and integrated healthcare renowned for providing wellbeing to our communities.

WHERE: VIC 3004

WEBSITE: tlcagedcare.com.au

A leader in its field, TLC Aged Care has grown rapidly since it started operations in 1991 with the purchase of two aged care facilities in the Geelong area. Shortly thereafter, TLC developed a new facility outside of Geelong and relocated its residents there.

Over the last 25 years, TLC Aged Care has added a number of new residential care homes and currently provides



services at 10 locations. Over 1,000 highly motivated and trained employees work together as a team to ensure that every resident enjoys a comfortable and healthy lifestyle and is provided with the most appropriate level of care.

Each home has been designed and built to provide high-quality facilities for its residents. The rooms are bright, cheerful and impeccably maintained. Currently, TLC Aged Care has homes located in Altona North, Belmont, Whittlesea, Hallam, Noble Park, Frankston, Wallington and Donvale.

New Corporate Identity

In 2014, TLC Aged Care started implementing plans to provide primary care services and industry training in addi-

tion to residential aged care services. In its endeavour to provide focus and direction to this new strategy, the organisation introduced TLC Healthcare as its new corporate identity. Under the umbrella of TLC Healthcare sits its operating brands: TLC Primary Care, TLC Aged Care and TLC Learning.

TLC Primary Care started operations in October 2015, by launching its services from its Noble Park location. The new community healthcare hub provides medical care to both residents and the wider community. A wide range of services available includes general practitioners, chronic disease management nursing, physiotherapists, pathology collection, telehealth, reha-

bilitation and allied health services.

At the time of the launch of the new community healthcare hub, Lou Pascuzzi, the chief executive officer of TLC Healthcare explained the organisation's decision to diversify into this sector, "I am delighted to see our first community healthcare hub open in Noble Park. This centre is testament to TLC's ability to recognise a need in the community and respond to that need with an integrated service offering.

"Integration of healthcare services is the way of the future for both aged care and the Australian healthcare system in general, with relative clinical and commercial benefits on multiple



levels. The Federal Aged Care Minister, Hon Sussan Ley, has been championing an integrated approach to healthcare and this centre is a working example of integration in action.

In February 2016, TLC opened its second community healthcare hub at Belmont in Geelong and is on schedule to open additional hubs at Donvale, Altona North and Frankston North in early 2016.

In February 2016, TLC Learning, the aged care training division of TLC Healthcare, was granted registration as a training organisation. TLC has a state-of-the-art training facility at St Kilda Road in Melbourne and on-site

wholly owned training facilities in Donvale, Noble Park, Frankston and Geelong. This division will play a key role in the TLC's expansion and in ensuring that the skills of its employees are continually upgraded so that they are able to provide the best possible care to residents.

Lou Pascuzzi explained why TLC places great importance on training, "The training and development of our team is paramount to the success of our organisation. In-house training of our staff not only provides TLC with a highly skilled workforce but also opens up training opportunities to team members who may not otherwise undertake career development."









BALDASSO CORTESE

ARCHITECTURE, INTERIOR DESIGN & PROJECT MANAGEMENT

Baldasso Cortese are architects, interior designers & project managers who specialise in the design and delivery of aged care homes. We are client and outcome focussed with over 28 years in practice. Our master planning and design process is interactive, inclusive and reduces operational costs.

The vertical high density design of the TLC Clifton Hill Integrated Healthcare Hub project has recently won international praise and an award for 'The Most Innovative Aged Care Housing Design Globally' at the Over 50s Global Housing Awards; we also have extensive expertise with the design of both new and upgrades to existing traditional low rise/broad acre aged care homes.

Neil Christensen / Director / Aged Care Anthony Baldasso / Managing Director M. 0412 565 801 M. 0414 370 437 E. nchristensen@bcarch.net E. abaldasso@bcarch.net

www.bcarch.net | 03 9417 7555



International Recognition

Lou Pascuzzi was recently named 'The Global Most Outstanding Chief Executive Officer in the Care Home Sector in 2015' at the Over 50s Global Housing Awards. TLC Aged Care was also presented with 'The Most Innovative Global Aged Care Housing Design in 2015' for the proposed development in Clifton Hill in Melbourne.

Accepting these awards at a gala dinner in London, Lou Pascuzzi said that industry recognition was a validation of TLC Healthcare's \$120 million investment strategy to take the Australian healthcare industry to the next level.

Sponsorship in the community

TL C engages in a wide-ranging philanthropic program that benefits local communities, charities and sporting teams. TLC Aged Care is a major sponsor of Alzheimer's Australia VIC and has worked with them to develop a range of specialised dementia services for its aged care residents.

Lou Pascuzzi believes all organisations that benefit from the support of their local communities should give back. "In 2016, we will continue our strong relationship with Alzheimer's Australia Vic by sponsoring their fundraising 'Afternoon Teas to Remember



Aged Care Developments

Aged Care Developments (ACD) is a building company that specialises in the design and construction of residential aged care facilities with a "one stop shop" solution for new developments, upgrades, additions and alterations. With over 25 years building experience in the aged care sector, ACD has a thorough knowledge and understanding of the complex requirements that go with designing and building aged care facilities.

ACD has the systems in place which seamlessly blend sustainable design with experienced construction practices to consistently achieve project outcomes within scheduled timeframes and budgets.

www.agedcaredev.com.au

with Ita Buttrose' in Melbourne.

"This association has also resulted in TLC Aged Care introducing a highly innovative 'supported living' program into its homes, which includes daily lifestyle activities to help people living with dementia return to more independent living."

Alzheimer's Australia VIC also advises TLC Aged Care on dementia-friendly design and best practices in care for their existing and future homes in addition to training TLC's staff in specialist dementia care.





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Medication Management



Physiotherapy

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Expansion & development plans

TLC's expansion strategy includes the establishment of two new homes, one at Armstrong Creek between Geelong and Torquay and the other at Clifton Hill in Melbourne.

Speaking about the application made by TLC to Geelong City Council for the facility to be set up at Armstrong Creek, Lou Pascuzzi said, "Geelong City Council has been very receptive to our plans for the Armstrong Creek facility that lies within a growth corridor of 22,000 new homes. Not only will the facility offer aged care and primary care services to this growing community, but will also employ over 100 people."

A 121-bed development is planned at Clifton Hill, which is within the jurisdiction of the City of Yarra. A number of community consultation meetings have been held and it is expected that final approval for the new facility will be received soon. TLC's proposal to introduce significant vertical infrastructure in densely populated areas has been well-accepted and is seen as a means to avoid displacement of residents from where they have lived.

TLC is also in the process of building a 125-bed extension at its existing facilities at Wallington near Geelong. A community healthcare hub is also planned here. When completed, this development will result in a 260-bed integrated healthcare site.





GEORGE & A.R.B ELECTRICAL

Contractors have been actively involved in the Aged Care Industry for over 25 years both in Construction and Service with a staff of over 30 including a large Service Department with 24/7 call out.

All Service Technicians carry Smart Devices for "in field" job management allowing accurate and up to date customer requests and reporting.

We take this opportunity to thank T.L.C. for their ongoing support.

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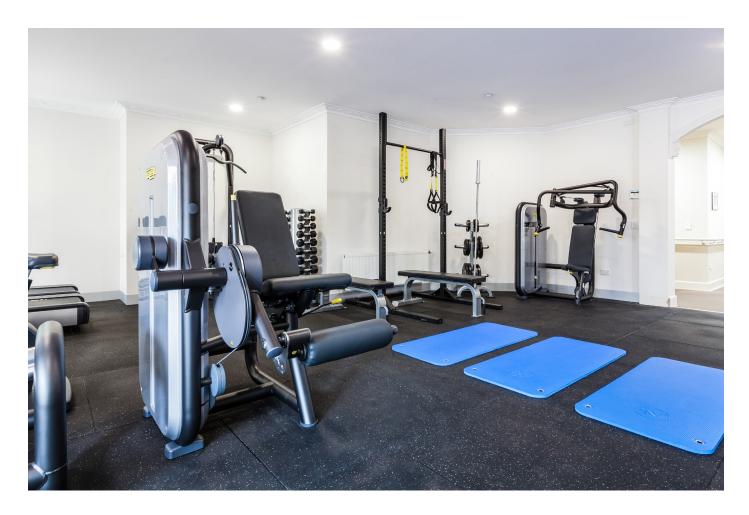






A major Brownfield development, which includes a 60-bed extension and renovation is underway at TLC's Homewood home, located in the Melbourne suburb of Hallam. When completed, the facility will have 180-beds and include a community healthcare hub that will be accessible from a new entrance with additional parking. The City of Casey has already given its approval for construction and it is expected to be completed by December 2016.

In addition to seeking new avenues in which it may expand, TLC Healthcare is constantly renovating its existing locations and upgrading its facilities with innovative services. In a unique first, the homes in Noble Park and Belmont have been provided with virtual reality



cinemas. It is proposed that this technology will be rolled out across all locations.

In November 2015, Lou Pascuzzi was invited to participate in the Australia-China International Aged Care Summit as a panellist on the Aged-Care Facility Design and Operation Forum. The insights gained during this visit have presented TLC Healthcare the opportunity to understand how it may participate in China's aged care sector.

TLC Healthcare has developed a focussed strategy to become a leader in providing innovative services in the areas in which it operates. The organisation's highly trained and motivated staff exemplify the best in healthcare services. As TLC's expansion plans achieve completion it will be in a position to provide care to an even larger number of people within the communities that it serves.

Preferred Vendors

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Aged Care, Italian Style

The Italian Benevolent Foundation was established in 1974 by a group of community leaders who saw that there was a need for high-quality aged care services to cater to the growing Italian community in South Australia. Bene Aged Care, a fully owned subsidiary of the Italian Benevolent Foundation SA Incorporated, has three facilities in the Adelaide metropolitan area.

The commitment of the initial founders can be gauged from the fact that some of the members used their houses as security to develop the first aged care site. The group's residential facilities are at The Italian Village in St Agnes, Bene Campbelltown located right in the core of the Campbelltown community and Bene St Clair at Woodville.

Bene Aged Care is an independent provider of aged care services. Since its establishment four decades ago, it has succeeded in earning a reputation for setting benchmarks in high-quality aged care. Its income, which was at a level of \$6.9 million in 2000 has risen

to \$34 million currently. In the same period, the number of residents at its facilities has risen to 254 from 168. The number of community

AGED CARE Stalian-Style

packages has also shot up to over 300 that is inherent in Italian culture. from 71.

The Living Longer Living Better and

AT A GLANCE

WHO: Bene Aged Care

WHAT: Bene has comfortable, well-appointed facilities in the Adelaide metropolitan area offering accommodation to age-in-place.

WHERE: South Australia, 5073

WEBSITE: bene.org.au

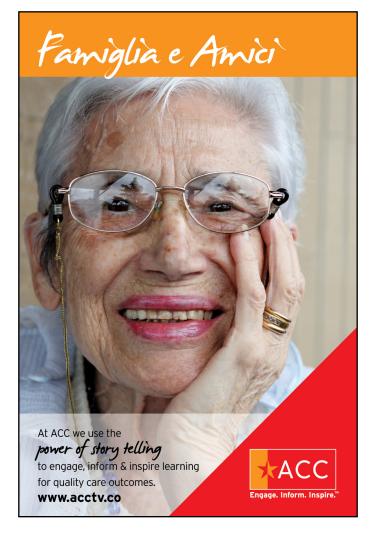
Consumer Directed Care reforms have provided direction to the organisation to embark on a programme to train its customer facing personnel in the specific knowledge and skills required for 'selling' aged care services. The focus of this exercise is to bring about even better outcomes for customers and also for the business across residential, community and home care services.

Rebranding

The aged care services offered by the organisation centre around several essential aspects, all of which have to do

> with the Italian heritage of the founders. These include the food, the passion with which services are delivered and the respect and love for family

In 2014, the Bene Board realised that it was important to convey this to





potential customers and stakeholders. Towards this end, the Board made a joint and unanimous decision to adopt separate names for the charitable, fundraising side of the organisationand the operational entity that offers aged care services.

As a result, it was decided that the aged care services would be provided under a new trading or brand name, 'Bene', which highlights the 'good' in all the organisation's facilities and services, especially good food, good lifestyle and good quality.

Meanwhile, the name 'Italian Benevolent Foundation' would continue and this body would remain responsible for

the overall administration of all activities and also drive the fundraising efforts and charitable works.

Adelaide's Brand Partners conducts rebranding exercise

Brand Partners was engaged to do a complete exercise to deliver a comprehensive marketing strategy for the organisation's aged care facilities and services. The rebranding of the aged care services was done to capitalise on the opportunities and challenges brought about by aged care reforms in the country.

There was a common perception that





Bene Aged Care's facilities were only for the Italian community. The new marketing strategy sought to convey that the facilities were available for other ethnic groups too. A new slogan was adopted to get this message across.

Andrew McFarlane, Chief Executive Officer, who has been with the organisation for more than 18 years, explains, "Our slogan, 'Aged Care, Italian Style' is to indicate that our services are not exclusively for Italians.

"It is aged care, appreciating the Italian style and cultural aspects. These are food, community, family and enjoyment. We have 64% Italian clients across our facilities. Most people real-

ly like the Italian menus.

Food is quite an important dimension of your life. In our facilities, we create a really nice village atmosphere with residents enjoying their food, wine, singing and talking. And that is quite unique as compared to other aged care organisations."

Residential sites

The Italian Village at St Agnes offers its 163 residents every level of care and a range of services. It is located on a hillside overlooking a creek, giving residents a marvellous view. There are spacious rooms with private en-





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The facilities include a beautiful onsite chapel, hairdressing services, Wi-Fi, RAI TV and a host of other thoughtful add-ons that make life in The Italian Village a comfortable and enjoyable experience.

The aged care facility is constructed amongst beautifully landscaped surroundings and its location makes it easy to access nearby shops and public transport. The building itself has dining rooms, lounge areas and numerous sitting nooks. Residents enjoy the numerous activities that are organised and also go on outings and excursions on a regular basis.



Speaking about the various residential and other facilities of Bene Aged Care, Andrew McFarlane says, "We have 254 residential aged care beds. We have over 300 community packages and we have over 1200 community centre based and home care clients. We are open from early in the morning till late at night to accommodate shift workers who want their parents to spend time with us."

Bene Campbelltown, located on Lower North East Road, has 39 rooms in single and twin sharing formats. Each room has electronic high/low adjustable beds, built-in wardrobes and nurse call points.

The facilities at the site include a

multidenominational chapel, generous common areas, entertainment units and a piano that provides much enjoyment and entertainment for the residents. The site is conveniently located close to a local shopping centre and across the road from North Eastern Community Hospital.

In April 2015, Bene Aged Care acquired the Woodville Nursing Home located at Jelly Street, Woodville SA. Simultaneously, the ownership and management of Bene Aged Care's Domus Operosa at Burton was transferred to national aged care provider, Estia Health Limited. Since the acquisition of Woodville Nursing Home, it has been renamed Bene St Clair.



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Galipo Foods thank Bene for their support.

This new facility located in the western region of metropolitan Adelaide has 52 beds in single and twin-share rooms. It offers palliative care and a number of specialist services including physiotherapy, speech pathology, podiatry and other allied health services.

Community care

Bene also provides services to those elderly persons who are still able to remain in their own homes. It offers a comprehensive range of respite, care and support programs encompassing both in-home and centre-based services for the aged as well as their carers.



Alan Mitchell, GM



Ruth Ryan, Director



Andrew McFarlane, CEO

Home care services include help with showering, dressing, mobility, meal preparation and eating and fitting sensory communication aids. Support services such as help with laundry, house cleaning, gardening and transport for activities like shopping, doctor visits and attending social activities is also provided.

The Bene Pass Tempo programme helps to link elders back with the community by offering one to one support, home visits and social outings.

Centre based care is also on offer at the Padre Pio Centre where a range of activities and services for elderly Italians is available. These include gentle exercise, music, song and dance, cultural games, arts and crafts.

Bene signifies excellence

The organisation has nearly 500 employees and 200 volunteers. Its volunteer programme is highly successful and has a waiting list. Bene Aged Care is one of the few in the industry that actually provides freshly prepared food for all its meals.

It has found that this simple practice allows residents to enjoy food that is healthy and high in nutrients. As a rule, it does not serve frozen food that has been reheated. The whole dining and eating experience is one of Bene's unique features. After all, it's aged care, Italian style.



The organisation has also internalised the Mediterranean culture of respect for elders. Residents are treated as part of the family. This is a key point of differentiation for the services offered by Bene Aged Care.

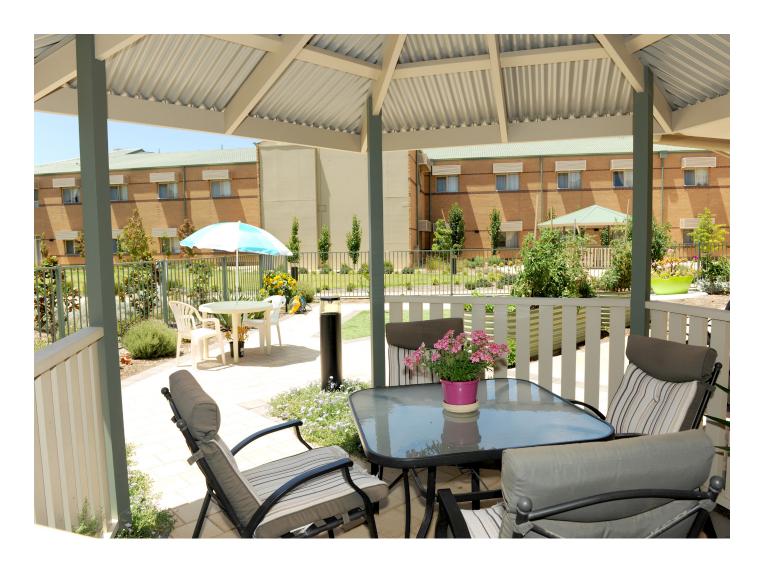
Great stress is laid on personalised care delivery. The management has adopted a training regime for its employees that encompasses cultural training rather than just mainstream care delivery training. The staff is provided with focused training in Italian culture, in addition to being given inputs on respecting other cultures.

The Board of the Italian Benevolent Foundation has played a crucial role in

the success of the organisation. Andrew McFarlane says, "We have a Board of 11 members of mixed skill base. Lawyers, doctors, psychiatrists, pharmacists, clinical nurses. It is a volunteer board.

"The growth and expansion have been possible because of the support and leadership provided by the Board. We have one Board member, Dr De Pasquale, who has been on the Board since commencement of the organisation. He is one of the founding members and he has been truly inspirational on setting the agenda for the organisation which has probably expanded 10-fold.

"We are now in the list of the top 10



aged care providers in South Australia. We feel we have got a really good opportunity to support the community and expand.

"We are a medium-sized not-for-profit organisation. We are expanding on the basis of our service. We are still unique with our service delivery model and we believe that we will take that forward and expand our service delivery to the Italian and other communities, with specialist expertise in dealing with multicultural needs.

"We are investing in our staff education more and more to enhance our service delivery. As a not-for-profit, we do not d istribute our profits and we

use the funds we generate to enhance the quality of service and re-enablement of our clients."

Preferred Vendors

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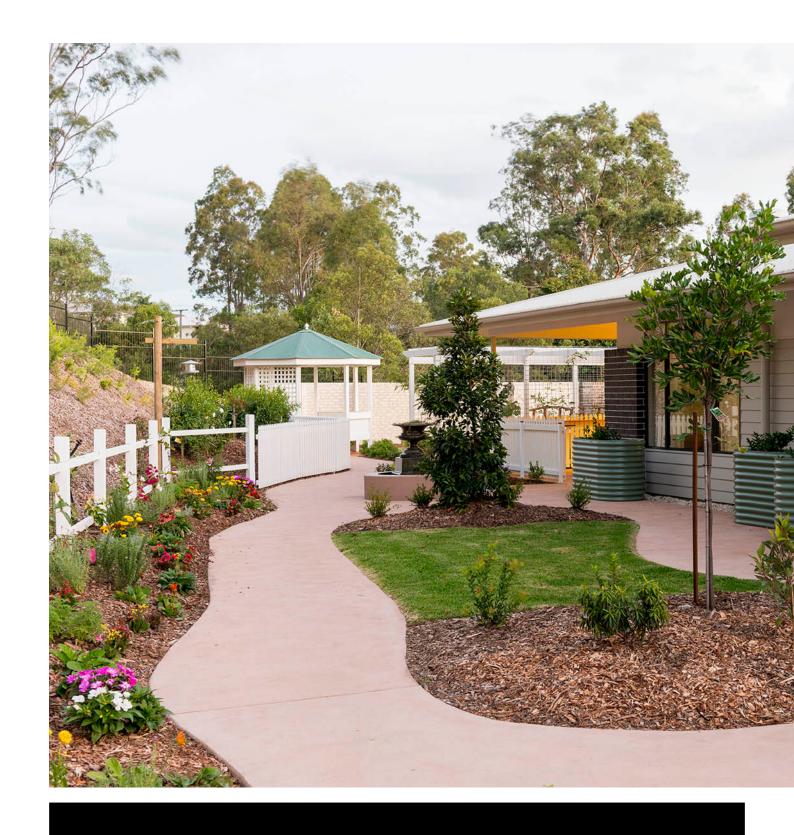
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Your Nursing Agency

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Aged Care Channel

acctv.co



Cooinda Aged Care

Enriching the Lives of its Residents



AT A GLANCE

WHO: Cooinda Aged Care Centre WHAT: Cooinda Aged Care Centre is a non profit organisation, belonging to the Gympie community and is administered by a committee of community minded business people and retired professionals.

WHERE: Queensland 4570

WEBSITE: cooinda.org

Cooinda Aged Care is a non-profit organisation that has been providing aged care facilities since 1965. It is located in Gympie, a regional town in the Wide Bay-Burnett region of Queensland. The facility is spread across a large expanse of land with the natural surroundings providing an ideal environment for its residents.

Over half a century ago, The Apex Club of Gympie realised that their community needed a facility to cater to the needs of older people. Soon a committee was established for the purpose of raising funds. A large number of contributions were received and the project also garnered funds from service clubs and church groups.

Gradual Expansion

Cooinda Aged Care started operations in December 1965 with the capacity to accommodate 32 residents. About 12 years later, an additional block of 12 rooms was added.

The facility continued to expand its services over the years. In 1999, a new laundry was established within the premises. Four years later, a multi-purpose room was added to provide a Chapel for the residents.

While Cooinda continued to expand, it kept its focus on the welfare and health of its residents. Throughout the facility's five-decade-long history, the emphasis has been on ensuring that there is a safe and friendly at-





mosphere which respects the rights and dignity of residents and staff.

In 2008, the facility added the Clarkson Wing, which included 34 single rooms with private ensuites, an Administration area and a café. The Chatterbox Café is a major attraction for residents and their families. It is open five days a week and provides a wide variety of meals, snacks and hot and cold beverages.

A Doctor's Clinic was also added along with an expansion in the common areas for residents. In 2012, a five-bed extension was built. In the same year, 15 rooms were provided with overhead hoist systems.

Service quality

Even though Cooinda Aged Care has been increasing its capacity to accommodate residents significantly, it has simultaneously taken a number of steps to upgrade its facilities. The staff are warm and friendly and go to great lengths to ensure the comfort of residents.

Robyn Kross, Cooinda Aged Care's CEO explains how the facility maintains its focus on service and on meeting the needs of residents, "We participated in the National Aged Care Quality Indicator trial. We have a yearly audit program looking at each of the accreditation outcomes.

"The audit on each of those out-







comes identifies any deficiencies. We also conduct staff, resident and family satisfaction surveys every year. We have a residents' meeting on a monthly basis. All of our heads of department attend that particular meeting. Any issue that arises can be addressed straightaway because the heads of department are aware of it."

Davidson Wing

In its latest expansion, Cooinda Aged Care has added the Davidson Wing, a 24-bed memory support unit. Targeted at those afflicted with dementia, it will provide all the facilities that are necessary to keep them safe while giving them the ability to remain as independent as they possibly can.

The new unit has been designed keeping in mind the specific requirements of those affected by this illness. The facility has been provided with way-finding so that patients will not get lost. There is an emphasis on the external environment so that residents are able to walk freely throughout the unit with areas to sit and observe and areas of engagement in specific activities. The Model of care being utilised focuses on maintaining independence and choice.

Vendors

Cooinda Aged Care's key suppliers for electrical work, air-conditioning and plumbing have been with them for many years. A high degree of trust and mutual respect has











developed between the aged care facility and the suppliers with the result that Cooinda Aged Care receives the best quality of service at reasonable rates.

In the last few years, substantial redevelopment work has been done and a great deal of efforts and money has been spent on upgrading the facilities for residents. Active Medical Supplies is one of Cooinda Aged Care's most trusted vendors

and has been instrumental in providing best-inclass equipment.

Crown Furniture is another supplier that has been used over the last five years to supply all the new aged care furniture that has been procured. A refurbishment of the dining area was done in 2012-13 and all the furniture was supplied by Crown Furniture.

As Cooinda Aged Care is a regional facility, most of the suppliers that provide it with chemicals and medical supplies are located in Brisbane and the Sunshine Coast.

Ambitious plans for the future

Robyn Kross gives details of how the facility plans to expand, "At the end of next year we are looking at adding 32 assisted living units to our facility in-

itially. We will be demolishing the old section and putting up these units in its place. That will be separate from our residential aged care section of the facility. We are lucky that we have 25 acres of land. We are currently building a 50 bed wing which will open in December 2016. A second 50 bed building is then planned, which will allow for the older section of the facility to be demolished and Assisted Liv-

ing units constructed in that

space.

"Over the last three years, we have focused very much on increasing our allied health care. On the staffing side for allied health, we now employ a physiotherapist, three occupational therapists,

three massage therapists, and two allied health assistants.

"We are working on a fall prevention program and a gym program. We are using this to enhance the strength of residents and increase their independence. Our focus is on their rehabilitation and wellness."





Formed in 2011, the Australian Forest Products Association (AFPA) is the result of a merger of the Australian Plantation Products and Paper Industry Council and the National Association of Forest Industries. The AFPA represents organisations that manage and harvest forest resources, process them such as sawmilling, and undertake further manufacturing such as engineered wood products and the pulp and paper industry.

The primary goal of AFPA is to work towards providing a voice for the industries associated with forest products to the government and the community at large. In view of the diverse nature of the industries represented, membership is divided into three chambers, the Resources Chamber, the Processing Chamber and the Pulp and Paper Chamber.

A carbon positive industry

In 2010, the Food and Agricultural Organization (FAO) of the United Nations declared on the basis of a study it had conducted, that the global forest products industry generates a net saving in global emissions of around 42 million tonnes per annum.

The FAO's calculation takes into account the carbon sequestration in forests, the substitution of emissions intensive building materials



such as steel and concrete with timber and the use of biomass for renewable energy.

Australia's native forests extend over 125 million hectares and wood production in public multiple-use forests is restricted to only 5.5 million hectares or 4.5% of the total forested area. Of this, less than 80,000

hectares is harvested annually, representing just 0.06% of the total forest area.

The area under plantation forests in the country is about two million hectares and represents only 1.3% of the total forested area. But it provides 80% of total industrial roundwood or about 19.2 million cubic metres of logs.



Pulp and paper industry's sustainability advantage

The newsprint, printing and writing papers, tissue and packaging manufacturers industries have total sales of \$9 billion and produce a vast array of consumer products. Despite the common perception that the use of paper is deleterious to the

environment, the reality is quite different.

Australia has a high paper recycling rate, with 87% of all paper and paperboard consumed being recovered. Norske Skog's Albury plant in New South Wales recycles 100,000 tonnes of old newspapers and magazines each year. Australian Paper has established a recycled paper production facility which will divert up to 80,000 tonnes of waste paper per annum from landfills.

The Australian paper industry is also active in the field of renewable energy. Visy, a leading packaging and resource recovery company, generates around 230 GWh of renewable energy each year, with the major portion of this being at its paperboard mill in Tumut, New South Wales. Australian Paper's plant in Maryvale, Victoria, generates 200 GWh per year of bioenergy, making it the largest producer of renewable energy in the state.

Kimberly-Clark Australia has also been at the forefront of the effort to conserve the environment. It received the Banksia Award for a Cleaner Environment in 2014 for its achievements in energy efficiency and water improvement at its tissue plant in Millicent, South Australia. It has been successful in decreasing the site's carbon footprint by more than half over the last five years.



Role of the AFPA in ensuring adequate fibre supply

The forest products industry is dependent to a great extent on the supply of logs and fibre, which is a basic raw material used to produce timber and paper. It is essential that adequate supplies are available to facilitate economies of scale in the manufacturing process and for the future expansion of the industry.

Australia has developed a worldclass paper industry by using recovered fibre, imported pulp, managed natural forests and wood from tree plantations. The bulk of raw material from tree plantations has been in the form of thinnings or pulpwood while sawlogs from these plantations have been used to produce timber.

Unfortunately, there has been minimal investment in new plantations since the early 1990s. The government has withdrawn its direct incentive policies to promote long-term investments in plantations.

AFPA has recently launched a multi-media campaign to restart forest plantations and to bring into focus the crisis facing the national forest products industry. The campaign highlights the fact that in a world in which population growth is rapidly outstripping available resources, it is increasingly important to use products made from renewable materials. Forests and plantations are very suitable for this purpose as they provide a number of benefits in addition to being eco-friendly.

Forests and plantations play an important role in climate change mitigation because of their carbon sequestration abilities. Additionally, timber can be used as a building material in place of steel and concrete, both of which are emission intensive. Forests that are periodically harvested and regrown for wood and paper products, also known as 'working forests', play an important role in climate change mitigation.

Working forests in Australia store



in excess of 2.2 billion tonnes of sequestered carbon. Between 2005 and 2010, 16 million tonnes of carbon were sequestered by working forests, while the carbon stored in harvested wood products increased by 6 million tonnes in the same period.

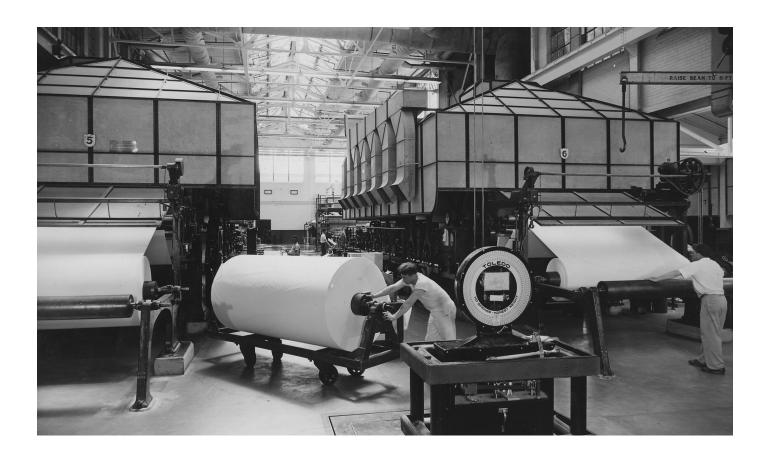
It is interesting to note that the carbon storage capacity of working forests is increasing while that of non-production forest areas, such as national parks, is declining. The period from 2005 to 2010 saw the total carbon stored in this category of forests decline by 13 million tonnes to about 10.6 billion tonnes.

This reduction is due to the passive management techniques used in

these forests and to the occurrence of bushfires that can lead to large amounts of emissions. The manufacture of paper and wood products is beneficial for the environment as it encourages the growth of forests which are large repositories of carbon.

The use of wood from forests as a construction material and as a raw material for the manufacture of paper is beneficial in many ways. Chief Executive Officer of AFPA, Ross Hampton says, "The world needs more, not less, of this sustainable, renewable and truly green resource. And it needs more of it from Australia.

"Although we have just experi-



enced a record boom in construction, much of the growth has been filled by sawn softwood from as far afield as Europe. This is, in part, because we aren't providing sufficient plantation resource in this country for our domestic sawmills."

<u>Challenges before the paper industry</u>

It is widely believed that the use of paper depletes natural resources and degrades the environment. This fallacy is reinforced by a standard message on many emails stating, "Please don't print this email unless you really need to". The message intends to remind the reader that printing wastes paper and ultimately leads to deforestation.

As paper is manufactured from re-

newable resources, its use is not harmful to the environment. On the contrary, it has been estimated that using a web-based newspaper for an average reading time of 30 minutes results in higher carbon emissions compared to a conventional newspaper. Computers and their peripheral equipment contribute to harming the environment and in Australia more than 234 million items of e-waste ends up in landfill each year.

The pulp and paper products industry is an important part of the national economy and a provider of many skilled jobs. It directly employs 18,000 people in both outer metropolitan and regional areas and supports a further 22,000 indirect jobs. Sales turnover for the pulp and paper industry averages around \$9.6 billion per year and wood and pa-

per products collectively represent 6% of the total manufacturing value added in Australia.

The paper industry has strong long-term prospects as the demand for tissue and paper packaging materials is expected to grow steadily. Australian companies have developed a high degree of expertise in dealing with renewable fibre and technologies. This ability has given industry the ability to recycle paper products and function in a manner that protects the environment.

Consumer awareness about the need to protect the environment is high, with 95% of Australian households reusing or recycling their paper products.

AFPA has taken up a number of initiatives to further the cause of the forest product industry in the country. The recently launched multi-media campaign to restart plantations seeks to bring into focus the crisis facing this sector.

AFPA has also taken up the issue of the need for the Australian Government to continue with sustainable paper procurement policies. Under the "ICT Sustainability Plan", all office copy paper used by federal government departments was to be mandated as produced from 100% recycled content from 1 July 2015. The government recently announced that it is not proceeding with this

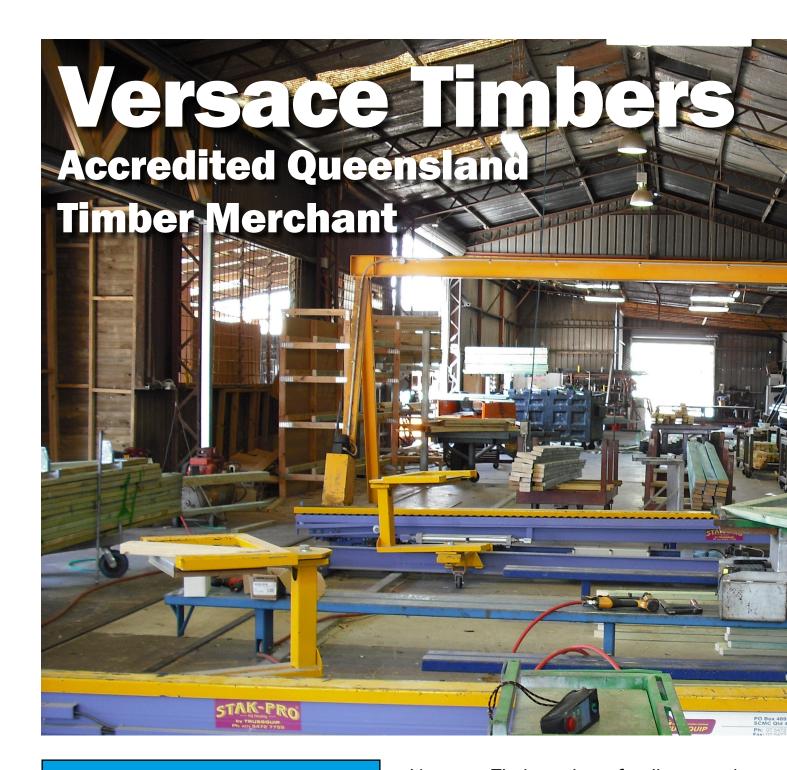
plan. The AFPA has argued that it is important to reinstate 100% recycled content given the benefits from recycling and avoided landfill from paper waste in Australia.

The forest product industries annual business confidence survey conducted in early September 2015 has found that over the last year companies are less optimistic about the prospects of the external business environment. The survey's headline Business Confidence Index for the coming year reveals a drop of 30%.

Commenting on the results of the survey, the Chairman of AFPA, Greg McCormack said, "This somewhat bearish sentiment however is not translating to a retreat back to the extreme focus on reducing costs and outlays which accompanied the GFC".

"The industry has enormous potential in a carbon constrained global economy if we can get the policy and industry settings right to take advantage of the world's growing appetite for all the things we get from our sustainable natural and plantation forest industries."

"One of the things which would make a big difference to business sentiment in our industries was to be assured that the Australian Government has a national fibre and forestry plan to drive sector-wide growth of the integrated parts of the story."



AT A GLANCE

WHO: Versace Timbers

WHAT: Versace Timbers specialise in experience and supplying products for renovations and new build projects.

WHERE: Virginia, QLD

WEBSITE: versacetimbers.com.au

Versace Timbers is a family owned and operated business located in Virginia, Queensland that has built up a strong reputation for being a quality supplier of construction timber in its 60 years of existence. The business began operations in 1956 on a small scale milling timber logs, but has subsequently increased its level of operations and is now a well-regarded Brisbane timber supplier and manu-



facturer to the residential market in South East Queensland.

Graham Leddy, the current Managing Director, has been in the family business for the last 17 years. Initially, he worked under the guidance of his father, Peter Leddy, and learnt the intricacies of running a timber merchandising company over a period of seven years. Subsequently, he took over the

running of the day to day operations and with the assistance of his three brothers and a great team, has built upon the strong foundations of the business and taken it to new heights.

Versace Timbers has a staff of 45 and operates out of a reasonably large premises measuring 6,000 square metres. The company is known to deal only in high-quality sustainable timber and building materials. It provides an outstanding level of service to its customers and is also highly regarded by its suppliers.

In addition to selling timber products, the company manufactures roof trusses and wall frames. This allows its customers to buy all their timber related requirements from a single source. Versace Timbers supplies extensively to the renovation market and this niche has been the mainstay of its business.

Some years ago, Versace Timbers began to make an entry into the new home build market. This foray met with great success and today the construction industry holds Versace Timbers in high regard and the company is now a regular supplier to a number of new home builders.

About a year and a half ago, Versace Timbers became part of the Accredited Queensland Timber Merchant Network (AQTMN). This is a group of Queensland owned and operated businesses with the aim of growing Queensland's forest and timber industry.

AQTMN members stock and sell Queensland produced timber at a fair price. This association has provided a boost to Versace Timber's business volumes in addition to providing its staff product knowledge training delivered by peak industry body, Timber Queensland and TABMA Australia.

Products

Versace Timbers supplies a wide range of products to the renovation and new home build market. It also fabricates high-quality trusses and wall frames that can be used in the construction of new and renovated homes. A number of their builders find the use of these pre-fabricated prod-

ucts as a more economical alternative than to build the house from scratch.

Trusses are also easier to erect and even the most complex roofing requirements can be met through their use. Versace Timbers has the added advantage of being a MiTek fabricator. This technology enables the company to manufacture roof trusses and wall frames efficiently and accurately while maintaining high standards of quality and service.

The timber cladding provided by Versace Timbers provides homes with natural insulation that is attractive and can be easily redecorated or rejuvenated. Timber cladding is also en-



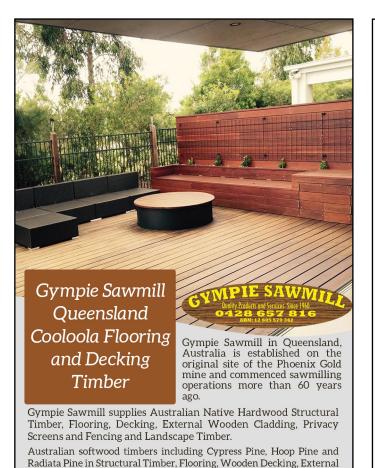
vironmentally friendly as the timber is taken from sustainable sources and requires a lower amount of fossil fuels to manufacture.

Nothing is more Queensland then a timber deck. Versace Timbers has been providing Brisbane Builders with plenty of homegrown Queensland decking over the past 60 years and helped transform many homes by creating an extended living space.

Timber flooring is another well sought-after product and has become a feature of many South East Queensland homes. Versace Timbers stocks a number of species of timber flooring such as mixed hardwood, pine and cy-

press and also has access to a wide variety of other timbers in various colours and grades.

Versace Timbers' core business is merchandising and manufacturing timber, however they certainly aren't limited to selling just timber. Gone are the days of the basic brick veneer or timber chamfer house. A lot of today's modern builds and renovations are looking for an edge, something different. Versace Timbers are able to offer a number of alternative cladding options such as Weathertex or fibre cement based products from the BGC Fibre Cement range of building products or even some composite decking choices such as Modwood. If a cus-



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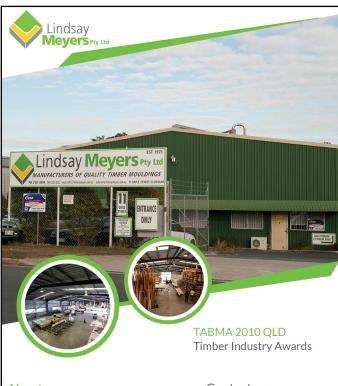
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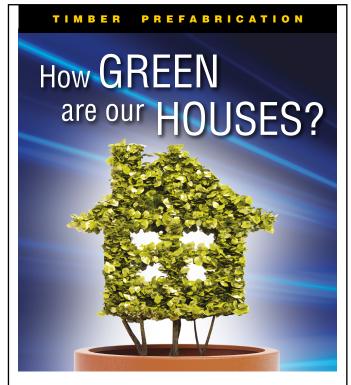
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MiTek® creating the advantage

tomer is chasing a particular product, Versace Timbers will do its level best to source it or at the very least guide them to where they can get it.

Marketing of products

The company's sales representatives actively market Versace Timber's wide range of products. The company also advertises regularly to create awareness about itself. The majority of Versace Timber's sales are the result of word of mouth references and from repeat business.

For the last three years, Versace Timbers has been facilitating a "Charity Golf Day". In 2015, this event was held at the Virginia Golf Club and over 100 players consisting of clients, staff and supplier sponsors participated. The event was a great success and has become a much-anticipated yearly event in the calendar of all those associated with Versace Timbers.

The company also uses this occasion to raise funds for charity. An auction and a number of raffles are held throughout the day, with the proceeds donated to the Prostrate Cancer Foundation of Australia (PCFA). In 2015, a sum of \$6,800 was collected. Over the last three years close to \$20,000 has been raised by the generous customers, suppliers and staff who participate on the day and presented to the PCFA.

Active role in timber industry

Graham Leddy plays an active role in Queensland's timber industry and is a director of the Timber and Building Materials Association Ltd (TABMA). This association is an industry body with offices throughout Australia. It represents timber and building material merchants, suppliers, manufacturers, frame and truss fabricators, wholesalers and timber importers.

TABMA members receive access to a range of benefits including government representation at the state and national levels, industry representation, networking opportunities, development of labour resources through group training divisions, group buying discount arrangements and also permanent and part-time staff placements through the recruitment division.

Versace Timber's participation in TABMA has given it greater exposure and kept the company abreast of developments in the timber industry.

In 2012, Versace Timbers was declared to be the Best Building Material Centre (Metro) at the Queensland Timber Industry Awards.

Emphasis on training

Versace Timbers growth can be attributed to a number of factors. The company lays great emphasis on training its employees. One of Versace Tim-





STOCK PROFILES OR MADE TO MATCH EXISTING

- MOULDINGS
- FLOORING
- PANELLING
- EXTERNAL CLADDING



- PLANTATION HOOP PINE
- NATURAL FINGER JOINTED
- LOSP H3
- PREPRIMED
- SEASONED HARDWOOD

CONTRACT PROCESS SERVICES INCLUDES:

- FINGER JOINTING
- BANDSAWING
- LAMINATING
- KILN DDVING
- DETAIL MOULDING
- GRADING AND END-MATCHING
 - ПИИ

- OSMOSE PROTIM
 - L.O.S.P
- H2 TRUSSGUARD
 - LIO ODTIMUM

bers' staff members recently won the Trainee of the Year Award. Six years ago the company was adjudged Best Training Culture at the Queensland Timber Industry Awards.

Employees are regularly sponsored for courses on various topics including management, warehousing and merchandising. Several staff members have done technical courses on the design of trusses and frames.

Family is important

Versace Timbers know the importance of family and aim to treat their staff like family. In the early days, the staff Christmas get-together was held at the home of Peter and Kerry Leddy, with staff, partners and kids all invited and the children each given a present. As the company expanded it became difficult to continue this tradition, so the party was moved to a catered venue, such as the local bowls club or Victoria Park putt-putt.

In 2009, it was decided to have a staff and partner-only function and then every second year have the kids as the main focus of the event. In 2012, when the construction market wasn't quite as buoyant and getting a sale was very challenging, the morale amongst the staff wasn't the best, so in an effort to boost the spirits of everybody, all staff, partners and kids were treated to a night at Sea World Resort on the Gold Coast, a dinner get-together and entry into their theme park for the weekend.

This was well accepted by all and a huge success. Funnily enough, this was the turning point to what has now been three fantastic years. In 2012, 70 people attended the event, including partners and children. In 2014, the event was again held at Sea World with a total of 95 in attendance. A few more kids had been born over the past couple of years, as well as the addition of a few more staff, so numbers could be tipping 100 this year.

Growing business volumes

In 2013, Versace Timbers had an annual turnover nearing \$10 million. Sales turnover in the past 12 months has now surpassed \$20 million. It is currently in negotiations to purchase a second site and set up its manufacturing arm to cater to the growing demand for its products.

Preferred Vendors

Auswood

auswoodtimber@bigpond.com

Gympie Sawmill

gympiesawmill.com

Lindsay Meyers

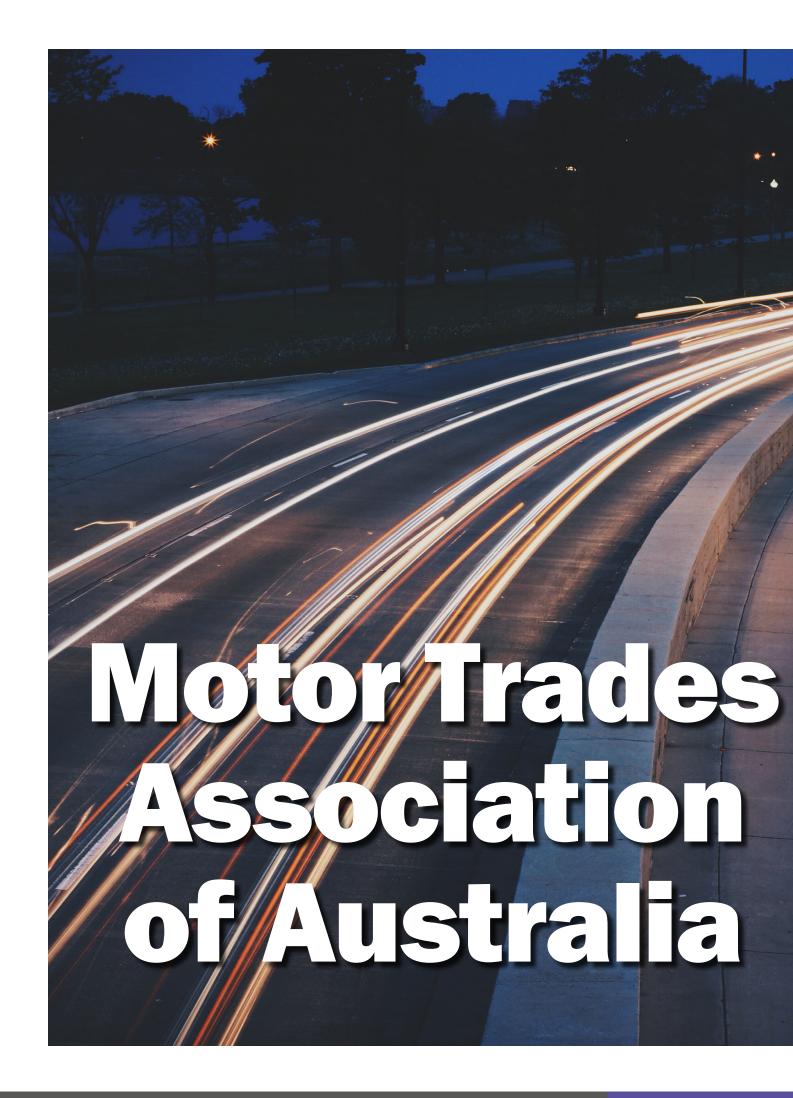
lindsaymeyers.com.au

Mitek Australia

mitek.com.au

Tilling Timber

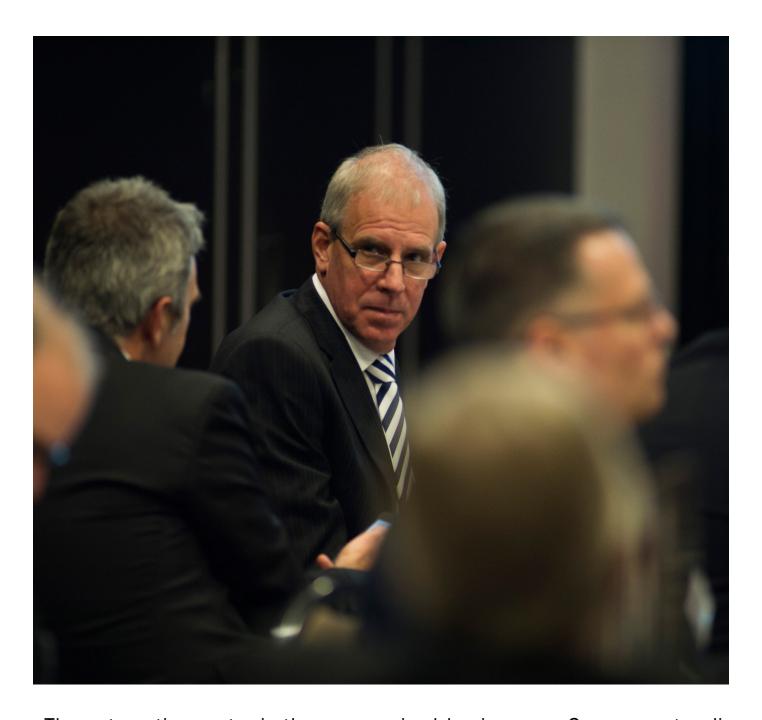
tilling.com.au





Proactively Representing the Automotive Industry

The Motor Trades Association of Australia (MTAA) represents its member associations and has as its primary objective the task of educating and informing government and industry about the role of the automotive sector. It proactively participates in the development of sound public policy on issues affecting or impacting the retail motor trades, small business and consumers.



The automotive sector in the country has an annual turnover of over \$208 billion and is an important component of the national economy. It employs in excess of 310,000 across 52 trades and skills categories. The sector comprises enterprises that service, repair, fuel and sell to Australia's 17.2 million strong motor vehicle fleet.

A large part of the automotive sector is comprised of small to medium

sized businesses. Government policies play an important role in determining how this sector fares. From the time it was established almost 30 years ago, the MTAA has played a pivotal role in influencing government policy. The policy inputs that it has provided have played an important role in the development of the automotive downstream sectors in Australia.

MTAA receives directions and over-



all guidance from its Board of Directors, who are supported by a National Secretariat in Canberra. The directors are nominated by the respective member associations. The day to day operations of the MTAA is managed by the association's chief executive officer, Richard Dudley. He is assisted in this task by the National Secretariat, with specific skills in stakeholder relations, government affairs, communications and statistical analysis

Speaking of the establishment of the MTAA Richard Dudley said, "The MTAA was formed in 1988 as a result of the state and territory motor trade associations determining that there was a need for national representation to deal primarily with advocacy and lobbying at a Commonwealth level. Prior to that, it had been done in an ad hoc fashion by some members through an entity called the Australian Automobile Chamber of Commerce.



"But it was not really a national organisation reflecting all of the views of all the states and territories. The MTAA established headquarters in Canberra. It established a secretariat and then later down the track

built a new headquarters building in the parliamentary zone."

The MTAA represents the Motor Traders' Association of New South Wales, the Victorian Automobile Chamber of



Commerce, the Motor Trade Association of South Australia, the Motor Trade Association of Western Australia, the Motor Trades Association of the ACT and the Motor Trades Association of the Northern Territory.

As a national-level body, the MTAA presents a unified voice primarily to the federal government and plays a key role in influencing government policy. The work carried out by the association includes identifying and monitoring issues affecting the automotive sector and taking up appropriate matters with the government.

Role played by the MTAA

The National Secretariat of the association acts as a liaison between the Federal government, Commonwealth departments and industry. It receives specific inputs from National Industry Sector Committees that sit underneath the MTAA umbrella.

These committees provide detailed inputs on matters specific to each of the components of the automotive sector. These sectors include the Australian Motor Body Repairers Association (AMBRA), Australian Motorcycle Dealers Association (AMDA) and several others representing parts dismantlers and recyclers, service stations and convenience stores, tyre dealers and retreaders, and farm and industrial machinery dealers.

The inputs that are received from these bodies is consultative in nature and provides the MTAA with the technical advice required to create effective policy responses to a wide range of issues including regulations.



Describing some of the issues that the MTAA takes up with the government, Richard Dudley says, "The key issues that we look at include competition and taxation policy. In addition to that, there are issues that crop up from time to time, particularly in regulation standards.

"A recent example of this are the government investigations into whether it should relax the restrictions on parallel imports of motor vehicles. Clearly that is of significant interest to various sectors and consumers.

"So we gather the information and technical input from our members and their business constituents and then form a view which is then expressed on to the government as it considers an issue."

Change in the automotive industry

The Australian automotive industry is undergoing sweeping changes. A stark illustration of this is the closure of domestic car manufacturers Toyota, Holden and Ford in Australia by 2017.

These changes will affect the communities where these companies and their supplier companies have operated for many years and also result in the automotive industry undergoing a fundamental shift. In a marked departure from the past, the industry will have to rely almost

totally on automotive vehicles and parts from overseas manufacturers.

Over a period of time, many businesses will close down and others will get amalgamated into larger companies. The MTAA is taking a number of steps to ensure that the transition that takes place is helped by appropriate government policies

that provide the correct type of support to the affected parts of the automotive industry.

Recently, the MTAA organised a summit in Canberra

to discuss issues affecting the automotive sector. It has been pursuing the issue of a more holistic policy from the government since 2013. At that time, it became obvious through analysis and investigation that the retail, service, repair, recycling and associated sectors of the automotive supply chain were undergoing important changes.

Speaking about this issue, Richard Dudley says, "Some of those changes were being driven by technology. Others were being driven by changing business circumstances due to changing relationships.

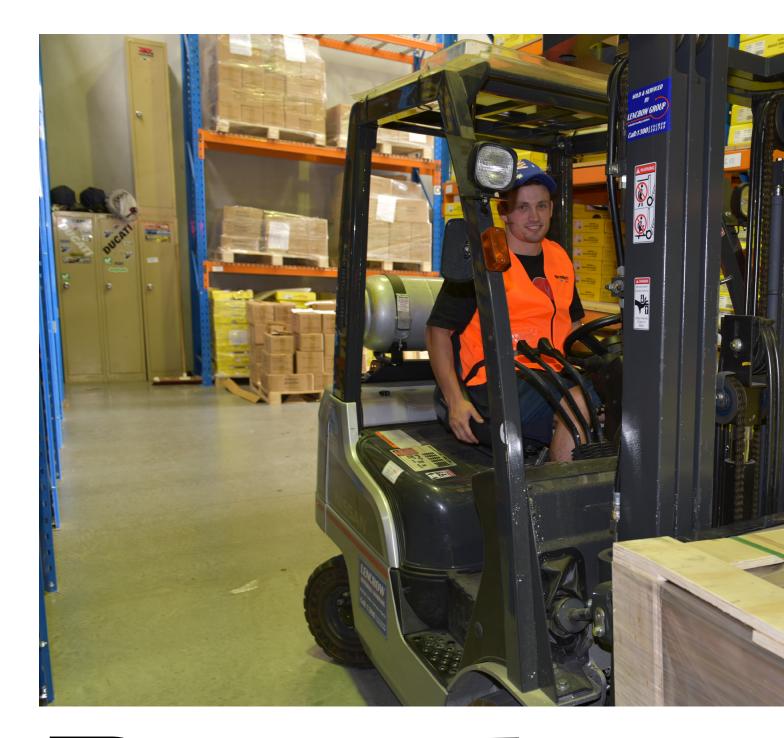
"For example, the vertical integration of the motor vehicle insurance market was taking place whereby insurers were not only selling policies, but they were building facilities to conduct their own repairs. There is nothing wrong in that, it is just that it is a sign of vertical integration that has an impact on independent motor body repairers."

While the automotive industry will continue to adapt and evolve, the MTAA is playing an important role in

ensuring that federal policies are in the interest of the trade and the Australian consumer. Its strong linkages with its member associations across the country and the

experience that it has gained since its inception in 1988 puts it in a unique position to offer the government advice and guidance.





Bremtec

Trusted by the Trade



Bremtec is a company in the automotive industry that distributes brake pads, brake discs, brake wear sensors and brake accessories. It has a number of loyal customers in Australia, New Zealand and America.

The company is run by managing partners Steven Kreti and Victor Makrievski. Steve has been in the automotive industry for over 25 years out of which the last nine have been spent in building up Bremtec. Victor has also been with Bremtec since its establishment and prior to this, he was the marketing manager of a company that imported brake friction products from the U.K.

Bremtec is run on the principle that it will distribute only the highest quality aftermarket brake friction products to automotive parts resellers and independent brake specialists. Every item that the company supplies is manufactured to the most exacting original equipment standards.

Recollecting the events that led up to the formation of Bremtec, Victor says, "I saw an opportunity for us to do something when the market was tightening up. It was a difficult time and sales were going down. I saw that we could get a quality product from China that could be priced right and presented well.

"That was when I did a business model study. Steve owned a brake and clutch business that was selling

AT A GLANCE

WHO: Bremtec

WHAT: Bremtec is dedicated to distributing only the highest quality aftermarket brake friction products nationally to automotive parts resellers and independent brake specialists.

WHERE: Victoria 3132

WEBSITE: bremtec.com.au





to the trade. He was buying products that were being purchased by a few different companies, reboxed in their own brand and he was reselling those brands.

"We noticed that the branding, the look and feel and quality were pretty substandard. Then Steve suggested that we get together and get a manufacturer to manufacture to our standards.

"We decided that we would offer a product that was presented in the best possible way, give customers the confidence they needed when they purchased the brand, market it well and see if we could sell it to the wholesale trade."

Upgradation of products

The company is launching a new high-carbon rotor standard for the European range. Bremtec saw an opportunity in the market when it noticed that the trade was selling cheap rotors of poor quality. It was decided to launch a high-carbon rotor that was priced a little higher than the competition but which was vastly superior in quality and performance.

It is very likely that this new product will do well in the market as the benefits that it offers far outweigh its higher selling price. There is a constant endeavour on the part of the organisation to redesign the formulas that it supplies with its brake pads. Cur-

rently, work is in progress on a special shim from 3M to be supplied with the shim that is sourced from America. Efforts are also on to broaden the range of rotors that are supplied as currently only European rotors are on offer.

Distribution strategy

Victor describes Bremtec's distribution strategy, "We have loyal customers Australia- wide and in New Zealand and in America that love our brand, and as we work on a new product or an upgrade, we let our customers know, they come on board.

"We tend to stick to the customers we have, we are not a retail business. We supply to the wholesale market and to stockists who stock our products on their shelves. They distribute through their network to their customers. A lot of our sales is through word of mouth as well. It is a small industry and people know each other."

The company values the relationships that it has built with its customers. It works closely with them and in many cases, speaks to them every day. This helps to get feedback on the products sold and on service issues. As a result of having established strong ties with its resellers, Bremtec's manufacturing facility has an annual turnover of 23 million brake pads and four million brake discs.

New product lines are developed

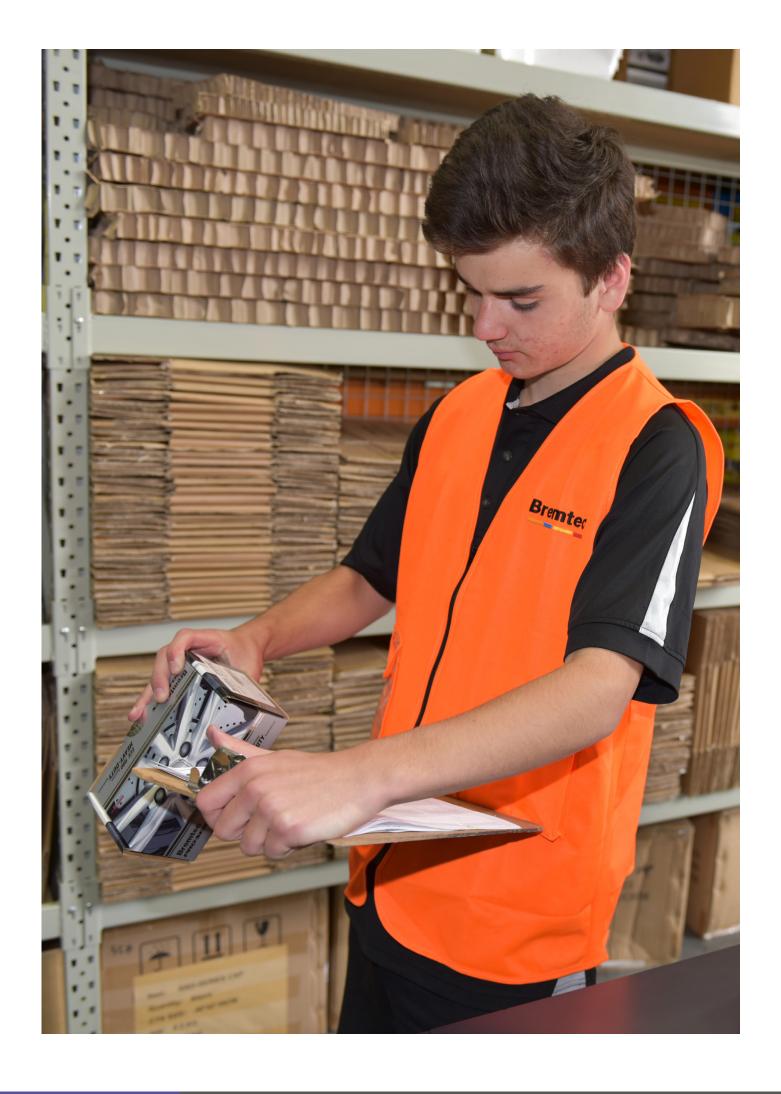
based on customer needs. Recently a New Zealand distributor requested specific numbers that are just for the New Zealand market. The company immediately began the process for their manufacture.

There is a system in place where distributors are offered a catalogue lookup which furnishes vehicle details, allowing for the supply of correct part numbers. This is a unique approach in the industry and normally manufacturers do not offer this facility. In fact, there is a special team that helps customers to look up the correct part.

If a customer needs to supply a part for an Audi A6 and there are five listings, the company's team uses its expertise and confirms the correct part number. This backup service is very popular with customers and greatly appreciated by them as it allows them to quickly satisfy the requirements of the end-customer.

Motorsport

Bremtec sponsors Renee Gracie, Australia's first woman to race in the Porsche Carrera Cup. The company has gained great mileage from this sponsorship and the exposure for its products has been tremendous. In the motorsport world, Renee is viewed as the equivalent of Danica Patrick, the former Indycar and now NASCAR racer.



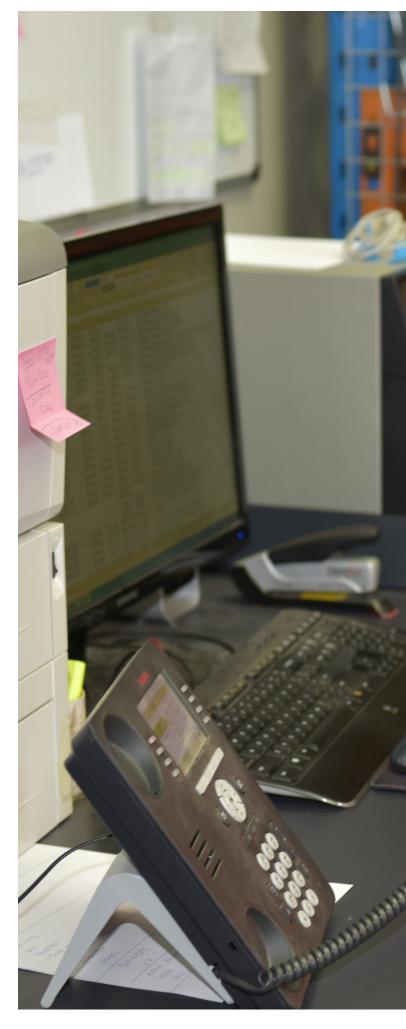
Popularly known as the 'Devil Princess', a devil on the track and a princess off it, Renee participates in various promotions for Bremtec.

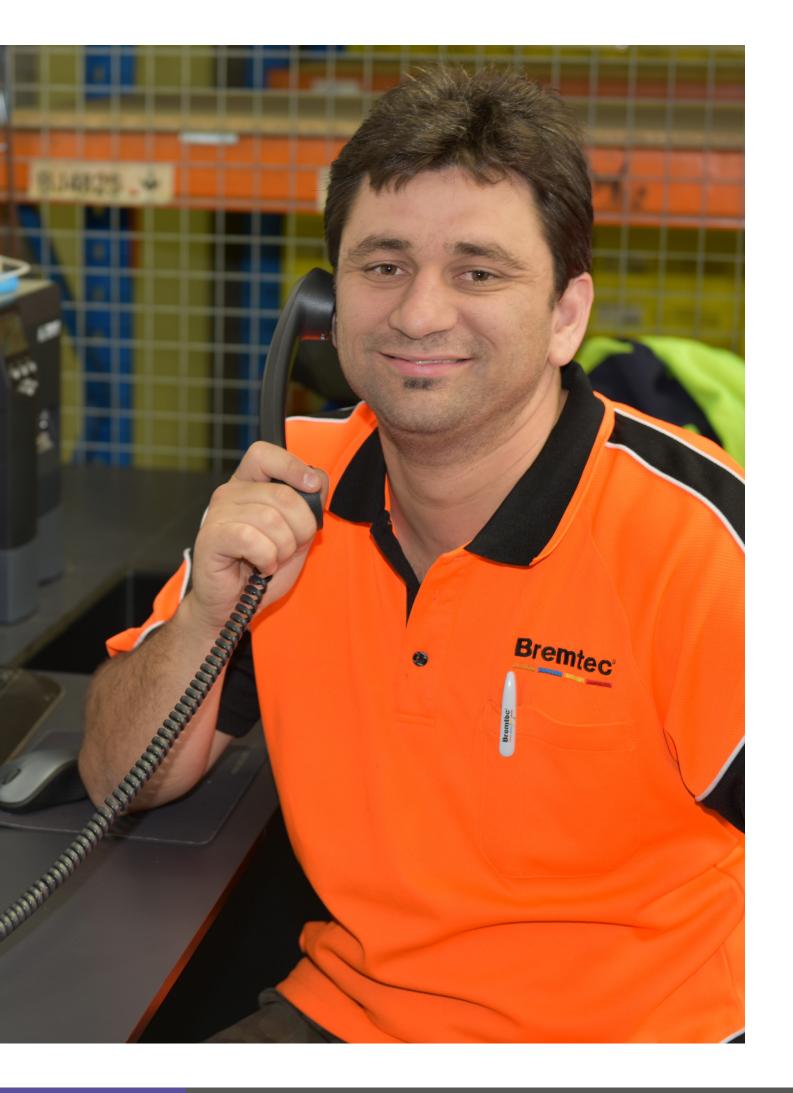
Customer service

Bremtec is known in the trade as a distributor with highly trustworthy and fair business practices. When it receives a warranty claim, it replaces products regardless of whether the problem is due to product, fitment or consumer issues. It does this because of the level of confidence that it has established with its customers over the years.

Bremtec accepts orders over the phone, fax or the internet. Although its online ordering system is rapidly gaining popularity, there are a number of customers who still prefer more traditional methods.

Above all, the company has a close relationship with the manufacturer of its products. This company, which is based in China, is highly receptive to the feedback and market information that Bremtec gives it. Based on this, it carries out suitable modifications so that the products that Bremtec offers its customers are the perfect match for their requirements.







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