

BUSINESS VIEW Australia

MARCH - APRIL 2016

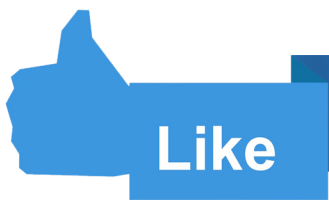


BUILD, MAINTAIN, RENEW:
COUNCIL HIGHLIGHTS FROM WA TO NSW





Subscribe! Advertise!



Like

fb.com/BusinessViewMagazine on Facebook and

Subscribe to receive **12 Issues for FREE!**

Business View magazine

Chief Editor

James Schafer

Contributing Editors

Adam Pothitos
Lorie Steiner

Production & Creative

M. Ejaz
Nicole Torres
Puneet Kumar
Ervin Guth

Editorial Directors

Bob Brooks
Kathy Green
Kevin Reid
Mark Joseph
Paul Reynolds

VP Operations

Kevin Myers

VP Production

Nida Monis

Managing Director

Ali Alvi

Executive Publisher

Marcus VandenBrink

Business View Magazine Australia

<http://www.businessviewmagazine.com.au>

info@businessviewmagazine.com.au

Tel: +61 (02) 8011 3231

Fax: +61 (02) 8088 6634

Email for all inquiries at info@businessviewmagazine.com.au

USA \ Canada \ Brazil \ Caribbean \ Australia

www.BusinessViewMagazine.com.au

Contents

March-April 2016

07 Editor's Note

Public Works & Infrastructure

8 Dubbo City Council

24 City of Mandurah

36 Port Stephens Council

44 Great Lakes Council

52 Yarra City Council

64 Glenorchy City Council

72 Clarence Valley Council

Supply Chain & Logistics

84 Martin Brower

92 Chartered Institute Of Logistics

Healthcare & Aged Care

100 Medea Park

Manufacturing

108 EcoScents

Construction & Property Development

116 Green Building Council

124 UDIA

132 Real Estate Institute of Australia

Franchising

140 Kick Juice Bar





84 Martin Brower



100 Medea Park



108 EcoScents



**AUSTRALIAN BUILDING
AND CONSTRUCTION
INDUSTRY**

LET US CONSTRUCT YOUR DREAM INTO PERFECT REALITY

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*

Readers,

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

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

Construction companies and the organisations that provide Australia its infrastructure have served to make the country one of the most modern in the world and given its citizens facilities which are at par with the best globally. In this issue we explore the workings of some of the top names in this sector – the Green Building Council and Urban Development Institute of Australia (UDIA). Our in-depth articles will explain what makes these organisations leaders in their respective areas.

The franchise industry in Australia has the second largest number (after New Zealand) of franchise outlets per capita in the world. We studied the franchise business model by analysing the operations of the franchise business of Kick Juice Bar discovered the factors that have led to their success.

Some of the Councils in the country are doing exemplary work in providing infrastructure that is the best in the world for the communities they serve. Our current issue examines the role played by such Councils, Dubbo City Council, Great Lakes Council, Yarra City Council, Glenorchy city Council, Campbelltown City Council, City of Mandurah, Port Stephens Council and Clarence Valley Council.

This issue also carries a detailed write-up on Real Estate Institute of Australia, the premium real estate network in the country.

The environment and its preservation is rightly getting greater attention with company like Empyreal Energy International and EcoScents making important contributions to the reduction in global warming.

We have also done in-depth stories on the aged care industry and the health sector by reviewing the operations of Medea Park Residential Care.

Our section on logistics companies has article on Martin Brower.

We hope that you find the articles interesting and informative and look forward to your inputs and suggestions.

Best wishes,

Business View Team

Dubbo City Co

Committed to Growth, Committed



History

The first Dubbo Council was created in 1872, 23 years after the New South Wales town was surveyed and established on the site of an earlier trading settlement. Some of the earliest council projects involved cutting down trees in public streets, sorting out the drainage work and establishing an effective water supply for the town.

It was proclaimed a City in 1966 and today is home to over 42,000 people, a number which is set to rise in the next 20 years. Indeed Dubbo's current growth rate is the highest that has been seen in over 20 years

The economy is quite mixed. Medical healthcare is the largest employer, followed closely by retail. A mistaken perception is that Dubbo

Council Committed to Quality



is a rural centre and people must be farmers, but only 4% are employed in agriculture. It is perhaps better known for being a great regional service centre for at least one third of the land area of NSW and beyond into southern Queensland.

Stewart McLeod is the city's Director Technical Services. All major engineering services and projects in

AT A GLANCE

WHO: Dubbo City Council

WHAT: Dubbo City Council is the local government authority for the city of Dubbo including surrounding villages; Brocklehurst, Ballimore, Wongarbon, Elong Elong and Eumungerie.

WHERE: NSW 2830

WEBSITE: dubbo.nsw.gov.au

the City are overseen by him, including roads, footpaths, water supply, sewerage, storm drainage, solid waste management including recycling, emergency management, and "back-of-house" functions like fleet services, design office, traffic engineering and supervision of subdivision and other works by private developers.

Infrastructure is of major importance to a regional centre like Dubbo. With a balance sheet of nearly \$2 billion worth of assets to assist with delivering the services the residents of and visitors to Dubbo require, Dubbo City Council is constantly focussed on the provision of new and upgraded assets to meet the needs not only of today but of the community in 30 years time.

Council is planning for a population of 55,000 people in the City within 30 years. This will generate the requirement for projects that create the economic output and essential infrastructure services to support

such a population. These demands have led the Council onto the path of smart planning and long term thinking.

Dubbo Regional Livestock Markets

Agriculture has always been, and still is, a very important part of Dubbo's economy. The multimillion dollar Dubbo livestock market is one of the largest sale yards in Australia for throughput, with 1.3 million sheep and over 200,000 cattle being sold there every year. It is owned and operated by the Council and has been like that for fifty years now. The infrastructure is constantly being upgraded. In 2015 \$4 million was spent on upgrading the sheep selling facilities, and 2016 and 2017 will see another \$4 million spent on upgrading the cattle facilities.

McLeod says these upgrades are essential for business and the City.

“The Aim of the upgrade is to keep Dubbo as one of the major stock selling centres in Australia. It is a business worth \$50 million a year for the city's economy, so it's important the Council continues to invest in it.

If you've got a good yard with a lot of buyers and sellers, it's very good not only for local farmers but also farmers across the whole of eastern Australia. They know that if they send their stock to Dubbo there will be lots of buyer and lots of competition for purchase of their stock.



Barnson Pty Ltd is an independent multi-disciplinary consulting firm offering professional services with offices in Dubbo, Mudgee and Bathurst. We offer a level of technical expertise that few other businesses in regional NSW are able to accommodate in one place.

Our professional services include:

- Building Design
- Civil Engineering
- Environmental Science
- Geotechnical Engineering
- Project Management
- Structural Engineering
- Surveying
- Town Planning

Our clients are residential and commercial developers, civil contractors, local government, state and commonwealth agencies, educational and health institutions, mining companies and individual residential clients.

We have come a long way since our humble beginnings in 1992 and are delighted to employ a team of 40 dedicated professionals. We are proud of our reputation for professionalism, technical excellence, innovation and personalised service.

Major projects that we have worked on in the Dubbo area include:

- Barden Park Regional Centre of Excellence for Athletics Redevelopment
- Dubbo City Regional Airport Upgrade
- Dubbo Regional Sheep Yard and Cattle Yard Upgrade
- Dubbo Sewer Treatment Plant Upgrade
- Driftwell Park Redevelopment, Dubbo
- Whylandra Waste and Recycling Centre
- Old Dubbo Gaol Watchtower, Dubbo
- Dubbo Regional Botanic Garden

Please get in touch with one of our experienced professionals to discuss any upcoming developments and project management matters.



1300 BARNSON
www.barnson.com.au



Barnson Pty Ltd is an independent multi disciplinary consulting firm offering professional services in various fields of engineering, building design, planning and management. With offices in Dubbo, Mudgee and Bathurst, we are strategically located for work in regional areas of NSW with services provided to clients in the private, public and government sectors.



structural, civil & geotechnical engineering
 building design | town planning | surveying
 project management | environmental services
 NATA accredited soil testing laboratories



1300 BARNSON
www.barnson.com.au



Sewage Treatment Plant Upgrade



COCKRAM



ENVICO

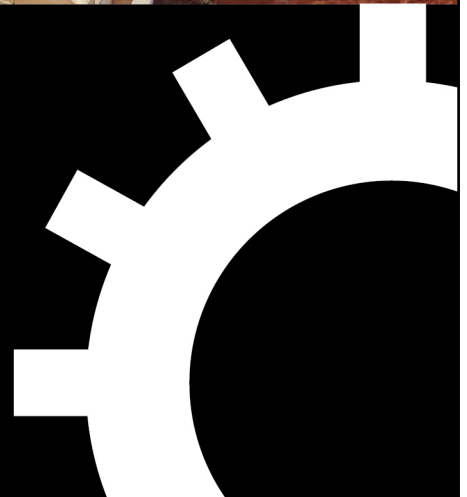
Water Sector Construction Services

Simon Gorman
T. 0417 396 238

Simon Walter
T. 0416 206 478

Cockram Envico brings together Cockram's national construction capability focused on complex projects up to \$150m in value and CCB Envico's deep experience and expertise in water infrastructure.

Together as Cockram Envico we design and construct projects in the water sector nationally, with proven performance in Queensland, New South Wales, Western Australia and Victoria.



Some of the improvements are high-tech like a brand new set of electronic scales and the infrastructure which accompanies that, but much of the upgrade is basic things like improved fencing, elevated walkways for agents and customers, and putting rubber matting down on the floor for the comfort of stock, but which ultimately improves their condition and increases prices buyers will pay. A lot of the infrastructure investment has been and will be spent on local suppliers.”

Sewerage and Water Supply

Conscious of the need to accommodate for a growing population, Council began working over 10 years ago on a major capacity upgrade at the Dubbo sewage treatment plant.

“Up until last year it had a capacity of 35,000 people, about equal to its current loading. However with the constant growth of Dubbo and the nearby Villages of Brocklehurst and Wongarbon it was obvious a major upgrade would be needed to cater for future growth.

In 2014-2015 we spent \$23 million of council money upgrading it to a 55,000 equivalent population facility. That project is all but finished at the moment, with only a bit of tidying up happening. We didn't want any constraints on Dubbo's ability to

accept new businesses and new people. We did a similar project on the water plant back in 2006 which increased that plant's capacity to 55,000 EP, but that's outside the three year plan we were talking about. That \$21 million project will see us through to around 2040. You can't just continue to allow a city to grow without an adequate water or sewerage treatment system.”

Eleven years ago Dubbo commissioned its own effluent irrigation farm just north of the City on the property “Greengrove”. This latest sewage treatment plant upgrade will continue to pump treated effluent to “Greengrove” and the adjoining private farmer who also pays us to be allowed to use our effluent. Sewage sludge from the plant is also ploughed into the ground at “Greengrove” and this has seen a quadrupling of the Lucerne productivity from those areas where the sludge is used.

The land-based disposal strategy at “Greengrove” has been a very sustainable operation, with both the liquid effluent and treated solids being put to economic use whilst keeping the embodied nutrients and salt out of the Murray Darling River system.

There are still other major projects underway to enhance Dubbo's water supply and sewerage services. The Villages of Eumungerie and Mogriguy to the north of Dubbo will be supplied with town water for the first time by

July 2016 (\$4 million). Contractors are on site now undertaking that work. Council's main water supply weir in the Macquarie River in South Dubbo is presently being upgraded with a rockfill ramp and fishway to make it both safer for people and more environmentally friendly for native fish species, again with a contractor on site (\$4 million). And closer to the centre of town, the Erskine Street Sewage Pump Station is about to have its first major upgrade since 1930 in the form of a new overflow storage tank, odour control works, new emergency generator and improved vehicular access. A contract for \$7 million was let in March 2016 and work will be underway before the middle of the year.

New Junction, New Challenge

Some recent projects have challenged the City's capabilities in new ways, with one project requiring Mr McLeod to oversee the building of a new section of railway line, a most unusual activity for a Local Government authority to become involved in.

North Dubbo is a major industrial area in Western NSW which houses the Dubbo Saleyards, a major export abattoir, a major inter-modal transport terminal and more than one hundred other mixed use industrial businesses. The most direct entrance into North Dubbo is at Boothenna Road adjacent to a set of railway points called the

Is maintaining unsealed roads costing you money?

**BaseBind**[®]



Basebind is a proprietary bitumen emulsion for unsealed granular pavements, designed to resist wet or dry erosion and reduce the frequency of maintenance on unsealed roads. It resists water penetrating into the granular layer, keeping the surface intact and lasting longer.

For more information contact your local
Fulton Hogan representative on (02) 6809 9300
or visit: www.dustbloc.com.au/basebind

 **Fulton Hogan**

Troy Junction, but until October 2015 higher productivity heavy vehicle combinations including B Doubles and Road Trains were not permitted to use this access.

Boothenba Road comes off the Newell Highway, the main Melbourne to Brisbane highway running south to north through Western NSW, but the highway runs directly beside the railway line. Both were so close to each other (15 metres or so) that a road train was never permitted to turn there because if a train happened to be coming it would need to stop with its trailer still hanging out across the highway. Conversely if a road train was trying to turn onto the highway and had

to stop for traffic at the intersection, the trailer was left hanging over the railway line and could have been a collision hazard for trains. McLeod said the solution was quite simple.

“Rather than having the railway line running parallel to the highway, we put a curve into the railway line at the point where the level crossing was and moved the crossing 120 metres further from the highway so that now there is a 120+m gap between where the railway crossing is and the Newell highway is. Now if three road trains happened to be following one another, they will be able to turn off the highway and still have room to be stacked until a train passes by



GEOLYSE

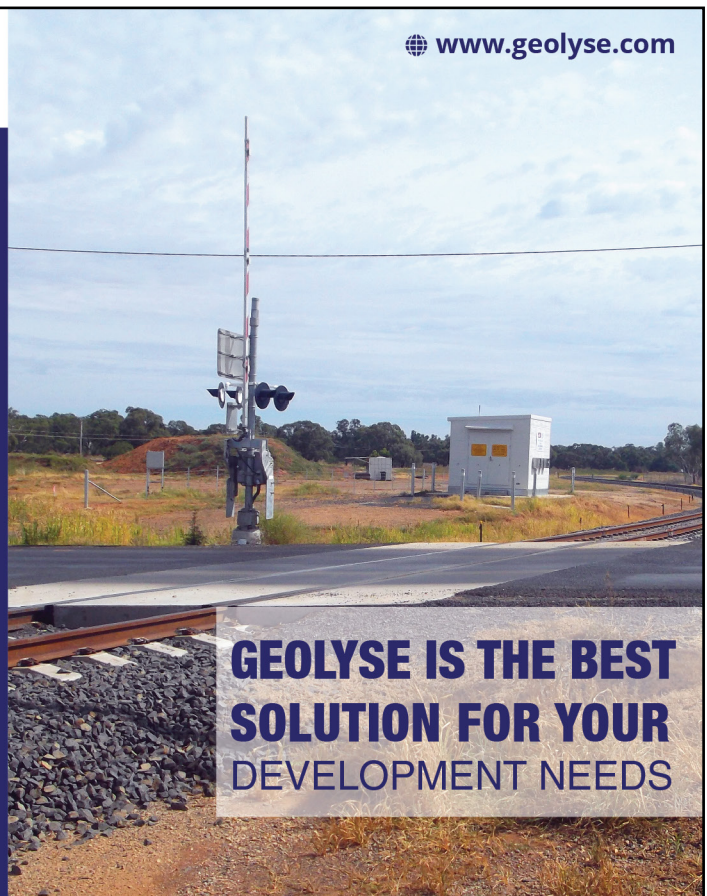
Geolyse is proud to have partnered with Dubbo City Council on many of the city's key projects to provide a better lifestyle for the community.

Our Services

- Civil, Structural and Environmental Engineering
- Surveying
- Environmental Consulting
- Planning
- Architecture

No matter how big or small your project is, please call us to discuss your next project and how Geolyse can help.

www.geolyse.com



GEOLYSE IS THE BEST SOLUTION FOR YOUR DEVELOPMENT NEEDS

Call Us 02 6884 1525

Dubbo 02 6884 1525, Orange 02 6393 5000 & Oran Park 02 4632 6500



Gulambula Bridge



**POWERLINE
CONSTRUCTIONS**

When Quality Counts

Country Powerline Constructions' focus is to supply Electrical Infrastructure and Maintenance for Government Development, Mining Industries and Private sector customers.

The design, installation and maintenance of your power system depends upon careful planning from environmental impact to economic outcomes. Country Powerline Constructions offers a comprehensive service.



WHAT WE SPECIALISE IN

- Electrical Distribution Power Design and Construction
- Project Management
- High Voltage & Low Voltage Powerline Installations
- Inspection, Testing & Reporting of Powerlines
- Pole Mounted Transformers
- Underground Reticulation
- Design and Construction of Urban or Rural HV Extensions and Pole Substations
- Rural Subdivisions
- Residential and Industrial Underground Subdivisions
- Indoor Substations
- Padmount (Kiosk) Substations and Asset Relocation Projects
- Metering & Switchboards
- Hire - Plant, Machinery and Operators

☎ **02 6882 0354**

☎ **0418 284 145**

✉ **jeff@countrypower.net.au**
(Jeff Temesvary – Director)

✉ **david@countrypower.net.au**
(David Chant – Business Manager)

🌐 **www.countrypower.net.au**

1 Johnson Street DUBBO NSW 2830

and the crossing opens again. The project was called the Troy Junction Rail Diversion and was opened by the New South Wales Minister of Transport in November 2015. The reason for wanting to make the connection more direct was because the next closest crossing to be able to access the North Dubbo industrial area required a 7km deviation for most truck traffic instead of being able to use Boothenba Road, and it was wasting over \$1 million each year in fuel costs and another \$1 million in lost time for transport operators. We estimate that the environmental and financial benefits will have paid back the \$7 million construction cost within three years.”

Gulambula Bridge

Dubbo is a natural transport and freight hub in the middle of NSW. Roads radiate from Dubbo to Brisbane, Adelaide and Perth (via Broken Hill), Melbourne, Canberra, Sydney, Newcastle and Central Queensland (via Walgett and/or Bourke). Even many of our sub-arterial rural roads are important regional routes in their own right for people and freight seeking to access Dubbo or bypass the highways using lower trafficked areas.

“One such route is the Old Mendooran Road to the northeast of Dubbo. It is becoming quite an important link for heavy vehicle traffic, as it provides an alternative way for all traffic to be able

to get from Dubbo onto the Mendooran Road. This latter route goes northeast to the town of Mendooran, but more importantly, it links back up with the Newell Highway near Coonabarabran. Because it’s a bit shorter and flatter than the Newell Highway between Dubbo and Coonabarabran, there is an increasing demand for its use.

Gulumbula Bridge was a Council project completed in 2015 which replaced a dangerous causeway crossing on the Old Mendooran Road over the Talbragar River. This project cost Council \$3 million. It makes the connection for heavy vehicles, and local residents and farmers, a lot more attractive and efficient,” says McLeod.

The word Gulambula is an Aboriginal word which means earth oven. When the designs for building the bridge began, Council’s archaeological consultants found numerous Aboriginal artefacts in the ground, including rings of stones used for cooking fires, some of which could be dated back 1600 years. Although some artefacts needed to be disturbed and removed for the bridge construction to proceed, the local Dubbo-ga Aboriginal community were extremely co-operative, and Council was very pleased to recognise the existence of these important artefacts in perpetuity by naming the bridge the Gulambula Bridge.

Dubbo Regional Airport



Dubbo Regional Airport

Dubbo Regional Airport is a major point of difference for Dubbo amongst comparable regional centres. Annual passenger numbers now exceed 190,000, and Dubbo passengers can fly daily on numerous flights to/from Sydney, but also most days to/from Brisbane, Melbourne and Broken Hill.

Council's last major upgrade in 2014 saw \$3 million spent on upgrading and extending the terminal, and doubling the carparking capacity adjacent to the terminal. Development continues

at the Airport, however, with a further \$7 million to be spent commencing later in 2016 on strengthening the main runway to permit the operation of larger aircraft from the Airport in future years.

The Parks of Dubbo are of Regional Importance As Well

Tourism is a big part of Dubbo's economy and the City's capability to host large sporting carnivals and events has long been known. Such events are complemented by



Regional
EnviroScience

1300 372 436

**DO YOU NEED
MONITORING
IN YOUR WORK PLACE?**

INFO@ENVIROSCIENCE.COM.AU WWW.ENVIROSCIENCE.COM.AU





ASBESTOS.DUST.CHEMICAL.NOISE.VIBRATION. RADIATION.
WATER. MICROBIAL.BACTERIAL.ENVIRONMENTAL MANAGEMENT.
IN HOUSE LABORATORY SERVICES.METH LAB REMEDIATION.

PROUD PARTNERS OF DUBBO CITY COUNCIL
OFFICES IN DUBBO, WAGGA AND TAMWORTH

fields, swimming pools, football fields, and now athletics fields as well.”

McLeod was quick to point out that one of his fellow Council Directors, Murray Wood, from the Parks and Landcare Division of Council, has responsibility for these facilities, and he would not like to claim credit for projects he was not involved in.

Barden Park in North Dubbo has been the home to Dubbo Athletics Club for many years. It has always been the main regional club in Northwest New South Wales. In 2015 their facilities were significantly upgraded by Council to the tune of \$6 million using a mixture of grant funding and Council’s own funds. The Barden Park Regional Centre of Excellence for Athletics now boasts an international standard tartan running track, good enough for world records to be recognised on, and facilities for all recognised track and field events on the world athletics calendar. McLeod says the upgrades have given the local Club the ability to distinguish themselves in a very positive way from other regional and remote centres.

the huge tourist accommodation availability (motels, hotels, caravan parks and apartments) which sees Dubbo the second highest provider of such accommodation in all of regional NSW. In recent years, however, the facilities on offer to various sporting administrators has been taken to a new level through initiatives of Dubbo City Council.

Mr McLeod said “We’re halfway between Brisbane and Melbourne. There’s a lot of accommodation here. The different sports find they can come here and run carnivals for a week; it’s easy for participants and spectators to travel around, and for many sports there are multiple fields located close to one another. We’ve got good cricket

“The local athletics club, it’s always been marvellous, but they are now able to have seriously important carnivals here in Dubbo. It’s better for athletes training for major competitions. And Dubbo being a regional centre, a lot of the small towns are also now sending athletes down to events in Dubbo”.



Caltex Park

Caltex Park Stormwater Harvesting and International Playing Surface Project

In 2013 Council undertook a major \$11 million project upgrading the East Dubbo Sporting Complex. Council has since granted naming rights, for a fee, to a well-known oil company, and the main arena is now known as Caltex Park. Much of the funds used for the upgrade were grant funds.

A major part of the project was the installation of a 10 megalitre capacity storage tank underneath the playing service which is filled during rain events from the adjacent street drainage system owned by Council. This provides most of the water then used over the course of a year to irrigate the grass playing surface above.

The other major part of the project, however, was the complete rebuilding



Moving Forward

Dubbo has always been a very well planned and forward thinking community. It has prided itself on delivering the best for its residents and visitors.

Moving forward McLeod says its Road Transportation Strategy adopted in 2012 will complement the actions already taken with respect to water supply and sewerage, and see \$110 million of road projects getting done over the next 30 years, including a ring road around the city and several more bridges across the Macquarie River to cater for traffic growth.

In 2015 NSW Premier Baird announced that \$50 million would be made available to the RMS for a second high level bridge across the Macquarie River at Dubbo to improve access during floods. This had been proposed to Government by Council since adoption of the 2012 Strategy, supported by an unsolicited Study by Council which indicated such a project could expect to generate projected benefits over 30 years of \$190 million.

Dubbo has been the recipient since 2012 of significant NSW Government funding at the Dubbo Base Hospital. Stage One and Two Upgrade works worth \$91 million have now been completed, and a further \$150 million announced for Stages three and four over the next five years.

of the playing surface into a fully drained couch grass field which has made Caltex Park into one of the best playing surfaces in New South Wales, with local, country and state matches (rugby league, rugby union and soccer) being hosted there. The surface is so well constructed and so well drained that even after a day of football co-inciding with rain you will struggle to find any major wear and tear on the field.

In the private sector final Government approvals have just been given (March 2016) for a \$1.2 billion Zirconia and Rare Earths Mine at Toongi just 20 kilometres to the south of Dubbo. This major mining development will include onsite processing of the ores in a major value-adding exercise which will see 240 new jobs added to the Dubbo economy over a project life expected to exceed 50 years. Construction is expected to commence by the end of 2016.

With a clear plan and vision for the future, Dubbo is certainly on track to continue its history of innovative thinking.

Contractor Listing

Barnson

www.barnson.com.au

Cockram Constructions

www.cockram.com

Country Powerline Constructions

www.countrypower.net.au

Fulton Hogan Dubbo

www.fultonhogan.com

Geolyse

www.geolyse.com

Regional EnviroScience

www.enviroscience.com.au



Stewart McLeod has had 41 years experience as a professional engineer. He has been Director Technical Services at Dubbo City Council since 1994 and was Director Technical Services at Orange City Council prior to that. Stewart has Honours qualifications in Civil Engineering, a Masters Degree in Business Administration and a Diploma at Distinction Level in Town and Country Planning.

Stewart is active in Local Government and Engineering in NSW, having spent considerable time serving on the NSW Local Government Water Directorate, the Board of IPWEA (NSW), the national Engineers Australia Regional Engineering Special Interest Group, Chair of the Dubbo Country Group of Engineers Australia since 1997, and an Excellence Awards Chief Judge for the Sydney Division of Engineers Australia since 2004. Stewart is an Emeritus Member of IPWEA, a Fellow of Engineers Australia and was the recipient of a Public Service Medal in the Australian Honours Awards announced in June 2011.

Councillor **Mathew Dickerson** was born and bred in Dubbo and is married with four children. He is a highly successful and prominent businessman with extensive management experience.

Councillor Dickerson is a passionate public speaker and his extensive knowledge of business and technology has seen him deliver presentations as a keynote speaker at dozens of national and international conferences, seminars and other events.

Over the course of a decade Councillor Dickerson has achieved an extensive list of major business awards, from the Gold Rhino Award for best overall business in the region to the Consensus IT Writers Award for most entertaining IT writer in Australia and Microsoft USA's worldwide small business partner of the year.

Councillor Dickerson has shared his knowledge and expertise through regular columns and feature articles in a number of national and international publications. He features regularly on national radio and has appeared in various other print forums and broadcast programs.

An elected member of Council since 2004, Councillor Dickerson served as Deputy Mayor between 2005 and 2007, and again in 2010. He was elected Mayor in September 2011. This is his fifth term as Mayor.

Councillor Dickerson is dedicated to growing Dubbo in an environmentally and financially sustainable manner.



Councillor Dickerson is currently involved with the following organisations and committees:

- Anittel Limited (ASX:AYG) | founding chairman of Anittel Advisory Board
- Orana Education Co-Op Ltd | board member
- Australian Institute of Company Directors | member and graduate
- Mensa | personal membership of the High IQ society
- Indmark P/L | board member
- Diocesan Finance Council | board member
- Luke Priddis Foundation | board member
- Accommodation Network P/L | board member
- Kaseya Limited | creator of Kaseya Partner Advisory Council
- CompTIA Task Force | Australian representative on international Task Force
- School of Rural Health Advisory Board | committee member



City of Mandurah

Developing and Diversifying Towards a Brighter Future

The City of Mandurah is 72km south of the state capital, Perth. It became a shire on July 1st 1961, a town 26 years later and eventually a city on April 14th, 1990. The growth of the city, from a small fishing village to a prominent tourist hotspot, is a testament to the vision held by the people and the City of Mandurah Council.

Planning for the Future

Mandurah's infrastructure has been a key component in the Council's ability

to deliver the best for its residents, as well as visitors. With a projected growth in population from 85,000 to 130,000 over the next 20 years, the Council has been planning well ahead to make sure energy, transport, sanitation and environmental needs are met.

Allan Claydon, Director of Works and Services, has been overseeing the City's municipal projects.

"As the city's population has grown, this has put demand on our



infrastructure and services, and we're fortunate to have a competent workforce who can meet the city's needs now and into the future in terms of major community infrastructure projects," he explains.

Mandurah Aquatic and Recreation Centre

The City wanted to create top-class facilities which could cater to both the local populous and have an appeal to international sporting events. As Mandurah's Chief Executive Officer

AT A GLANCE

WHO: City of Mandurah

WHAT: Mandurah has a history and dedication towards attracting tourists to the city with a tourism team focusing on attracting and branding the city and region.

WHERE: WA 6210

WEBSITE: mandurah.wa.gov.au

Mark Newman explains, the need for a major redevelopment of the City's aquatic and recreation centre:

"The previous building was nearly 30 years old, when the town had a population of less than 20,000. Basically, you had one eight-lane 25m pool and one six-lane 25m pool, with the last modifications being done in 1994."

Stage one focused on a \$22 million upgrade of the aquatic facilities, which was completed in September, 2015. Everything is bigger, better and built to last longer.

"There is now a 50m outdoor pool which can be split. We can alter it for whatever configuration we like. The 25m indoor pool has been completely rejuvenated and there is also good variety, including an aquatic playground for kids, which is great, especially in the school holidays. We now have a top-class facility for a regional centre. It's been



a huge success since opening, and we're working to attract and secure regional and state events for the coming years," says Newman.

Stage two, a \$20 million development, focuses on the dry areas of the recreation centre. Two new basketball and squash courts are being added, while the gym and administrative areas are reconstructed. With a projected completion date between July and August, 2016, this upgrade will see the existing floor size almost double.

The energy demands of running such a large complex have seen the City move away from more conventional sources, focusing instead on environmentally sustainable initiatives

which will pay for themselves within a few years. Geothermal heating of the centre, which involves extracting heat sources from 1050m below ground, is a \$4.5 million project the City has undertaken to keep the centre heated in an environmentally friendly way. While the drilling process is a bit complicated, Newman says the payback will be noticeable.

"It will save around \$80,000 a month in heating costs. Obviously we still have the boilers in there which you need when the system goes down but we know what it costs per month so it will pay for itself in five years. It's a fantastic project, supported by both the State and Federal governments - through the Community Energy Efficiency Program. That's helped to

make it even more viable.”

With a price tag close to \$50 million, Newman has worked closely with the State and Federal Government to ensure all the costs were met in a timely manner.

Tourism

Mandurah has a history and dedication towards attracting tourists to the city. With a tourism team focusing on attracting and branding the city and region (the Mandurah and Peel Tourism Organisation) there has been a significant increase in the number of people coming to the city.

In 2018, the city will be hosting the Police and Services Games, in which more than 2000 participants will be taking part.

The Council is actively targeting these types of events to bolster tourism while still recognising the strong drawcard of historical events which take place.

One recognisable event is the local Channel Seven Mandurah Crab Fest, which takes place in the second week of March and attracts crowds upwards of 100,000. Summer events also attract sizeable numbers, with more than 20,000 people turning up for the Community Christmas Pageant and New Year's Eve celebrations. The Stretch Arts Festival is also well-established community event.

Eastern Foreshore Redevelopment

Being such an iconic part of the city's tourist appeal, the Council is starting a redevelopment of the Eastern Foreshore, which has currently outlived its viability in terms of space and appeal.

The \$12.5 million project will see the existing seawall replaced along with further redevelopment of the foreshore subsequent to it, providing a more contemporary space for people of all ages and abilities.

Director of Works and Services - Allan Claydon says the project received



It's all happening at Lakelands Private Estate.

Lakelands Private Estate is an award-winning, master-planned community just 10 minutes' drive from the heart of Mandurah. The estate boasts local schools, plus a future Town Centre, including an ALDI, Kmart and Coles, due to open in mid-2017.

Invest in your future at Lakelands Private Estate today, and benefit from Peet's 120 years' experience in developing thriving, sustainable communities.

For more information, visit lakelandsestate.com.au

PEET

a ringing endorsement from the community when the initial concept plans were revealed. The indigenous community was also consulted and has similarly endorsed the project.

“What we will provide in terms of tourism is a very creative event space. One of the features of this is a performance space located in the foreshore and what we’ve proposed is an Amphitheatre that broadcasts itself out across the water, so it’s quite a unique feature,” he says.

As a low lying area, there was a need to build the wall up to address climate change. The Council will use the increase in height to provide ramps and seating for people to experience the water-edge up close.

The new seawall is set to be completed later this year.

Delivering effective outcomes within budget can be a challenge for the Council, especially on red tape issues. Claydon says this can take all the energy, drive and budget out of the project, although he believes it is worth the effort.

“We’ve got a very strong argument to upgrade the foreshore and waterway for our community, visitors and future events. We’re a very easy-to-reach destination, so this is one way of enhancing that from an economic viewpoint. There are not many places out of Perth which can provided the

amenities we provide,” Claydon says.

Sustainability Partnerships

Chief Executive Officer Mark Newman outlines economic, environmental and social aspects as the three planks of the City’s strategic plan.

The City has been collaborating with the Peel Harvey Catchment Council for the past 12 years, focusing on the drainage into the Peel-Harvey Estuary. As Newman explains, the estuary is a big part of the city, and protecting it from human wastage and offsets is crucial.

“Without the estuary I don’t know what we’d be. In 1994 we actually introduced a more robust marine life. The things which made the algae bloom was heavy metal from drains, farming and residential developments. The Peel Harvey Catchment Council was formed to liaise as a partner with councils on how they put drains in. It became the last Natural Resource Management area to be announced through the State Government last year and Council has continued to sponsor them through the process.”

The Council partners with universities on estuary-related projects, which have been so successful, the Federal government is now funding them directly.



Newman is also conscious of the economic challenges of building up an economically vibrant CBD.

“Mandurah used to be a fishing village and the CBD was built around it. I suppose we’re going to have to keep a focus on employment outcomes in the CBD. Professional offices can change the type of employment[they provide]. We’re focused on construction and retail and we need to diversify out. The other area we’re working on is finding niche programs in terms of entrepreneur programs and the Artpreneur programs that have really caught on. Growth is uncapped,” he says.

Solar Panels

An environmental focus has been a strong part of the Council’s long-term vision. It has worked to set a carbon emissions reduction target and has found leading by example is an effective way to make a change. They took a scientific approach to it, installing Photovoltaic (PV) Panels on a number of Council buildings, including the Mandurah Bowling and Recreation Centre, the Mandurah Performing Arts Centre and the City’s administration building. In doing so, they made sure the panels were well concealed.

Newman says the benefits of renewable energy are noticeable,



being both cost efficient and having positive spillover effects.

“We could see it could pay for itself in a very short period of time, with a payback period in 3-4 years. Any savings are put straight into other energy savings projects. It’s been really worthwhile and so far the projects we’ve put them in, we’re exceeding expectations both with carbon emissions and energy costs.”

The leadership by example has paid off, with Mandurah residents being some of the highest users of solar panels in the state. Some of the smaller recreation clubs have also started to ask for assistance, leading to the growing momentum in the use of renewable energy.

Old Mandurah Traffic Bridge

Transport upgrades have been a noticeable feature in the Mandurah’s development plan. One notable project was the upgrade of the 62-year-old Old Mandurah Traffic Bridge. The \$51 million project was granted funding from Federal and State levels, with the Council also contributing. Once completed, it will be four lanes wide and have a far more modern feel to it.

Claydon says there was a lot of public consultation, helping residents to recognise it’s practical needs whilst still maintaining some of the bridge’s heritage.

“The shape and form has been there for so long. In recognition of that,



there will be a portion of the structure maintained to recognise the heritage value. So a portion will be maintained and refurbished so citizens can do their fishing and crabbing,” he says.

The new bridge is based off broad designs to ensure there is less intrusion into the waterways. The new bridge will feature four pile seats in the water whereas previously it was 23, further minimising the overall impact on the environment.

Mandurah Road Pedestrian Bridge

This bridge was built with the intention of providing an entrance into the city centre itself, as well as providing an essential linkage between the train station and future

residential developments. There is a greater ease of access to the railway and bus station, while also providing better movement for cyclists and people with disability. Allan Claydon explains design and development in detail.

“The double arch cable state bridge was designed and built in a three-dimensional manner. It was developed with double arch for two reasons. The first is that it spans out as iconic structure, and secondly, by necessity, when the bridge is spanning state highway and electrified rail systems, there’s a need for a double arch,” he explains.

Their hope is that the bridge will provide residents with a more eco-friendly way to commute through the city. The City was recently announced

the winner of the GK Waters Local Government Engineering Excellence Award for the Mandurah Road Pedestrian Bridge project.

Peel Regional Leaders Forum

Mandurah's Council has formed many good working relationships inside and outside the city. One group is the Peel Regional Leaders Forum.

A collection of the region's major stakeholders, the group has influence in development, environment and community. CEO's of all the local governments in the region are members and the group meets on a regular basis to update each other and work together on projects they are engaged in.

Adam Denniss, Manager of Economic Development and Projects at the City says the collaboration benefits the Peel region immensely.

"The outcome of that is local governments are getting much more involved in economic development. City space activation and community focused work is looking at how they fit into the greater good. Supply chain, comparative advantage and this is a very different place for a lot of governments to be thinking. The City of Mandurah is a leader in this," he says.

One of the big projects to come out of the blueprint was Transform Peel. The project targets a new industrial

estate of almost 1,000 hectares. This is an environmental plan recognising that the area has a very sensitive environment. Water, environment and economic development makes up Transform Peel and the City of Mandurah will play a major part in all of this.

Denniss says the Forum also acts as an intermediary for councils to understand where their plans fit in with State and Federal government plans.

"The Forum allows local governments to see where exactly their plans fit in. As a lot of projects require State and Federal funding, it's important. Otherwise people would go off and work in silos all alone."

"The joint projects are coming through joint staff sharing, joint sharing of resources. Sharing capabilities lead to a stronger region," he says.

Denniss is excited about the growth potential of Mandurah and the greater Peel area.

"There is a business case sitting up at the State Government level in the Treasury. And if it gets the tick, it'll be a \$70 million project. It'll only work if the two groups work together."

Contractor Listing

Peet Limited

peet.com.au



Mayor **Marina Vergone** was elected as the *Mayor of the City of Mandurah* in October 2013, following two years of service on the Mandurah Council.

Mayor Vergone is a long-time Mandurah resident with her husband Phil and three sons.

She is an experienced businesswoman and qualified practicing accountant of more than 25 years, including 12 years as a public accountant in Mandurah, and graduate of the Australian Institute of Company Directors.

Mayor Vergone currently sits on a number of boards and committees including Chair of the Peel Regional Leaders Forum, Audit and Risk Committee, Reconciliation Action Plan Steering Group, South West Regional Road Group, WALGA Peel Country Zone, Chair of the Waste Management Alliance Board, Deputy WALGA State Council and the Peel Region Planning Committee.

As Mayor, she is committed to improving economic and business development, creating employment opportunities and caring for Mandurah's waterways and environment for its protection and conservation whilst being sustainable in the approach.



Mark Newman B.Comm

*Chief Executive Officer
City of Mandurah*

Mark holds a Bachelor of Commerce from the University of Western Australia as well as a Municipal Treasurer's Certificate of Qualification and the Municipal Clerk's Certificate of Qualification, is a Member of the Australian Institute of Company Directors, an Associate of the Local Government Managers Association and Local Government Chief Officers Group of Australia.

Mark has been the Chief Executive Officer at the City of Mandurah since 2003 and previously held various Director roles at the City of Mandurah. Other previous employment was with Town of Bassendean, Shires of Broome and Wanneroo and with the Local Government Department.

Mark has overseen strategic plans, structural plans and visionary documents such as:

*Southern City Strategy
Mandurah CBD Revitalisation Plans
Mandurah Foreshore Focus 2020
City of Mandurah Scenario Plan*

And has negotiated outcomes for the City of Mandurah through a period of significant population growth, new infrastructure provision, funding agreements and partnership for

*Rushton Park Redevelopment
Mandurah CBD Revitalisation
East-West Road link (relocation Mandurah Bowling Club)
Mandurah War Memorial
Mandurah Ocean Marina
Mandurah Performing Arts Centre
Mandurah Aquatic & Recreation Centre Redevelopment
City of Mandurah / Cleanaway Waste Alliance
Peel Regional Leadership Forum*

Mark has taken an active role in many other Local Government activities including the Outer Metropolitan Growth Councils in Western Australia, as well as the Western Australian Local Government Financial and Services Committee and Department of Local Government Finance Working Group.

During his time as CEO at the City of Mandurah, the City has twice been recognised at The International Awards for Liveable Communities, endorsed by the United Nations Environment Programme, (UNEP). The LivCom Awards is the World's only Awards Competition focussing on International Best Practice regarding the management of the local environment.



Allan Claydon is currently the *Director Works and Services for the City of Mandurah* and has been in this role since 1997. This directorate has approximately 160 employees.

He commenced his engineering journey with a traineeship as an Engineering Assistant with Main Roads Western Australia in 1973. Inspired to attain higher qualifications and become a civil engineer meant leaving to join the City of Stirling to continue his professional development and continue

university studies. The unexpected outcome is that some 30 plus years later, Allan remains within the local government fraternity.

Over this time he has had various roles in both metropolitan and rural local governments together with a period of ownership of a small business. The latter being instrumental in bringing a commercial business experience to the roles in local government.

Allan has a commitment to lifelong learning which apart from attaining a Bachelor of Engineering with honours, has resulted in further post graduate studies in business, engineering and transport. A Masters in Engineering Management has also been successfully completed.

Allan was awarded the Engineers Australia WA Engineer of the year 2010.

Allan has been an active member of the Institute of Public Works Engineering Australia through various roles including:

Board member at National Level

Past State President and Executive team member at State Level

Current Chairperson of the South West Branch of IPWEA which has now become well established.



Port Stephens

Converting th

AT A GLANCE

WHO: Port Stephens Council

WHAT: Port Stephens Council is a local government area in the Hunter Region of New South Wales.

WHERE: NSW 2324

WEBSITE: portstephens.nsw.gov.au

Port Stephens Council is a local government area in the Hunter Region of New South Wales. It has an area of about 858 square kilometres with a population of over 69,000. The main population centres are Tomaree Peninsula, Tilligerry Peninsula, Medowie and Raymond Terrace. The population in Council's area has been growing steadily and is expected to be more than 80,000 by 2031.



Stephens Council The Community's Vision into Reality

The growth in the number of people has put a greater responsibility on Council to provide amenities that match the community's requirements. Council has risen admirably to the challenge and has, over the years, taken on a number of projects for the benefit of residents.

In the recent past, Council has completed the realignment and sealing of a significant stretch of

East Seaham Road, the new Shoal Bay Wharf as part of stage one of the Shoal Bay foreshore project, and two new car parks for the Nelson Bay CBD. Another major achievement of Council has been the speed at which it approves development applications, largely attributable to Council's ePlanning initiative. Port Stephens Council is one of the few councils that has the capability to accept development applications



electronically, significantly reducing processing times.

The new method also eliminates the need to submit large amounts of paper documents to Council. In 2014-15, Council approved more than \$345 million worth of new developments from 983 applicants.

Port Stephens Council's executive team is headed by its General Manager, Wayne Wallis. Staff are divided into four groups; Facilities & Services, Development Services, Corporate Services and the Office of the General Manager. This makes for greater focus and allows a high degree of service to be delivered to residents.

These four groups are further divided into 12 service units with a total employee strength of about 500. In addition, a large volunteer strength, approximately 800 in number, supports Council in its activities.

Wayne Wallis has been successful in making Port Stephens Council achieve its operational objectives. Speaking about the achievements of Council, Wayne Wallis said, "We made significant additions to our trophy cabinet with a swag of awards recognising the excellence of our organisation across a range of fields, including planning, tourism, human resources and economic development.

"Of particular note is our commitment to the safety of our workforce that resulted in the lowest workers compensation premium on record for 2015-2016 of \$568,590, down from \$1.86 million in 2009-2010."

In the recent past, Port Stephens Council has won the 2014 Planning Institute of Australia (NSW) award for improving planning processes and practices and the 2015 StateCover excellence award for workplace health and safety. It was also highly commended for excellence in workforce management at the NSW Local Government excellence awards.

Among the other accolades that Port Stephens Council has to its credit is the 2015 Trip Advisor excellence award for Fingal Bay, Shoal Bay and Halifax Holiday Parks. It also received silver at the Hunter/Central Coast tourism awards for excellence in the visitor information services category for Nelson Bay Visitor Information Centre.

Capital works section

About four years ago, Port Stephens Council restructured its services and facilities group. A decision was made at that time to introduce a section manager who would be in charge of the whole section works process. This section would handle all activities from survey and design right through to actual construction on the ground.

In the last three years, there has

been tremendous growth in the area of community and recreation projects in Port Stephens. This has been necessitated by the growing population and demand for such facilities.

Shoal Bay

Greg Kable, Capital Works Section Manager of Port Stephens Council says, "This year we have a budget of \$23 million. One of the more important projects we have been working on is the rejuvenation of the Shoal Bay foreshore, a very well-known tourist destination.

"We have just completed the first stage of works to the value of about \$2 million, which included a new recreational wharf, boat ramp and car parking. We also developed a shared pathway network in addition to a road upgrade and landscaping projects with particular focus on the foreshore area."

This project has had a big impact on Shoal Bay. A commercial precinct opposite the foreshore area has benefitted immensely from the Shoal Bay rejuvenation.

A number of issues were addressed at the time of executing the project. There is a seagrass area where the wharf is located, so the wharf had to be designed with this in mind. The work was carried out in coordination with Maritime Services and National Parks



to ensure that the seagrass bed was not compromised during the construction of the wharf or ongoing use.

Care to manage the dunes was done in consultation with the community groups that maintain them. It was ensured that the works carried out could be subsequently maintained by local volunteers.



Port Stephens Council has been actively involved with the Shoal Bay Community Association, a volunteer organisation that has been of immense help in rejuvenation of the area. Council has worked closely with them for the project to deliver a result that they are in agreement with, and which also attracts more tourists to the area.

Lemon Tree Passage Aquatic Infrastructure Upgrade

A sum of \$1.3 million has been made available for this important project through Transport for NSW's Boating Now program. The works include replacing the original pontoon with two new pontoons, widening the boat



Marine Contracting Solutions

Construction with integrity is the key element of our success.



**Proud Partners to
Port Stephens Council**

Hunter Wharf & Barge has 25 years of experience, with a reputation for delivering high quality, green construction throughout Australia.

HWB clientele throughout Australia, includes local councils, RMS, Energy Australia, Land and Property Management Authority, Honeysuckle Development Corporation, Goulburn Murray Water, Fulton Hogan, Comdain Infrastructure, Domestic jetties, Repairs & Rebuilds.

 0414 866 030

 peter@hunterwharfandbarge.com.au

 www.hunterwharfandbarge.com.au

ramp and providing an additional boat access lane.

New netting for the swimming enclosure is also a part of the project. The work is being done to attract people to the headland, delivering benefits including improved safety for boating and greater encouragement for families to use the playground.

Medowie Multi-purpose Community Centre Project

This centre will serve a number of purposes for the growing community of Medowie. It will be a sports complex as well as being a building to provide a clubhouse for sporting organisations and importantly, an evacuation centre.

Plans for the \$3 million building project are in the process of finalisation. Sporting bodies have been requesting a facility of this nature for Medowie for some time now. Facilities will also include a bowling green, car parking and a playground.

Council has strong financial management

Port Stephens Council is extremely well managed and is acknowledged for its financial prudence. In the Annual Report for 2014-15, Bruce MacKenzie, the Mayor of Port Stephens, elaborated on this point, "Council's financial performance continues to be outstanding with this year's result achieved in spite of the

financial burden placed upon us by the April storms (in 2015).

"When you consider what has been achieved after being \$13 million in debt only a few years ago, it is a point of major satisfaction.

"This is a high performing and financially sustainable organisation which has achieved all this while still having the lowest residential rate in the lower Hunter, with no increases required over the rate peg. It is a result that many of our neighbours envy."

Contractor Listing Hunter Wharf & Barge

hunterwharfandbarge.com.au



Great Lakes Council

Meeting the Needs of the Community

AT A GLANCE

WHO: Great Lakes City Council

WHAT: A leader in the provision of infrastructure and services which sustain and enhance the natural environment and achieve a quality lifestyle for residents and visitors.

WHERE: Forster NSW 2428

WEBSITE: greatlakes.nsw.gov.au

An area of 3300 square kilometres in the Mid North Coast region of New South Wales falls under the purview of Great Lakes Council. Located three and a half hours drive north of Sydney and about two hours drive north of Newcastle, this coastal community has a population of 35,000.

The area is known for its agriculture, aquaculture and tourism and the main population centre is around Forster-Tuncurry. The region has a

very strong attraction for retirees with the result that demographically the population of Great Lakes Council is the third oldest in Australia.

Great Lakes Council has been doing an exemplary job in maintaining the infrastructure and facilities in its territory despite the resource constraints that it faces. Director Engineering Services, Ron Hartley says, “The Council has had a very strong focus for probably the last eight years on asset management. We made a really conscious decision that we wanted to address the issue of bridges and roads as fast as we could. We went through a process whereby we did a review and identified the areas where we could get some more money to help with our assets.

“We are at the limit of our borrowings and the only way that we could increase our rates was to go through a lengthy process with the State Government. The third option for us was to generate our own revenue and there were limited opportunities for that.

“So we went for a rate increase and got about half of what we wanted. We also went through a service level review process with the Council and the community where we looked at what businesses or services we should be in. Council did a review of our services and we actually got out of a few businesses and got back in some others. Any



money that we saved through efficiencies was put into improving our systems, particularly information, communications and technology.

“The State Government also introduced the Local Infrastructure Renewal Scheme (LIRS) which subsidised Council loan borrowings for asset renewal so Council was able to borrow quite extensively at low interest rates. This enabled Council to bring forward a lot of infrastructure renewal that was going to be done over a 10 year period to a three year period.”

There are 150 bridges in Council’s territory, half of which are made of timber. There is also an extensive

network of sealed and gravel roads which need to be regularly maintained and upgraded. A number of innovative steps have been taken to ensure that this infrastructure is in the best of condition.


An important project carried out by Council has been the Seal Rocks Road reconstruction. A 2.4 km section of the road has been upgraded and significant improvements have been made in the road width, alignment, and surfacing. The work done has greatly improved what used to be a narrow gravel road on poor alignment and significantly reduced Council's maintenance costs on this road.

Another road project that has yielded great benefits to the community has been the reconstruction work undertaken on Macwood Road at Smiths Lake. This is an 800 metre stretch between The Lakes Way and Matthew Road and is the only access road to the village of Smiths Lake. The work entailed widening of the road, improvements to drainage and footpaths and reconstruction of the road pavement.

In addition to these roadworks Council has undertaken reconstruction work on Berkeley Street between Lamans Creek and Broadway Street at Stroud. Storm water drainage, kerb and gutter and footpath have been installed at selected locations and the road pavement has been reconstructed. This road is the main access to the town of Stroud and has greatly enhanced the appearance of Stroud.

Over the last 10 years Council has replaced about 40 timber bridges with concrete. As part of its bridge replacement plan, Council is currently in the process of replacing two bridges on Manning Hill Road, two bridges on Monkerai Road and one on Bombah Point Road.

Over the years Council has taken a number of measures to overcome the financial constraints that it faces. It has now reached a stage where it does not have any backlog of work regarding bridges. As far as roads are



birdon
Making It Happen

At Birdon, we understand the meaning of quality. Capable, workable and sustainable. No surprises, no excuses. That's why Birdon's four, diversified marine divisions have enjoyed strong, trusted relationships with our Government, Defence and Commercial clients over the past 35 years. Our reputation rests on quality - so yours can too.

Birdon - Make It Happen

Tel: +61 2 6589 9100 www.birdon.com.au



concerned, Council has developed a detailed asset management plan and is in the process of increasing rates by about 3%, which will yield an additional \$1 million per year. This sum will be utilised towards road maintenance and reconstruction to ensure that roads continue to be improved to meet the expectations of the community.

After taking all these pre-emptive steps and following a policy of prudently managing its financial

resources, Great Lakes Council will be one of the few Councils in New South Wales which does not have any backlog of roads and bridges. The main constraint that it has faced is the problem of rate capping which has been prevalent in New South Wales for the last 40 years.

The minor increases in rates that are allowed under rate pegging do not permit the backlog of work to be addressed. It is even more

Ware Building Pty Ltd is a Master Builders Association multi award winning, internationally (ISO) accredited, second generation Australian construction company that has the reputation, proven ability and commitment to deliver both design and construct and construct only projects, in the commercial, aged care, health, educational, retail, multi storey, community multi-unit living and residential construction sectors.

Our mission is quite simply *Commitment to Excellence*, including the delivery of:

- o providing superior service for every Client
- o recognising the importance of each Client's investment
- o meeting the trust each Client places in us
- o design and construction excellence for all projects
- o conducting business ethically and with integrity
- o maintaining high Work Health and Safety standards

Our pledge to these principles forms the cornerstone of the company philosophy - a pledge which has been upheld for over 35 years.

Ware Building began its operation in the Great Lakes area and has not only upheld its market position as a leading construction company within this region but forged an excellent reputation far beyond.

Ware Building has an unequivocal understanding of its obligation to meet its Client's quality, cost and time requirements. The greatest reward and evidence of Client satisfaction is repeat business.

We are pleased to have had repeat business in the Great Lakes area, in particular for Great Lakes Council. Partnering with Great Lakes Council in several community projects, has provided local employment opportunities and seen delivery of local projects for local people to enjoy.

Ware Building is pleased and proud to have been part of Council's Community plan and we thank Great Lakes Council for the opportunity to assist Council in Community enhancement.



Head Office
20/60 Manning Street Tuncurry NSW 2428
02 6554 8171

Tweed Office
1/ 9-10 Sands Street Tweed Heads NSW 2485
07 5536 5542

Newcastle Office
1/362 King Street Newcastle NSW 2300
02 4929 1051

www.warebuilding.com

difficult to take up enhancements to meet the increasing demand from a growing population. For instance, an existing road may be six metres in width but modern standards require an enhancement to eight metres. This factor greatly increases the amount of funds required and can prove to be a major drain on Council's limited resources.

Another issue faced by many Councils, including Great Lakes Council, has been the demand from the community for a host of services that were traditionally not provided. Traditionally Council work was restricted to 'roads, rates and rubbish', but now there is a great demand for community services.

This presents a dilemma to Councils across the state and has resulted in their gradual transformation.

Of course, Councils cannot neglect their basic functions and continue to provide and maintain infrastructure within their territories.

A project that will directly benefit Tea Gardens and Hawks Nest residents and the community at large, is the restoration of the Lower Myall River and the replenishment of Jimmys Beach. This project involves dredging approximately 100,000m³ of sand from the river entrance to replace the sand eroded from Jimmys beach. Council has been successful in attracting Federal and State



Government funding for this work which entails an expenditure of \$2.7 million. This project is an excellent example of the coordination between the Federal Government, which is contributing \$750,000, and the State and Local Governments which are contributing a sum of \$993,000 each.

Despite the shortage of resources, Great Lakes Council has taken a number of proactive steps to upgrade facilities. One such initiative is the supermarket project that was completed three years ago as part of the revitalisation of the township of Tuncurry. No speciality shops were permitted within the project because they already existed on Main Street.

Council spent an extra \$1.5 million on the design of the structure to ensure that it became a landmark in the area. The building was leased out to a supermarket chain. Council went through a process where it invited a number of bidders to rent the building which was proposed to be constructed.

After protracted negotiations it was decided to partner with Woolworths as they offered the best terms. The building was then designed in conjunction with them. A unique aspect of the project was that while the internal area of the building was at the disposal of Woolworths, the external part was constructed according to Council's design.



Glenn Handford

The aesthetically designed building is located adjacent to the town centre and has become a focal point in the area. It is a major attraction for the people of Tuncurry and has also been a great financial success for Council and the local retail businesses. In fact, income from the development is helping to fund roadworks and other entrepreneurial activities of Council.

Speaking about the plans for the coming years, Council's General Manager, Glenn Handford says, "In the next ten years we hope to eliminate our backlog of roads and improve our overall financial sustainability. We also hope to continue our

environmental program and provide some aspirational services and facilities for our community.

"We will move away from being a Council that just looks after roads and rates and bridges to one that provides other community facilities. Over the last five years we could easily have put \$10 million into building a new library or some other facility as many Councils in New South Wales have, but we have chosen to put all of that money into roads because we want to get rid of our backlog.

"Now we are at a stage, where because we have got our infrastructure well under control, we are starting to look at upgrading our other facilities by putting in more walkways and upgrading some of our aged community facilities."

In the last year Council has bought several sites in the town centre of Forster. One of these sites measures about two hectares and it is planned to establish a library there. There is also a proposal to enter into a joint venture with a private sector company to put up a hundred to a hundred and fifty residential units. This will form part of the urban renewal and economic development initiative for the Forster town centre.

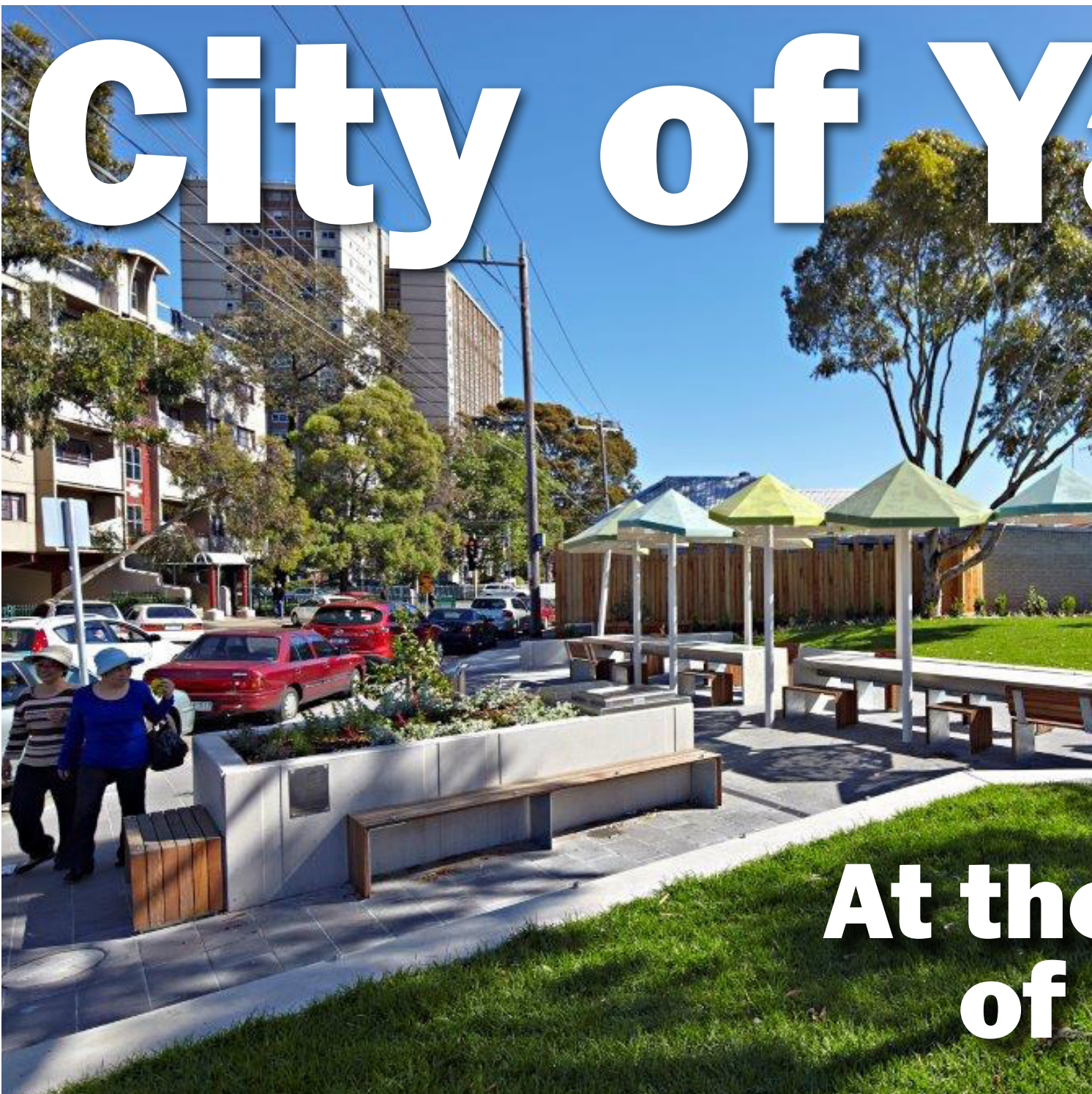
Great Lakes Council is one of the best-performing councils in New South Wales. It has done



commendable work in maintaining and enhancing infrastructure despite the limited resources available. To its credit, it has been successful in implementing plans which not only fulfilled a long-required need, but also generated additional revenues.

In addition to this, it has several innovative projects to its credit. Council enjoys a unique advantage because of the large number of retirees in its territory who actively participate in volunteer work. This volunteer workforce, which numbers some 700 members, significantly reduces the drain on Council's

resources as well as maintains facilities to a much higher standard than Council funding would normally allow. The Great Lakes community is fortunate to have its needs met by the highly capable Council.



City of Yarra

At the of

The City of Yarra is an inner metropolitan municipality with a population of about 86,000 predicted to grow to 119,000 by 2031. Historically, the area was an industrial base with companies like Fosters Brewery, Heinz and the Rosella Jam and Sauce factory located here.

Yarra today boasts a diverse and socially connected community, active night-time economy, vibrant arts and cultural areas and over 13,600 businesses, making it one of the largest economies in metropolitan Melbourne. A large number of fashion, technology and media businesses



AT A GLANCE

WHO: City of Yarra

WHAT: Yarra's suburbs have a rich and varied history which is reflected in the city's built form, natural environment and diverse community composition.

WHERE: Richmond 3121, Australia

WEBSITE: yarracity.vic.gov.au

Hill. The city enjoys the advantage of being situated just five kilometres from the centre of Melbourne.

Created in June 1994 following the Victorian Government's restructure of local government, the new municipality of Yarra merged the former councils of Collingwood, Richmond, Fitzroy (including North Carlton) and parts of Northcote (Alphington and Fairfield).

Yarra Council has been playing a stellar role in providing services to its residents. It manages a wide range of infrastructure and is in the forefront of a number of initiatives that are a first, not only in Victoria, but nationwide. It is guided by the Council Plan 2013-17, a strategic document that lays down a medium to long term vision for how Council will meet the growing demands for its services.

are located here, along with shopping strips and entertainment precincts for which the area is famous.

There are more than 230 hectares of open spaces in Yarra including the famous Edinburgh Gardens in North Fitzroy and Darling Gardens in Clifton

AUSSIE CIVIL



CONTRACTORS PTY LTD



**Providing
quality
work
to your
community!**

Proudly Supporting Yarra City Council

Aussie Civil with over 20 years experience in the Civil construction industry. Aussie Civil have an accredited quality management system ISO 9001.

Working for the past 4 years providing services to the Yarra City Council. Projects for departments in Engineering, Traffic Management, Open space and Building.

 aussiecontractors@yahoo.com.au

The budget for 2015/16 was adopted by Council on 23 June 2015. It focusses on investment in community infrastructure, with significant funds allocated to North Fitzroy Community Hub and the Yarra Community Youth Centre. The budget has also made a substantial allotment of funds for the further expansion and refinement of Yarra's open space network.

Council makes optimum use of its resources and has devised an intricate system to ensure that funds are allocated for a particular project only after due deliberation and discussion. For 2015/16, Council

has a total operating expenditure budget of \$159 million. A sum of \$40.5 million has been allocated for a number of capital works.

In August 2014, Yarra became the first Australian local government council to achieve national certification against the One Planet Council standard for its world-class sustainability program. 'One Planet Living' is an internationally recognised benchmark bestowed on regions that are exemplars of sustainable living.

On 19 November this year, the Minister for Planning's approval for

Sponsor's Message: Aussie Civil – Yarra Contractor

A civil contractor with over 20 years of experience, Aussie Civil has a strong reputation for quality work. In the last four years, the company has done several assignments for the City of Yarra, reinforcing its position as a firm that completes projects on time and within budget.

Civil construction has been in the Poulter family for two generations. Michael Poulter started a company called Juniper Constructions, which executed a number of jobs that received high acclaim. Subsequently, his son Paul started out on his own with Aussie Civil. Working with Yarra City Council, Aussie Civil has utilised its skills and experience in executing several important projects. The job completed at the six-hectare Burnley Park, which overlooks the Yarra River, deserves special mention. It involved rock wall beaching and the construction of a stacked stone wall. The park is a popular sports venue and a favourite spot for picnics.

Aussie Civil has done extensive work for the Yarra City Council's Engineering Services, Traffic Management and Building Services units. The company has a stated policy of using only accredited suppliers.

The Royal Botanic Gardens at Melbourne has also utilised the services of Aussie Civil, as Paul's company has demonstrated that it is capable of working in an environment where it is essential to create the least possible disturbance.

Having secured ISO 9001 Quality Assurance accreditation in the current year, Aussie Civil is ready to grow its business.

Amendment C133 to the Yarra Planning Scheme was gazetted, allowing the introduction of Environmentally Efficient Design to Yarra's Local Planning Policy Framework.

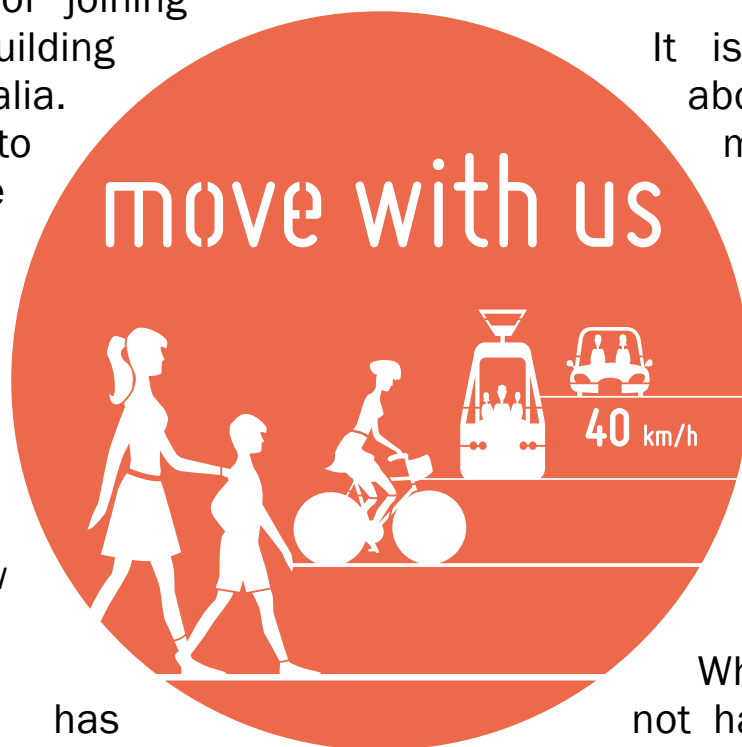
Yarra Council has also taken the important step of joining the Green Building Council of Australia. This will enable it to engage with the green building industry and influence the development of guidelines that help reduce the environmental impact of new buildings.

Yarra Council has collaborated with several government agencies, industries and other councils across Australia to promote the development of a new rating tool by the Green Building Council of Australia. The methodology proposed by this rating tool will be used in Yarra to guide the design and construction of future Council buildings such as child care centres, libraries and community halls.

Traffic and speed limits

Richard Young – Manager, Engineering Services, Yarra City

Council, explained that roads in the City of Yarra see a great amount of traffic. As Yarra is centrally located in a city of 4.4 million people, it is inevitable that its residents will have to live with large numbers of motor cars passing through their area on a daily basis.



It is estimated that about 600,000 motorists travel on Yarra's roads every day, either to reach the Melbourne CBD or to end their journey in Yarra to work or visit one of the many attractions.

While Council does not have the ability to stop cars from entering Yarra, there are a number of other ways it can contribute to making the lives of its residents more convenient and safe. In fact, several steps have been taken and the results have had a remarkable impact.

Council's 'MoveWithUs' initiative has made a significant impact on traffic congestion. As part of this program, Yarra became the first municipality in Australia to implement a 40km/h speed limit in all local residential streets.



This step was initiated as studies had shown that a pedestrian is three times more likely to be killed if struck by a car travelling at 50km/h than at 40km/h. Council's long-term vision for local streets has been to slow traffic enough to create a safer environment for all road users. The lower speed limit does not apply on Bridge Road, Swan Street, Victoria Street and most major arterial roads.

Yarra's ongoing work to implement 40km/h speed limits on all local roads has received a special commendation in the Safe Speeds category of the Towards Zero Awards presented by the Transport Accident Commission, Victoria.

Traffic management has been a focus of Council for over two decades. The Local Area Traffic Management Program was established over 20 years ago. It uses community feedback and data collected in traffic studies to analyse local traffic trends and then help implement different treatments to help manage local traffic.

LED Lighting

Council has paved the way for the application of in-pavement flashing LED lights to a pedestrian crossing facility within its municipality.

In April 2013 Council installed a wombat pedestrian crossing on



Victoria Crescent in Abbotsford (a wombat crossing consists of a wide, raised platform, zebra stripes and pedestrian signage). But due to a number of motorists failing to give way to crossing pedestrians, Council and the community felt there was an additional need to address these non-complying motorists.

Rather than retrofitting the pedestrian crossing with flashing

signage lights, Council, in partnership with Mattioli, conducted extensive research and decided to trial a new treatment to accentuate the wombat crossing and attract motorists' attention. Earlier this year, in-pavement flashing LED lights were installed in the road pavement immediately in advance of the crossing. These LEDs are solar powered with back-up batteries and operate during certain times of the day and week to coincide with peak



pedestrian activity times on Victoria Crescent.

Local Area Traffic Management Policy

Once the LEDs were installed at this crossing, Council has generally received positive feedback both from pedestrians using the facility and the community. It is observed that compliance rate has certainly increased as witnessed by the road users.

The objective of Yarra's Local Area Traffic Management Policy (LATM) is to manage the physical road space available within city limits. For this purpose, the city is divided into twenty-one local precincts, each one bound by arterial roads or other physical barriers such as creeks or rivers. A holistic approach has been adopted that considers the entire



area rather than only specific sites or isolated streets. In the future, Local Area Place Making (LAPM) studies are set to replace LATM, as Council will be taking a broader place making approach to Yarra's neighbourhoods.

The city's 40km/h speed limit is an important part of Yarra's initiative to control traffic and make the streets safer for pedestrians. In view of the fact that the speed at which people drive motor vehicles is strongly influenced by the design of roads, Council has implemented a number of strategies to deter motorists from speeding.

It has provided several physical devices and streetscaping treatments that have been proven to lower the speed at which most people drive. The yearly budget allocation for traffic management projects is about \$200,000.

Council has a policy of involving the local community to identify traffic-related problems and suggest solutions. Residents, ratepayers and other stakeholders can give their views on how a particular issue can be tackled. A Traffic Study Group comprised of Councillors, Council's traffic engineers and independent



traffic consultants consider suggestions made to them.

Subsequently, the Traffic Study Group prepares a Traffic Management Plan for Council's consideration. This plan identifies problem areas and suggests solutions. In the normal course, traffic management objectives are achieved by taking a number of steps, including the installation of road humps, modifications to the kerb to slow traffic or by implementing one-way streets or turn bans.

Council is careful to implement solutions on an area-wide basis so

that one street's traffic issues are not passed onto neighbouring streets.

Another important area in which Council has taken a strong initiative is that of preserving the environment. Council's "Move With Us" logo is designed to convey to residents that it is preferable to walk rather than to travel by motor car. The logo depicts pedestrians, a cyclist, public transport and a car in progressively smaller sizes to convey this message.

Rubberised footpaths

Ensuring that footpaths are well



with plans to extend its use to other areas.

The matting minimises long-term maintenance costs and improves skid resistance. Additionally, it is better than asphalt as a footpath made of this traditional material cracks and breaks when the roots of some species of trees push through the surface. Rubber matting, on the other hand, can be rolled back to allow tree roots to be trimmed before being re-laid.

Water Sensitive Urban Design

It is the state government's policy to reduce the use of potable water in public open spaces. In its effort to comply with this policy, Council has adopted a Water Sensitive Urban Design policy that seeks to integrate sustainable water management principles into Council asset management practices.

maintained is critical for the safety of residents. Yarra has 491 kilometres of footpath and Council upgrades approximately 10,000 square meters of footpath every year at a cost of about \$2.1 million.

In another first, Council has taken an innovative approach to community safety by introducing footpaths made of rubberised asphalt. This rubber matting product has been trialled in Nicholson Street and George Street in Fitzroy and McKean Street in North Fitzroy,



The goals of this policy include reduction of potable water use, maximising water reuse, reduction of wastewater discharge and the minimisation of stormwater pollution before discharge to receiving waters.

Among the steps that Council has taken to reduce water consumption is the installation of tanks at Council's depots and other Council facilities. Water saving devices have been installed at child care centres, leisure centres and in town halls. A 200,000-litre tank has been installed as part of the rain garden project at Edinburgh Gardens to assist with irrigation of mature trees.

Council has installed computerised irrigation to improve the efficiency of watering systems in parks and gardens. It has also installed street tree pits to enable selected street trees to be irrigated from stormwater flowing along the curb and channel.

City of Yarra – A Frontrunner in Implementing New Ideas

Yarra has many firsts to its credit. From implementing a 40km/h speed limit to trying out rubberised footpaths, it has demonstrated that it has the capacity think outside the box and then put those ideas into practice. Recently, it has spent \$23,000 on a laneway in Cremorne as part of a pilot project to let motorists know it is not a “typical road”.

A bright yellow, orange and red mural has been created to help motorists differentiate the street, which is a shared zone used by a large number of pedestrians and cyclists. The speed limit is restricted to 10km/h to give priority to pedestrians.

Supporting Partner:

Aussie Civil

A Leader in Local Government

Glenorchy City Council



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



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.

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.

Derwent Park Stormwater Project

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 flood-lights 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.

Clarence Valley Council

Successful Water Cycle Management



Council

nt



In February, 2004, the Governor of New South Wales proclaimed the general purpose Councils of Copmanhurst, Grafton, Maclean and Pristine Waters and activities of North Coast Water and Clarence River County Council co-joined to form the Clarence Valley Council. One of the most important activities of the council is the management of water supply and related areas of sewage, strategic stormwater management and flood studies.

The Council has recently completed a \$180 million regional water supply project that will serve the present and future needs of the area. The project entailed the provision of extensive water supply infrastructure with the purpose of improving the management of water resources.

Background of the projects

Greg Mashiah, Manager, Water Cycle, of the Clarence Valley Council explained that of the four General Purpose and two County Councils that were amalgamated in 2004, three were either in the planning or approval phase of major sewage augmentations with concept designs being undertaken by different consultancies.

“These projects were continued even after amalgamation. The first scheme was constructed in 2008 and the second scheme was constructed in 2011 and the final scheme’s construction was started last year. So work at the moment is the culmination



AT A GLANCE

WHO: Clarence Valley Council

WHAT: Is a place of outstanding natural beauty and diversity, from lush rainforests to unspoilt beaches and fertile river plains.

WHERE: Located at Locked Bag 23, Grafton, NSW

WEBSITE:

<http://www.clarence.nsw.gov.au/>

of what we did for 15 years with a lot of planning,” explained Greg Mashiah.

“The Clarence Valley was at one stage the fastest growing area in New South Wales. That was in the 1990’s and this growth resulted in two requirements of the water and sewer department. One was to meet modern environmental standards in terms of waste and release of treated recycled water to the environment and to meet the stipulations of the applicable regulations.

The second was the need for augmenting the plants to facilitate growth. For example progress could not

be made on land which was marked for future urban development due to the paucity of facilities. In Yamba there was an urban release area that was proposed for about 1000 residential lots and the process of designing it started in the mid 1990's, but it could not be developed until this year."

Innovative techniques used for project management

The Council used a unique strategy

while awarding the Junction Hill, Grafton and Maclean, Lawrence, Townsend and Ilarwill (JHGMLTI) contracts. Even though the works were in two separate geographic locations about 40 km apart, the projects were combined to ensure a commonality of equipment between the two sites. The value of this project was \$77 million.

In the normal course a contractor who was large enough would have taken on this project and in turn, awarded sub-contracts. However,

"HASLIN Constructions is extremely proud to be involved with Greg Mashiah and the Clarence Valley Council team. Together, since 2008, we have delivered over \$70 Million worth of Water Treatment projects for the community, including plants at Clarenza, North Grafton, Woodford Island and the substantial upgrade at Yamba on which we're still collaborating. The cooperative approach embraced by the Clarence Valley Council allows us to implement innovative solutions, easily overcome obstacles and provide high quality infrastructure for Clarence Valley residents."

- Colin Woods, Director, HASLIN Constructions

HASLIN CONSTRUCTIONS

DELIVERING CRITICAL INFRASTRUCTURE FOR THE CLARENCE VALLEY.

Clarenza Sewage Treatment Plant // \$15M

North Grafton Sewage Treatment Plant // \$5M

Woodford Island Sewage Treatment Plant // \$20M

Yamba Sewage Treatment Plant // \$22M



HASLIN.COM.AU





the Council decided to take this role upon itself and consequently split the project into “packages” and awarded the contracts for similar work at the two sites.

Greg Mashiah describes how the Council utilized this technique to ensure the successful implementation of the project, “We have been very fortunate here that all our projects have been successful, but we have also taken lessons from each of the projects. For example, one of the things that we did on the first project was that we split it up into five separate contracts.

The value of the project was such that if we had let the whole augmentation as a single contract it would have been within the financial capability of only the largest contractors, because it was about \$77 million in total. So by splitting it up into several contracts, the largest awarded was just about \$40 million. On the Iluka project we, as a result of lessons learnt, reduced that from four contract packages to three.”

Another technique used by the Council was the Early Tendering Involvement which was initially developed by New South Wales Public Works for Council’s Shannon Creek Dam project in 2005. This technique involves short-listing potential construction contractors through an Expression of Interest process. A meeting is then held with these potential contractors to reply to

any questions that they may have and describe the details of the contract to them.

Explaining the benefits of Early Tendering Involvement, Greg Mashiah says, “Another thing that we have used quite extensively is that all the tenders have been awarded using a process where potential contractors who have been short-listed at the beginning of a project are given an initial risk allocation and each is requested to provide feedback on both design and risk allocation to ensure that risk is placed with the party best able to manage it.

We found the process extremely successful because we believe it has mitigated the cost of unknown risks and risks are placed with the party best able to manage them.”

The Council has excellent relationships with its contractors

The Council has a memorandum of understanding for project delivery with its project manager, New South Wales Public Works, and it works closely with it in terms of the GC21 relationship contract. Additionally, the Council has developed strong relationships with its contractors and works with them to ensure the smooth running of the projects.

The contractors for the Junction Hill, Grafton and Maclean, Lawrence,





Townsend and Ilarwill (JHGMLTI) contracts were:

- Haslin Contractors
- Ledonne Constructions
- Downer EDi
- Coe Drilling
- AJ Pipelines

On the Iluka scheme the contractors were:

- Monadelphous Engineering
- Coe Drilling
- Ledonne Constructions

The on-going Yamba project's contractors are:

- Haslin Contractors
- Ledonne Constructions

Greg Mashiah is very clear that using the GC21 relationship contract has helped the implementation of the projects to a great extent, "So we think that we have very good working relationships with the contractors and the use of the GC21 relationship contract has certainly helped developing those relationships, because one of the aspects in GC21 is that you have a project approach in which both the principal and the contractor are working together to ensure what is best for the project.

In terms of evaluating the performance in all the contracts under GC21, we evaluate the performance of the whole team – the contractors, the Council and the project managers, because sometimes it can be the Principal who is causing the contractor to delay the project.



ISHIGAKI SCREW PRESS

Ideally suited for Water & Waste-Water Treatment Plants.

The Screw Press operates by the continuous feed of sludge flocculated with polymer. Ideal dewatering conditions are achieved through a process of monitoring the flocculation i.e. identifying the brand and type of the most effective flocculant for the particular application and adjusting the feed ratio of flocculant / slurry to achieve the best results.

FEATURES OF THE SCREW PRESS:

Performance and Robust Operation

The screw turning speed is extremely slow at ~ 0.2 – 2 rpm which results in low maintenance costs and low wear and tear.

Simple Cleaning

The screen is easily and efficiently cleaned with the in-built automatic cleaning device. The economical water usage of the press provides both operating and environmental benefits.

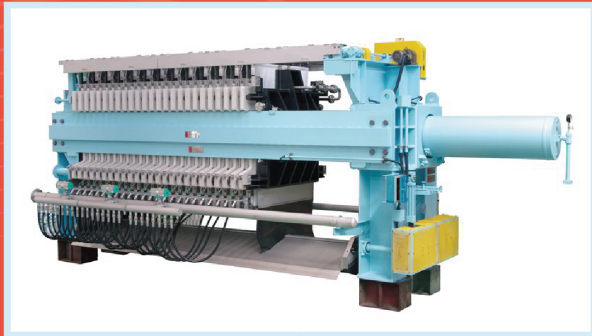
Simple Operation

The system operates continuously. The adjustable frequency setting of the screw (~15-100Hz) enables the system to be operated at the appropriate speed thus resulting in low moisture content of the filter cake produced.

Advantages of the ISHIGAKI SCREW PRESS:

- Safe and fully automated operating system;
- Continuous operation;
- Noise level < 60 dB;
- Long lifespan of the equipment;
- Large range of equipment capacities to suit your particular operation;
- Horizontally divided filter screens to facilitate easy maintenance ,and,
- Low energy usage and low maintenance costs.

LASTA SD Filter Press



- Suited for Municipal & Industrial Sludge, Mineral Concentrates etc.
- Automated operation - 24 hours
- Perfect cake discharge- even as thin as 3 mm.
- High Production Capacity
- Short Cycle Time
- High Dry Solids in Cake
- Efficient and Automatic cloth Washing system

Screw Press



- Continuous Operation
- Automated Operating System
- Low Noise Levels & Odour Containment
- Adjustable Frequency Setting of the Screw
- Low Moisture Content of the Cake
- Low Carbon Footprint - Comparatively Low Power Consumption
- Long Lifespan of the Equipment -Robust Construction
- Easy Maintenance Procedures & Low Maintenance Costs



Unit 1, 34 Truganina Road, Malaga, WA 6090
PO Box 1727, Malaga, Western Australia, 6944

Ph: + 61 8 9248 4465 • Fax: + 61 8 9248 4479
email: contact@ishigaki.com.au

www. **ISHIGAKI** .com.au

For example, if the Council is taking too long to turn around requests for information, the contractors may not be able to continue with their work. To remedy this, each month, on GC21 we hold a performance evaluation meeting and in that meeting we assess the performance of the whole team.”

Eco-friendly initiatives

The Council is working on various eco-friendly initiatives including upgrading all the treatment plants with solar panels in an effort to reduce electricity consumption. This will be of tremendous benefit as the sewage treatment plants

are Council’s largest consumers of electricity. Another step being taken in an effort to consume a lower amount of power is the installation of variable speed drives at the larger pump stations.

There is a great awareness in the Council regarding the necessity to recycle water and the release from the sewage treatment plants is used in several sports fields, golf courses and on a greyhound racing track.

The Council uses SCADA equipment in its day to day operations and is currently in the process of upgrading



the technology so as to optimise the running of the plants.

The future

On completion of the current round of augmentation, further optimisation of energy usage in the treatment plants will be taken up. The Council is also looking at operational ways to achieve greater power reduction. The next project to be taken up is for upgrading of the North Grafton plant and the concept design for that is expected to be started in the near future.

The affairs of the Council are extremely well-run and in recognition of this in

2014 the Iluka Sewerage project was recognised by the International Water Association's "Project Innovation Awards" with a Global Honour Award in the "planning" category. Council has also been recognised by Engineers Australia Newcastle Division Engineering Excellence Awards, winning the "Regional" Award for the JHMLTI project in 2010 and for Iluka in 2015.

The reason behind the Council's efficient management of water resources and its successful implementation of projects can be explained by Greg Mashiah's use of relationship contracting, "Good



 **Pressure System Solutions Pty Ltd**
PLANNING, DESIGN & IMPLEMENTATION OF WATER & WASTEWATER SYSTEMS
Our Understanding and Experience Provides Certainty
PO Box 630 Jannali NSW 2226 T: +61 2 9584 1177
www.pssolutions.net.au www.pssolutions.net.au F: +61 2 9584 1477

ABOUT US

PS Solutions are design and consulting engineers specialising in the design of water and wastewater infrastructure. Our people have been involved in the design of water and wastewater systems for more than 30 years.

Our position as a market leader in key design services has been obtained through developing innovative, integrated solutions that enable our clients to achieve their desired project objectives. This has been driven by embracing the need for continuous improvement for the mutual benefit of our business and our customers – this is our CULTURE.



Caption: PS Solutions design layout for Iluka Pressure Sewerage Scheme (2,100 Ultimate Lots)

contracts is having good relationships and trust is important for a relationship, so in terms of working with the contractors starting with the tendering involvement we develop trust.”

Preferred Vendors:

Haslin Constructions

www.haslin.com.au

Pressure Sewer Solutions

pssolutions.net.au

Ishigaki Oceania



Martin Brower

Reliable and forward thinking supply chain solutions

Based on the interview with Brent Clarke

History and Background

Martin Brower was first started in 1956 in Chicago, Illinois, with their initial field of work focusing on distribution. Today, more than 50 years later, their operational

capabilities stretch across the entire supply chain model. They are in quite a unique position, with McDonald's as their key client in almost all of their markets which span nineteen countries. It was largely due to Martin Brower's operational capabilities, that McDonald's recently received an award for having the second best



supply chain in the world.

Brent Clarke is the Strategic Operations Director for the company in Australia and New Zealand. He says the acquisition of Keystone in 2012 has allowed them to truly expand on a global level. There has been a lot of leveraging of best practices globally

AT A GLANCE

WHO: Martin Brower

WHAT: Martin Brower is dedicated to being the leading logistics service provider for restaurant chains around the world, creating an outstanding work environment.

WHERE: NSW 2148

WEBSITE: martinbrower.com

to ensure operational and functional alignment and efficiency.

Blueprint for efficiency

“One of the things we have been blessed with is our relationship with McDonald’s. McDonald’s has been very successful in their growth and we’ve grown with them to a point where capacity in our system is at a premium and we are now stretched beyond what I call an effective distribution in some parts of the region” Clarke explains.

Keeping it simple goes a long way with logistics and while Martin Brower delivers in excess of 1,000 different SKU’s to over 1,100 restaurants, consistency and communication is critical. Timing means everything in the world of fast food and on time delivery success is achieved by Martin Brower over 98% of the time. Consumer demands mean the orders are consistent with deliveries to restaurants averaging 2-3 per week.



Each delivery vehicle uses Euro Scan technology to monitor the air temperature remotely, ensuring the quality of the product is optimal. Paragon, a routing software package, optimises road routes to make the delivery more direct, as well as reducing the company's carbon footprint. On-board telematics will also computerise a large part of the delivery process, furthering reducing the impact on the restaurant at delivery time.

Martin Brower distribution centres are not highly automated. Although users of WMS in other regions, they are currently looking into deploying the technology locally.

“We are a high volume, low touch

business. What we are trying to do is make sure we have efficient inventory management. Product flows on a regular basis. We're turning our inventory in all of our facilities once every 7-10 days. For some of product it's every two days or daily,” says Clarke.

Just as the consumer is used to receiving the same quality Big Mac combo, regardless of their global location, Martin Brower focuses on ensuring that the execution of the delivery process to the restaurant is second to none. They are currently building a new distribution centre in Western Sydney, which will be the largest facility in Australia and will be their flagship facility. It will combine their major corporate offices and

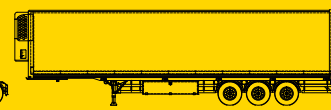
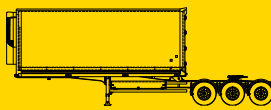
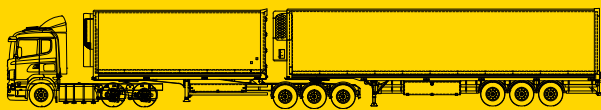
THERE IS NO SUBSTITUTE.



With over **40 years' experience** building unique moulded fibreglass trailers with superior temperature control technology, we're regarded as No.1 in design, performance and durability.

From Semis, B-Doubles or Road Trains to custom-built Rigid Vans, we work with our clients to deliver an outstanding product customised precisely to their needs and specification.

Our reputation depends on providing a great product backed with full technical support and a comprehensive repair facility. **With FTE There Is No Substitute.**



FTE
FIBREGLASS TRANSPORT EQUIPMENT

9 Healey Road, Dandenong, VIC 3175 Australia

T 03 9794 7466 F 03 9706 5347 www.fte.com.au

two distribution centres into one and Clarke says the expected move in date will be mid-October.

Client Chain Management

Martin Brower wants to be known as the company who provide innovative supply chain solutions. It's more than logistics, the overall planning, forecasting and managing production with different manufacturers to meet projections is key to their success. As McDonald's offers many promotions every year, Martin Brower's role is to support the management of the risks.

Clarke reveals that a lot of the work they do is in collaboration with the different Franchisees. Regular evaluations are done of stock requirements and the individual reverse logistics needs. Field service representatives, specialists in this area, visit the restaurants at least twice a year to assist with education, training and support for inventory and ordering practices.

“We're helping to train restaurant managers with their ordering process as well as their inventory management. We're helping to lay out the back of restaurants from a capacity standpoint. It helps to optimise the capacity efficiency, manage stock rotations and prepare for product deliveries. By doing so, we're reducing waste and increasing efficiency,” Clarke says.





Setting themselves apart

As technology has improved efficiency in logistics, Martin Brower still strives to differentiate themselves through service offerings and working intimately with its key customers, Clarke explains.

“We partner with our customer, whether it would be McDonald’s or anybody else, and want to make sure we are offering real value. Our services are by no means the cheapest; we are focussed on ensuring we deliver great value to our customer and through solid partnerships, we support their goals and objectives also.

I think when I look at other business I’ve experienced both in Canada and here in Australia, they tend to be focused on the transaction. Martin Brower looks at a host of value added services that support the restaurant network and corporate goals” he says.

As a global organisation, they are leveraging all those learnings across their entire network of operations. Rather than trying to reinvent the wheel, they are able to provide a level of expertise and support through very unique situations.

How do you market yourself?

Although it does not do a lot of outreach marketing, other quick service restaurants outside of





McDonald's certainly know who they are through their standing in the industry. Expansion plans with other food service providers are always a possibility and something which Clarke says they are looking into with fervour and excitement.

Committed to Developing Talent

Although not a household name, the company's credibility with all the organisations it works with has increased. Clarke says it is the people that perform all the routine work who make the company what it is. Their commitment to investing in training and developing their employees has taken the company to new levels.

"Opportunities for our people to develop and work on new and exciting projects are something that we as an organisation orchestrate and celebrate. Advancing people and providing them with local and global opportunities is critical to our future success. One of our leverage points for our customer is our ability to bring expert knowledge and support to all our markets" Clarke says.

Common Challenges

Reacting to commodity cost pressures, being more efficient through innovation and providing greater customer value are some of the biggest challenges Martin Brower faces. Clarke explains that some of



the other big challenges involve more than one aspect.

“We are committed to making technology work for us by introducing robotics and we will continue to drive innovation in those areas. We’re committed to sustainable operations and our goal is zero waste to landfill. How to offset costs and continue to provide value to our customer is how we continue to evolve the business.

We use wind deflecting materials in our trailers and biodiesel in some of our fleet. Biodiesel is manufactured by converting used cooking oil which comes from the restaurants.

These are just some of the examples

of how we can be good partners to our environment and communities in which we operate. It’s a win-win all around.”

Moving forward, Martin Brower strives to continue to deliver superior service for its customers and develop their talented staff to meet the needs of the future.

As Clarke says “We’re very proud of the people who work for us and what we do. We’ve become very good at being efficient and leveraging our expertise.”

Preferred Vendor

FTE

fte.com.au

The Chartered Inst of Logistics and Transport, Australia



The movement of freight and people within a country and outside its borders is a task that is crucial to the functioning of the economy. Australia has a sizeable farm output, a large portion of which is exported, and a well-developed mining industry, both of which depend on transportation for the success that

they enjoy. Additionally, the efficient movement of people within the country is an essential part of day-to-day activities. Consequently, Australia has a flourishing transport and logistics sector which is a major component of the economy.

stitute

ia



country, plays a crucial role in this endeavour by providing leadership in professional development and supporting continuous improvement.

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

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

"We conducted a strategic planning exercise in Canberra that was particularly well attended and the clear message that came out of that was that we need to be sharper and crisper and there is a fluctuating growth pattern and we are now

Freight logistics is about 14.5% of Australian GDP and employs 1.25 million people. Even a marginal improvement in the productivity of this sector could result in a boost to the overall economy. The

Institute of Logistics and Transport, Australia (CILTA), which has been working for 80 years in the

experiencing a sharp increase in our level of activities.

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

CILT has a tiered membership grading system whereby recognising members for their levels of experience within the Industry and their qualifications gained and offer pathways for members to progress through the grades. The lower grades are designed for those starting out in their careers or for those that are involved in the Industry but their roles aren't specific to the trade. The grades that give members post nominals and recognition range from those in their first roles to senior managers and leaders who significantly contribute to our Institute and Industry.”

CILTA is an active career partner for its members

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

In fact our last two years Young Professionals of the Year have gone on to represent Australia in the International Awards and been named International Young Professional of the Year. These individuals came from very different backgrounds, showing just how diverse our Industry can be – the first the owner of a 3PL warehousing, distributing and freight forwarding business for online retailers and the second a behavioural psychologist who is employed within Train Service Delivery (TSD), responsible for rail operations specifically in the management of a Desktop Simulator project, as well as a number of critical tasks related to TSD SPAD (signal passed at danger) management.

Hanna Lucas pointed out that, “We



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

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

“The Institute has partnerships with several corporates. Our industry

organisations that partner with us on programs, activities, events and for membership for their employees as well as professional development providers that have their courses accredited, certified and recognised and appear in our Professional Development Directory.”

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

CILTA is also in the process of establishing formal partnership arrangements with professional development organisations which will work towards designing tailor-made training programs for members to suit their specific requirements.

How CILTA is run

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



run by our members.

“As a sort of analogy we are similar in many ways to Engineers Australia or CPA, the Certified Practising Accountants, Australia association. We are primarily about promoting professional standards and professional development for our



members.

“Twenty years ago I was a civil engineer in a state government road authority and the road authority got to a stage where it was not just as simple as providing road infrastructure. The important issues relating to the

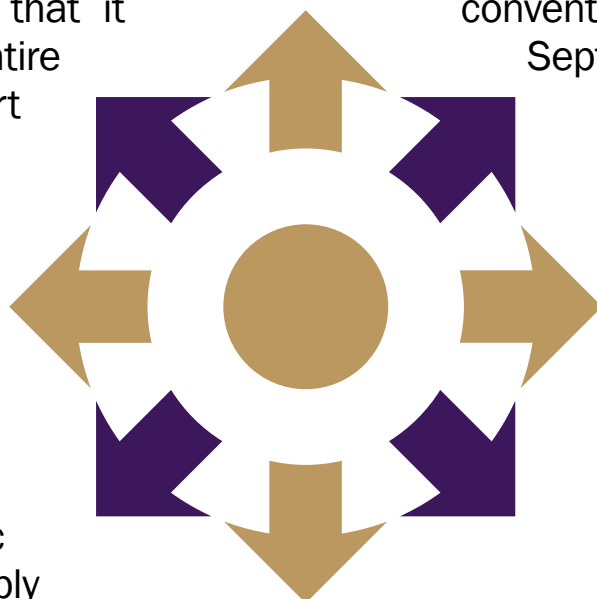
economics of large combination trucks and also many changes to urban road travel were just starting to take form. I was encouraged by some people that I was working with at the time to join the Chartered Institute and almost from day one I have found myself on section committees and progressively moved



through the organisation to the position of National Chairman.”

CILTA is unique in that it represents the entire logistics and transport industry. It covers the complete spectrum of activities ranging from transporting passengers and moving freight to managing Australia’s domestic and international supply chain. Additionally, it is

part of a truly global and international organisation. Representatives from CILTA will be attending the international convention in Dubai this September. There is no other



The Charter Institute of and Transp



see us as a career partner. We have suppliers as members who are major industry leaders. As an organisation we can contribute to productivity improvements and this is in Australia's national interest. We also want to make people more aware of the global supply chain within which we operate. We want to make a valuable contribution to Australia's national interest."

organisation with a similar geographic spread and depth of coverage.

Dr. Binning describes the goals of CILTA, "It would be a far more visible presence in the marketplace.

ered of Logistics port

In some ways we are a fairly well kept secret and we are keen to do better than that. Our presence will be such that people in the industry who come on board as members



Medea Park Residential Care

Providing Care with Compassion

Located in St Helens, Tasmania, Medea Park Residential Care is a facility that can accommodate 55 residents. The premises are impeccably maintained and the staff are trained to provide care of the highest order. Ever since Medea Park was established it has provided excellent service to the community by keeping the care of its residents as its primary focus.

like atmosphere where residents are treated with warmth, love and compassion. Friends and family are welcome to the facility and are encouraged to participate in the wide range of activities that are regularly organised. A number of external organisations and volunteers are involved in making Medea Park one of the most attractive places for older people.

Medea Park promotes a family-

Aged care is very competitive



industry but Medea Park is in a unique situation where it does not have any direct competitors in the immediate vicinity. Despite this, the facility continues to maintain and improve its standards and services. Medea Park makes special efforts to stay abreast of the ongoing legislative initiatives and reforms that are taking place within the industry.

Speaking of the establishment of the facility, Ralf Mueller – Director

AT A GLANCE

WHO: Medea Park Residential Care
WHAT: Medea Park Residential Care maintains high standards of care at all times and is well known for its warm and caring environment.
WHERE: TAS 7216
WEBSITE: medeapark.org.au

of Nursing/General Manager, says, “Medea Park goes back to 1977. It was very much community driven. A number of community players identified that aged locals had to move to Launceston or Hobart, which are two to four hours from this region respectively. There was an identified need that the region required an aged care facility.”

Accommodation

Medea Park can accommodate 35 High Care residents and 20 Low Care residents. Two of its rooms are respite care rooms. Each resident is encouraged to maintain as much independence as possible. The management provides all the care that is necessary to ensure that the overall environment is as safe and secure as possible.

The facility offers a wide range of activities so that residents enjoy their stay and remain in good health and spirits. Special care is taken to ensure the psychological, social,





cultural, emotional, and physical well-being of the residents. This is done by the development of a unique and customised individual activity programme for each resident.

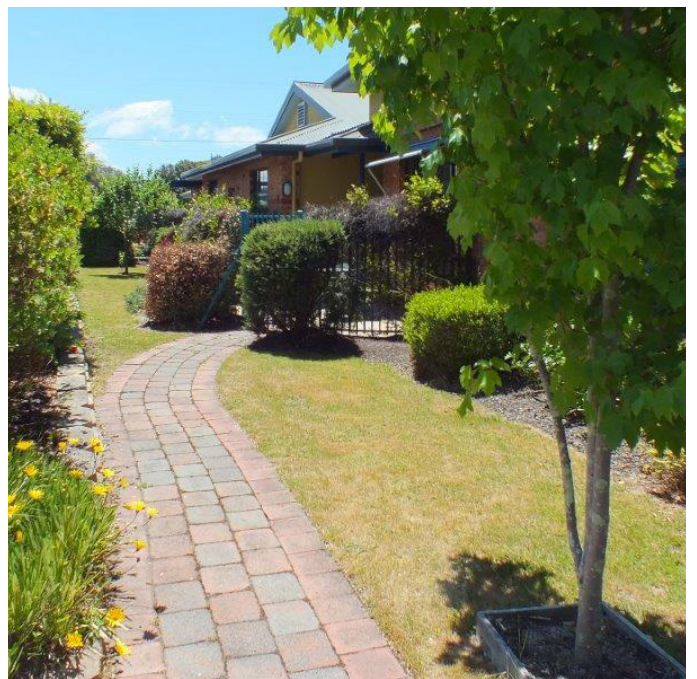
Medea Park encourages residents to remain involved in community activities. Arrangements are also made to cater to their religious needs by organising a weekly church service and visits from a range of denominations.

Several activities are regularly organised and these see active participation. Some of the popular pastimes are the Life in Rhythm drumming group, art classes, concerts, indoor bowls, movies, shopping trips

and organised exercises.

Recently Medea Park has initiated steps to put in place the infrastructure for future management of health via telehealth and other programmes. Residents will be able to connect wirelessly and access communication facilities such as Skype to remain in touch with friends and family members. An additional advantage is that this service will be absolutely free.

The management has taken several other steps to provide top-notch facilities for residents. Even though Medea Park is a relatively small aged care service provider, it has maintained its infrastructure very





well. The environment is safe and comfortable and every effort is made to ensure that residents feel secure and are provided with a high degree of care.

Referring to the changes within the aged care industry Ralf Mueller says, “It’s an ever-changing environment. It is also an industry where the large organisations are getting larger and many smaller organisations are forming alliances.

“As an organisation, we have achieved and maintained very high satisfaction rates for our residents. We are admitting an increasing number of residents from other

states. That would be a significant change compared to previous years.

“We are the sole operator in this region and it very difficult because of a low population base to continuously maintain high levels of occupancy rates. But we have achieved that against the odds. By doing this, we have achieved a very good financial position for a facility of our size.”

Highly competent staff

One of the reasons that Medea Park is so successful is that staff are well trained and genuinely care for the welfare of the facility’s residents. Management ensures that a supportive



and safe environment is maintained for all staff. Subsidised meals are provided and this encourages them to eat on the premises. Uniforms are provided and each staff member is proud to wear the specially designed Medea Park uniform.

The future

Over the last few years, Medea Park Residential Care has moved from using agency staff to having its own employees. This has resulted in a higher level of care for residents. Occupancy rates have gone up and the facility has obtained full accreditation. An application has been submitted for funding of \$ 3 million. If approval is received more infrastructure will be added.

It is proposed to take Medea Park to 60 rooms, up from the current 55. The kitchen is also going to be modernised. This will be done even if external funding is not received. The facility's internal resources will be used for the purpose if required. Several rooms will be modernised.

There is a plan to build a dementia-secure wing so that residents do not require to be transferred to dementia-secure environments elsewhere. This is being done so that the full range of services can be provided at Medea Park.

Furthermore, the local council has just acquired land where it is

proposed to build a new hospital. The council is offering Medea Park three acres in that health precinct. There are plans to build a retirement village or independent living units. That is on the drawing board, it has not actually been formalised as yet.

Ralf Mueller says, "We provide one of the finest aged care services in Tasmania. We provide nursing care 24-hours around the clock. For a facility our size, we have a great amount of expertise. We provide benefits for our staff. We are slowly but surely trying to grow Medea Park into a larger organisation than we have now."



AT A GLANCE

WHO: EcoScents

WHAT: EcoScents is driven by their commitment to the environment which is reflected not only in the products but also the way they operate.

WHERE: Victoria 3145

WEBSITE: air-fresheners.com.au

Ecoscents began their Australian operations in 2007. Director Idan Grossman saw the potential for the eco-friendly air fresheners in the local market and started door knocking local service stations and car washes.

The early days of business were not easy; being an American product, there was a big unknown about its reputation and ability to deliver.

But Grossman did not give up

Ecoscents

**Driven to providing quality,
long lasting air-fresheners**



and eventually got a test location with Magic Hand Carwash, one of Australia's big groups and growth began to take place. In 2009 they secured their first major account with a client who had about 250 sites at the time. Once the foundation work had been done, recognition from familiar service station came through, with clients such as BP and Caltex coming on board. Ecoscents went through a period of rapid growth.

Grossman always believed there was a place for his company's products.

"My role at the start was largely business development. I felt it's best to get in front of the clients and show them the product benefits. Given that the air-fresheners are made with exceptional quality and are 100% organic, they ticked all the boxes for me," he said.

And it ticked all the boxes for new





customers. Today over 3000 service stations, 250 carwashes and 700 automotive retailers sell Ecoscents products. Onsite promotion has been their most effective marketing tool. Putting the products in front of customers provided them with greatest possible awareness and benefits.

Moving into new markets enabled them to expand from canisters into other areas, like gels, vents, paper air fresheners, household, office and commercial products.

The original Ecoscents product roots are in California and operations began there in 1993. The products are

manufactured in America, allowing 100% control into what goes into them. The manufacturing facility is in Pittsburgh and has an in-house chemist who ensures that there's the right balance of fragrances within the air fresheners.

What makes Ecoscents unique? Grossman explains.

“We sell an organic, long lasting quality product which leaves customers and the environment better off. We invented an efficient way to manufacture quality air fresheners in canisters which lasts longer than paper and gel products. This ensures our customers get the best value





for money, giving them something that lasts months rather than a few weeks.”

Ecoscents products have been approved by EnviroClean, an organisation that evaluates Green Companies. After a stringent assessment, they were the first air freshener manufacturer to achieve a successful evaluation, with the EnviroClean logo now on all Ecoscents organic products. It provides them with another distinction and enables environmentally conscious customers to happily select their air-fresheners.

Understanding what the market wants has come from feedback, which

Grossman says is important to the company’s continued development.

“The fact we are a 4,000 retail small business is something we pride ourselves on. We don’t want to grow to a point that we are not attuned to our end users. Our biggest recognition is that fact that people buy and love our products.”

A lot of the interaction with our customers has come through social media and end users writing to them directly. As Ecoscents are not able to physically be on location when sales are made, the feedback given helps the overall functioning of the business.

The level of growth Ecoscents has achieved has led to the evolution in their tactical approach. Mastering the logistics has been critical to the ongoing success of the business and brand. Grossman explains how their approach has changed over time from an in-house warehouse to an outsourced warehousing solution. The last mile delivery process is still somewhat of a dark hole in the chain of logistics and although their team spoke to a number of end point couriers about our problems, none had a sustainable solution to improve customer visibility to help with customer service levels.

It was from this market knowledge that Ecoscents was introduced to a Melbourne based technology company, Radaro. Radaro is a real-time, cloud based software platform that utilises the app technology in smartphones for delivery driver tracking through GPS. It allows managers to keep an eye on their fleet of delivery drivers or service technicians, without the capex required in purchasing traditional GPS tracking solutions. This visibility



helps managers to improve dispatch efficiency and even reduce the number of drivers on the road, leading to substantial operational cost savings.

Further, the end to end tool goes beyond traditional dispatch systems in that it provides event triggered, live tracking, of delivery drivers through SMS notifications to customers with live mapping. In turn, the effect of which, dramatically reduces missed deliveries and “where is my order?” customer enquiries. All delivered through a cloud based login at www.radaro.com.au

The move online has helped Ecoscents become more effective and as the technology continues to evolve and improve will help eliminate “the final dark hole” in the logistics process.

Moving forward, Ecoscents has some big goals whilst continuing to remain focussed on incremental sales. Top of the list is to be a market leader when it comes to air-fresheners. They want more people to know about the brand and embrace healthy living.



One industry is of particular interest to them in the foreseeable future as Grossman explains.

“The home air-freshener industry will be our main focus for the next two years. We’re targeting the big supermarket chains and leveraging off our reputation of being a quality provider of automotive air-fresheners.”

They are busy developing strategies to engage and connect with home air-freshener consumers, looking at their different needs and wants. The multi-million dollar industry holds

a range of opportunities for the company, although experience has taught Grossman to keep things in perspective.

“It’s important to be modest and make sure our clients understand that we’re humble in what we’re doing.”

Sustainable places for everyone

Romilly Madew
Chief Executive Officer



Green Building Council of Australia

NOW *more than ever,
people want to know
where their 'stuff' comes from.*

Increasingly, we want assurance that our beauty products aren't tested on animals, our shoes and clothes aren't made in sweatshops, our food isn't genetically modified,

This demand for transparency is having a profound impact across entire supply chains. Selling a product is no longer about 'biggest, fastest, cheapest', but also about what is best for people and best for the planet.

The demand for transparency is having a profound impact across entire supply chains

When it comes to buildings, people want to know that the timber isn't sourced from rainforests, that the paint isn't dripping with harmful

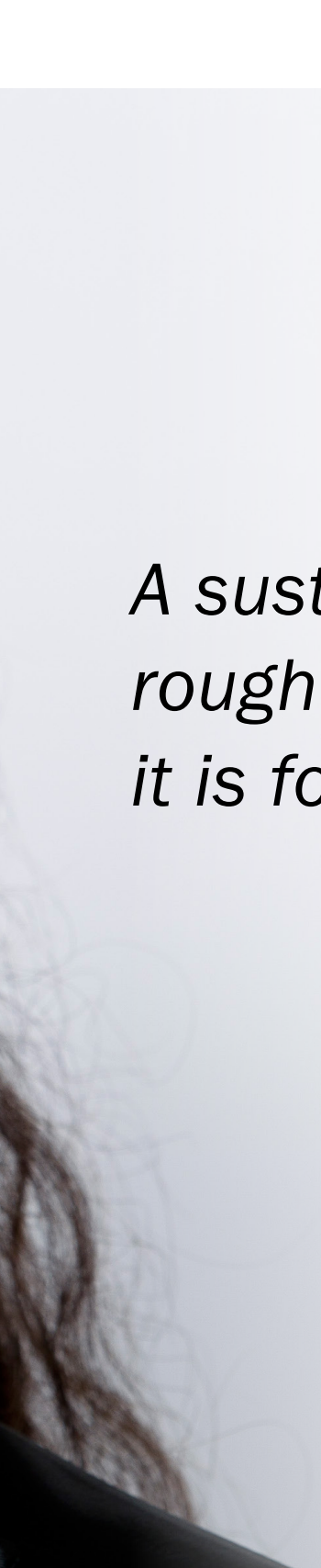
our coffee is organic or Fairtrade, and our meat has the Heart Foundation's tick of approval.

chemicals and that the building isn't an energy- and water-guzzler.



Importantly, both individuals and corporations now want to ensure that any claim about the sustainability of their building is verified with independent proof.

This is where Green Star comes in. Launched in 2003 by the Green Building Council of Australia, Green Star is now an internationally-



*A sustainable building is for
rough sleepers as much as
it is for investment bankers*

rating system, and more than 800 building projects around Australia, including and existing buildings, interior fitouts and entire communities, have achieved Green Star ratings after being assessed against a range of environmental impact categories, from water and waste, to energy and emissions.

The Value of Green Star (2013) report, found that on average, Green

Star-certified buildings:

- produce 62% fewer greenhouse gas emissions than average Australian buildings
- use 66% less electricity than average Australian buildings
- consume 51% less potable water than if they had been built to meet minimum industry requirements
- Recycle 96% of their waste, compared with 58% for the average new construction project.

A range of international reports have also confirmed that green buildings reduce operational costs, improve return on investment, boost productivity, health and wellbeing and enhance corporate reputation.

The Building Better Returns report (2011) found that Green Star-rated

recognised sustainability rating system that is transforming the way our built environment is designed, constructed and operated.

Green Star is a national, voluntary

buildings deliver a 12 per cent 'green premium' in value and a five per cent premium in rent, when compared to non-rated buildings.

The Property Council/ IPD Australian Green Property Index (June 2014), found that Green Star-rated CBD office assets outperformed the broader CBD office market by 100 basis points.

Modelling from Australia's CitySwitch program has found that a typical financial or professional services firm operating from a 5 Star Green Star-rated office of 5,000 square metres could save \$18,200 a year in electricity costs alone, not to mention massive savings in reduced absenteeism, employee retention and increased productivity in the region of \$4 million a year.

Green Star buildings are recording productivity increases of up to 15 per cent, which is perhaps why Colliers International's Office Tenant Survey



 green star



(2012) has found that 95 per cent of tenants want to be in a green building. 'Green space' is now one of the top four attributes tenants look for – along with bike racks, childcare facilities and a gym.

The World Green Building Council's Business Case for Green Building (2013) finds that a minimal two per cent upfront cost to support green design can result in average life cycle savings of 20 per cent of total construction costs – more than 10 times the initial investment.

Each year, the Dow Jones Sustainability Index is led by Australian companies, such as Stockland, GPT Group, Investa and Lend Lease. Similarly, the Global Real Estate Sustainability Benchmark (GRESB), which now reports on 56,000 assets worth US\$2.1 trillion dollars in value, identifies Australia as the global leader.

But sustainable buildings aren't just for office workers or for people who can afford sparkling



penthouses overlooking the harbour. We are proud of the many Green Star projects that support better environmental, economic and social outcomes for everyone.

The Common Ground housing projects in Sydney and Melbourne demonstrate that a sustainable building is for rough sleepers as much as it is for investment bankers.

Similarly, green features at the Lilyfield Housing Redevelopment in Sydney have reduced residents' electricity bills by 25 per cent while at Monash University's Briggs Hall and Jackomos Halls, cash-strapped students are paying 45 per cent less for their electricity. The Redfern Housing Redevelopment project, also in Sydney, gained an 'Innovation' point for specifying that a minimum of 20 construction workers on the project were indigenous.

This created jobs, enhanced the 'green collar' skills of the local community, and spread wide the message that everyone deserves a sustainable home.

And the Green Star story is about more than just buildings. If we were to plot the evolution of the Green Building Council of Australia over last 12 years, we'd see the early emphasis on the environmental benefits of green building such as kilos of carbon, litres of water and tonnes of waste evolve to consider economic benefits such as payback

periods,
c o s t
s a v i n g s ,
asset values and
vacancy rates.

As we've matured, we've expanded our thinking to recognise and reward social return on investment such as shared value, improved productivity, health and wellbeing, and skills development.

The 30-odd project teams working with us to achieve Green Star - Communities ratings, the local

We
increa
talkin
langua
soc
sustain

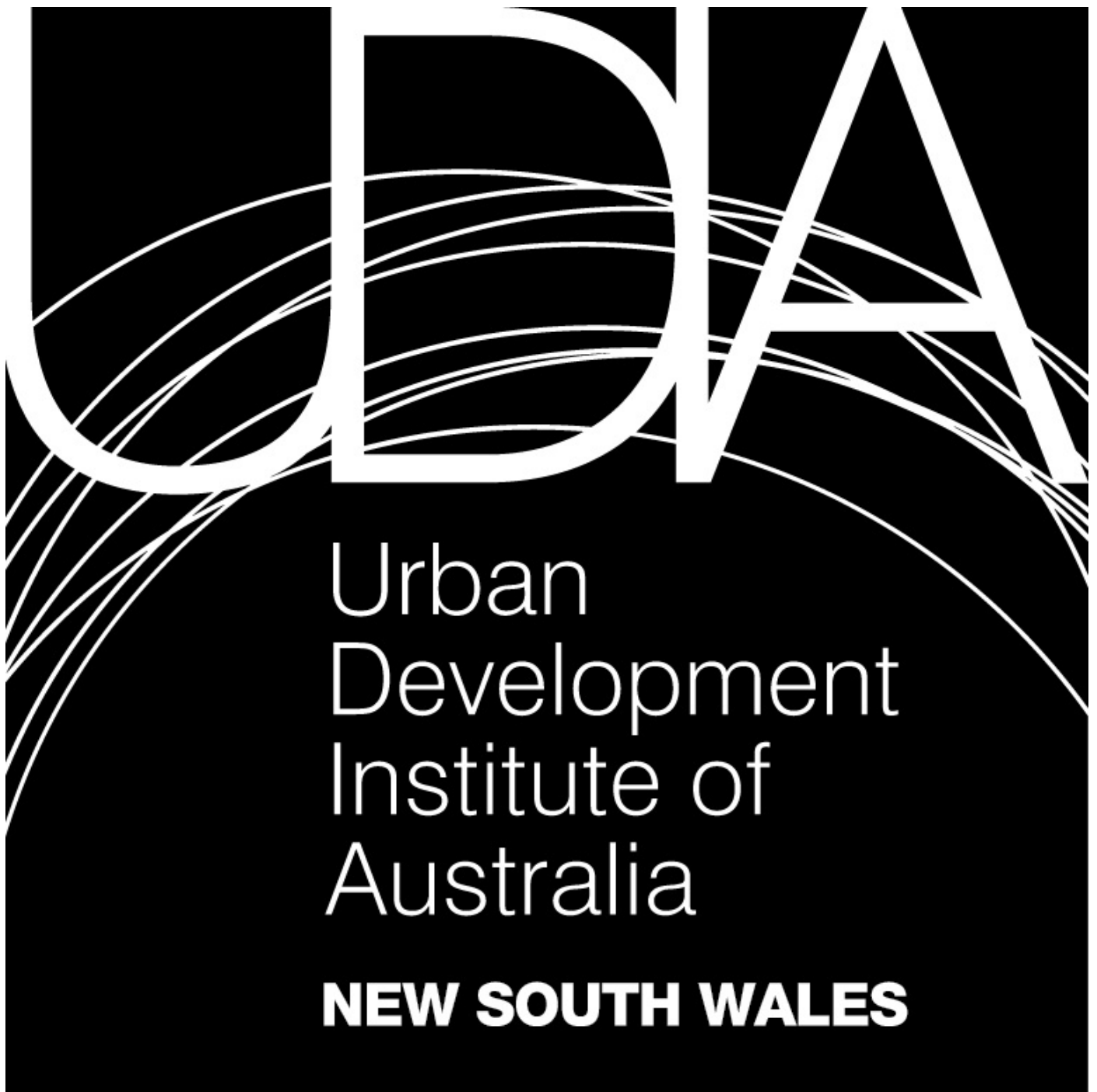
are singly g the age of cial nability

people. Our next great challenge is to put a value on the social capital to be gained from green building.

We will continue to adapt Green Star so that it remains robust and relevant. Why? Because everyone should have the opportunity to learn in a green school, work in a green office, or live in a green home – and because Green Star is the mechanism to help us create and define sustainable places for everyone.

governments achieving Green Star ratings for their community centres and libraries, the state governments certifying healthcare facilities and the school principals educating a whole generation of environmentally literate students are committed to building communities that are diverse, fair, inclusive and sustainable.

Today, we are increasingly talking the language of social sustainability – about how our buildings benefit



Urban
Development
Institute of
Australia

NEW SOUTH WALES

Working Towards the Growth of Australia's Cities

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

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

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

There are state based chapters of UDIA which function at a local level to drive policy initiatives for the promotion of the urban development industry. UDIA, New South Wales, is

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

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

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

Speaking about this aspect of the Institute's role, Stephen Albin says, "We have approximately 550 member-companies. About 10,000 people attend our events in New South Wales alone and they range from major development companies to one-man operations. The big companies need the one-man operations because one day the big companies might buy them and the one-man companies need the big ones because they can see what



Bruce McDonald

sort of activity is taking place in the market.

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

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

The UDIA is a common voice for the urban development industry. It regularly takes up causes which will serve to promote efficient development and advises the federal government on the steps that are required to be taken. One of the issues being championed by UDIA is the need to shift away from inefficient taxes such as stamp duty and the requirement for developers to pay substantial amounts as initial development fees.

The Institute has made a detailed submission to the government describing how the inefficient tax system is proving to be detrimental to

economic growth and prosperity. It has made the case that the imposition of stamp duty results in reduced labour mobility and productivity by tying down people to a particular location. Inefficient taxes also result in the reduction of new housing projects thereby leading to an increase in the prices of existing residential units.

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

The National President of UDIA, Mr. Cameron Shephard has urged the government to take up this important issue, “A great deal of Australia’s economic potential is being held back and squandered by a tax system that has failed to keep up with the times. Phasing out stamp duty in favour of a broader based GST, and broad based lower rate land taxes could deliver real dividends for economic growth and productivity, and housing affordability and supply.”

Another issue that UDIA has been consistently taking up with the federal government is the need to strengthen the country’s infrastructure so that it can continue to cater to the growing population. The recently issued Australian Infrastructure Audit Report states that the country’s population

is expected to grow from 22.3 million in 2011 to 30.5 million in 2031.

Australia's population growth is the fourth fastest amongst OECD countries and if only those OECD countries with a population over 10 million are considered, it is the country with the highest rate of population increase. The four cities of Sydney, Melbourne, Brisbane and Perth are expected to grow by 5.8 million, increasing their population from 12.8 million in 2011 to 18.6 million in 2031.

While this population growth is required for the economy to expand, it is essential that urban infrastructure keep pace so that the quality of life in Australian cities is maintained. The UDIA has specifically raised the issue of providing adequate transport facilities in the country's cities. The Australian Infrastructure report states that this key area can prove to be a significant bottleneck in the development and growth of the country's economy.

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

In these circumstances, it is

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

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

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

Apart from these three issues, the Institute takes up a number of other causes which are of the greatest importance for the development of Australia's urban infrastructure.



**A LANDMARK LOCATION
IN THE HUB OF
MELBOURNE'S SOUTH EAST**



Luxury Apartments

from **\$320,000**

**NO
STAMP DUTY
AND FREE
WINDOW
COVERINGS**

THIS IS A GROUND BREAKING DEVELOPMENT

- Location, amenities and abundant rental potential combine to make KUBIX an investment opportunity not to be missed.
- Large luxury 1, 2 & 3 bedroom apartments featuring spacious interiors, indoor pool, gym, function room and secure basement parking.
- Next door to one of Australia's largest Westfield Shopping centres.
- Additional 8,000 jobs in the next 2 years.
- Pricing under bank valuations.

Hurry! Don't miss out!



ParkTrent
Properties Group™

WWW.PARKTRENT.COM.AU

1800 652 224

Sick of Property Searching?

Family Home | Investment | Commercial

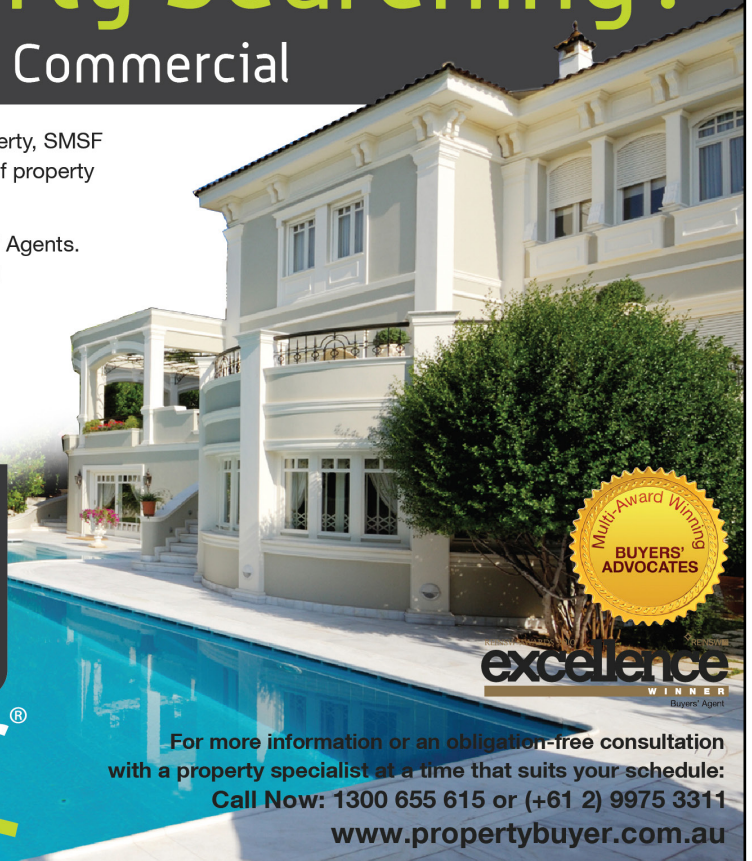
Use our expertise to acquire your family home, investment property, SMSF or commercial property. We take the stress and frustration out of property searching and negotiating.

propertybuyer is Sydney and Australia's most awarded Buyers' Agents. Working exclusively in your interests, our Buyers' Advocates will locate and secure the ideal property for your specific needs. We will help you create a property brief/ strategy, shortlist suitable properties, appraise the value, then negotiate and secure the best price and terms. Save time, money and stress with an expert on your side.

"I could not have been more impressed with the outstanding customer service." Dr Jason B

"The propertybuyer team were nothing short of excellent. I exchanged within 10 days." Dr Josephine B

"propertybuyer found us a lovely house with loads of space, a pool, everything - and below budget." Dr Anil V



excellence
WINNER
Buyers' Agent

propertybuyer®

For more information or an obligation-free consultation with a property specialist at a time that suits your schedule:
Call Now: 1300 655 615 or (+61 2) 9975 3311
www.propertybuyer.com.au



Stephen Albin

Referring to the role played by UDIA, Stephen Albin says, “We are not lobbyists, we are actually about making sure that government is implementing sensible public policy and it is becoming more and more important because there is a large volume of legislation and policies that are being enacted by government and the industry needs someone to play this role”.

Additionally, one of the most important roles played by UDIA is to enable its members to exchange information amongst themselves. It does this by organising a number of events where members from diverse backgrounds, but having a common interest in the development of urban infrastructure, come together to exchange ideas and network. Such interactions can lead to great synergies and work towards boosting the pace of the country’s urban development.

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

Australia’s cities enjoy a well-

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



Real Estate Insti

Promoting the Property Market



Institute of Australia

Real estate agencies play an integral part in Australia's property market and most of them are members of the Real Estate Institutes in their respective locations across the country. The Real Estate Institute of Australia (REIA) is the peak national association for the real estate profession and has as its members the State and Territory Real Estate Institutes.

The State and Territory Real Estate Institutes' membership comprises around 75% of the real estate agencies in Australia. By virtue of this, REIA collectively represents the country's real estate agencies and works towards ensuring the overall health of Australia's property market.

The specific tasks which REIA takes up to promote the country's real estate market include providing research and advice to the Federal Government, Opposition, professional members of the real estate sector, media and the public, on a range of issues which are relevant to the property market.

The importance of real estate to the country's economy can be gauged from the fact that according to the 2011 census, the number of people employed in the rental, hiring and real estate services industry stand at a total of 117,880. Australian Bureau of Statistics Census data pertaining to occupation, numbers business brokers, property managers, principals, real estate agents and representatives at 64,699.

Australia's construction and building industry forms a major portion of the country's economy and real estate agencies play an important role in the success of this sector. They serve as a bridge between builders and property buyers. The annual contribution of property to the nation's economy stands at \$300 billion.





One of the important issues concerning the property market which REIA has taken a firm stand on, is that of 'negative gearing'. According to the existing tax laws in the country, if the owner of a property spends more on it than he earns, he is entitled to a tax break. Under this rule, if an investor spends more on mortgage interest and maintenance than he receives in the form of rent, he may reduce the difference from his other income, say his salary, and by paying lower tax, make up for the loss that he has suffered on the property.

Some experts and the Reserve Bank of Australia are of the view that negative gearing is detrimental to the property market and results in an inflation of property prices. However, REIA strongly feels that negative gearing is a genuine benefit that must be given to property investors.

ACIL Allen Consulting recently issued a report on 'Australian Housing Investment', which analysed negative gearing in all its aspects and came to the conclusion that it is not a special concession to property buyers, but a legitimate deduction and its withdrawal would cause great losses to middle income Australians.

REIA has been monitoring the issue of negative gearing very closely and it has already started a dialogue with government officials to ensure that this essential



tax deduction is retained. After the release of the report titled 'Australian Housing Investment', Amanda Lynch, chief executive officer of REIA said, "This isn't some tax lurk for the wealthy,

rather an incentive for people on low to average incomes and it has benefits for the broader economy." REIA has also made significant contributions to the debate around foreign ownership of property.



This issue came to the fore when a parliamentary inquiry revealed that the Foreign Investment Review Board, which is mandated to approve purchase of real estate by foreigners, had not prosecuted

a single case since 2006. REIA has said that it supports the current government regulations on the issue of foreign investment in property and was pleased to see the Parliamentary inquiry





recommend a greater focus on compliance and enforcement. On a broader level, REIA says that Australia has a regulated approach to foreign investment in property as opposed to the open-door approach of countries like the USA.

Amanda Lynch says, “The objective of Australia’s foreign investment policy, as it applies to residential property, is to increase the supply of new housing. And it has been proven to do this.”

Another important role played by REIA is that it represents the interests of thousands of small businesses across the country as 99% of real estate agencies are small businesses and 11% of all small businesses in the country are involved in real estate. Although these agencies are members of the Real Estate Institutes located in their State or Territory, they are indirectly represented by REIA which is in a strong position to put across their views at various forums.

REIA plays a crucial role in the country’s property market by providing data and inputs to government and policy makers. It is in a unique position to collate the views of Real Estate Institutes at the state and territory level and present them in a balanced manner. It also uses its expertise to address issues confronting the sector so that the long term interests of the real estate market in the country are protected.



AT A GLANCE

WHO: Kick Juice Bar

WHAT: Kick Juice Bars are all about life to help revive your body, mind and spirits

WHERE: Lane Cove, NSW, 1595

WEBSITE: kickjuice.com.au

After successfully launching the Kick Juice Bar franchise, Pacific Retail Management's Group Managing Director, Nicola Mills was looking for a new franchise to invest in. She noticed that there was a growing movement towards sushi. After approaching a number of suppliers, she purchased a franchise back in 2008 and got to work on developing a winning brand.

e Bar / Warriors



“When I first purchased that company, it was in a bit of a mess actually. It took us a number of years to win a lot of trust back with the franchisees and to put some systems in place and refurbish some of the stores and to really start turning the business around. We did a whole lot of market research and consumer research, finding out what people wanted from their sushi and from their sushi

stores. And what came from that, is that there was a bit of a hole in the market, there wasn't a number #1 Brand of sushi in Australia.”

It was from this that Wasabi Warriors was born; a premium brand of sushi, with an ‘eat good, do good and feel good’ message. The backstory of the five brothers- Ocean, Porky, Beefy, Chicken & Veggie Warrior- provides





a neat way of connecting the brand with the consumer.

A typical store variety would be 30 square metres of floor space, with seven or eight staff working at one time.

Built into the feel good message too, are economically sustainable practices. Some examples include the use of recycled timber, eco-friendly lighting, and using free range eggs and chicken. Their ongoing work with different partners has allowed them to produce the same quality in a more cost efficient manner. Interest in the brand has arisen all over the world, with many enquiries directed to Mills about whether a Wasabi Warriors store could be opened in their country.

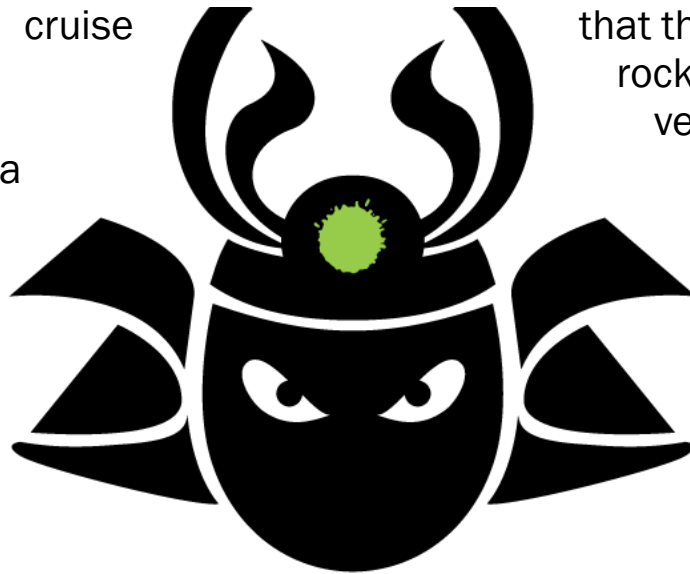
“I don’t normally chase international business. We very much focus on Australia and our own backyard, but we’ve had quite a lot of international interest in Wasabi Warriors, so we are now open in the Philippines and Hong Kong and have an agreement in the Middle East with Wasabi Warriors. With Hong Kong and the Philippines we got a great response to the ‘eat good, do good, feel good’ philosophy. People are really responding well to that, so that’s been very fulfilling,” says Mills.

The growth of the business goes beyond the traditional franchising model. The frustration of not being able to provide sushi outside a traditional retail outlet, led Mills to



purchase Sushi Ginza, the wholesale arm of the business. Now, there are opportunities to provide sushi to new, untapped markets such as schools, Defence Force mess halls and cruise ships.

“I’m a mother of a four year old and a two year old,” says Mills. “This is an interest for me,



WASABI WARRIORS

because I’m starting to pack lunches and send them off to preschool; I’m still packing sandwiches and I want to be packing sushi. One of the growing areas is kids, youth is the biggest market, and they see it just as an Australian food, they don’t see it as a special Japanese food or Korean food. They just see it as an everyday food and they love eating it. So that’s a big area for us that we’re getting into. So we are basically now retail and wholesale sushi, we have kitchens in Queensland, Victoria and Sydney for the wholesale side.”

Starting a Wasabi Warriors franchise works a bit differently in the initial phase. Rather than paying an upfront fee, franchisees are funded into the business through the ‘manage to own

programme’ initiative, where the franchisee pays back the initial franchise fee with a portion of the profits they make. This model was so successful that the number of stores rocketed from 22 to 50 very quickly.

“The only problem with that, of course, is that there is

only so much that we can fund, and so we’re asking more from the franchises to help do that. It’s a programme that we will keep running and keep encouraging people to do and I do hope that the banks get behind it a bit more, so that’s our biggest growth.”

When it comes to qualities in a potential franchise owner, Mills certainly knows what to look for. “They’ve got to have passion for the brand, or they have to have passion for owning their business, supportive family and friends. And then, where we can, we assist in the ‘manage to own programme’. People with energy and passion succeed, because you can have people who have the money, but just no passion and so a business is always going to do better if you have



Nicola Mills

that passion that you put into it.”

She goes on to say that a recent study by Griffith’s University identified

family and friends think about what they’re doing.”

Part of Wasabi Warriors success story comes from having an advisory board which can challenge the status quo. Mills believes it is always important to have people challenge her to look at different perspectives and find creative solutions to challenges.

“I have some really strong executives on my team who can get on the job and get things

going. The key thing is to not take no for an answer, a lot of people like to say no because it’s easier and safer. Always finding a way over, or around, or under, these challenges is really, really important for perseverance and determination and if need be asking for capital to grow your business.”

While the competition within the marketplace has become stronger, the sushi industry has grown too, a very positive sign for the company moving forward. Their long term goal is to have Wasabi Warriors become the #1 brand for sushi in Australia and be internationally recognised.

One of the first things we look at with people is what do their family and friends think about what they’re doing

family and friends as a big factor for success in a franchisee.

“When business gets tough or you’re still in those first stages and you’re still trying to get through, if your family and friends are saying to you ‘I told you that you shouldn’t have done it, you shouldn’t have gone into business, you should have kept your corporate job,’ people give up. But those franchisees that have family and friends saying, ‘We’ll help you, we’re here for you,’ are the ones that get through those hard stages and go on to do really well. So funnily enough, one of the first things we look at with people is what do their

BUSINESS VIEW Australia

USA \ Canada \ Brazil \ Caribbean \ Australia

www.BusinessViewMagazine.com.au