

BUSINESS VIEW Australia

JULY 2015

ORANGE CITY COUNCIL
AUSTRALIA'S COLOUR CITY

**Taking a look at Australia's thriving commercial
construction and public infrastructure sector**

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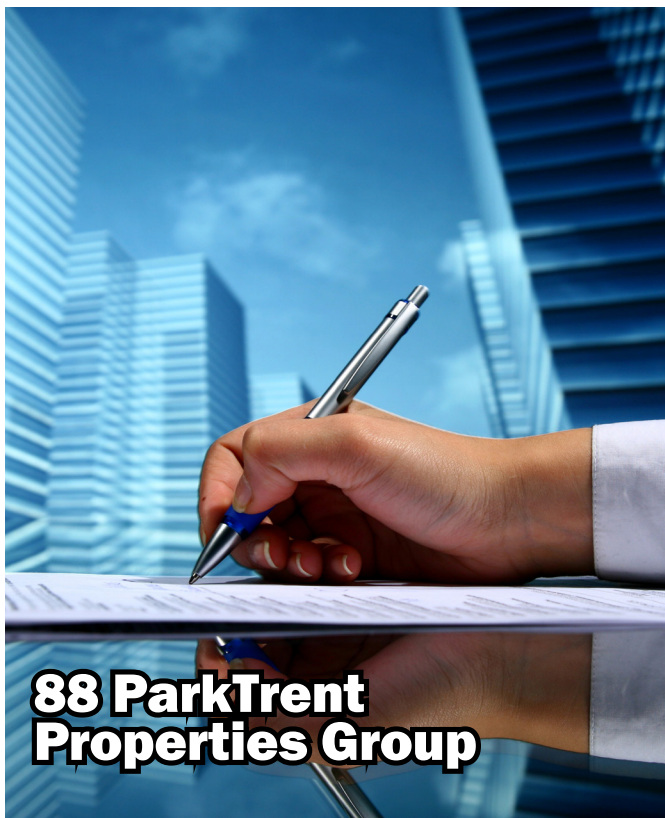


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AUSTRALIAN BUILDING AND CONSTRUCTION INDUSTRY

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*

Business confidence in the country is improving. National Australia Bank's June survey of businesses showed confidence levels climbing to their highest in 21 months. The series of interviews which we have conducted this month and the research we have done for the related sectors and industries drives us to this same conclusion.

The construction industry and the real estate sector continue to do well and show growth. We have analysed the working of a number of companies in this area and we hope that you will find the write-ups interesting. We have done an in-depth article on Devco Project & Construction Management, a highly successful company in this sector. In this issue we have also covered SBP Australia, Hayden's Plastering Interiors and EcoElectric.

In an attempt to round off our analysis of this sector we talked to Propertybuyer, a real estate agent who works exclusively for the buyer. We also look at ParkTrent Property Group, a full-service real estate company with offices spread across the country. The other organisation in this sector that we have covered in this issue is the Real Estate Institute of Australia, which is the peak national association for the real estate profession and has as its members the State and Territory Real Estate Institutes.

Australian Constructors Association is a body representing the leading construction companies in the country and is dedicated to promoting sustainable construction methods. In this issue we look at its functioning and the steps it has taken to promote the construction sector in the country.

The meat industry is a mainstay of the economy and it has traditionally been a prominent exporter. We take a close look at Argyle Prestige Meats, Campbell Foods and DSK Angus & Charolais to understand

the functioning of these highly successful companies. Under this category we also look at Western Australian Farmers Federation, an institution which is over 100 years old.

The service sector accounts for about two thirds of the economy and the franchise industry forms a critical component, with Australia having one of the highest number of franchisees per capita in the world. Geowash and Kick Juice Bar are two growth stories that we look at this month.

We have also done in-depth stories on the aged care industry and the health sector by reviewing the operations of two premier institutions, Lynden Aged Care and The Valley Private Hospital.

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 two such Councils, Great Lakes Council and Orange City Council.

Finally, we look at a sector of the Australian economy that has been depressed for the last couple of years – the mining and minerals sector. The South Australian Chamber of Mines and Energy (SACOME) has convinced us that the long term prospects of this sector are extremely strong if the government plays its role by providing the required infrastructure.

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

Best wishes,



Ravinder Kapur



Emerging Sustainable Construction Materials



minable materials

It is estimated that world economic activity will increase by 500% by 2050 and global manufacturing by 300%. In fact, industrial production has been growing steadily over the last few decades and will continue to expand, with the result that emission of greenhouse gases will get stepped up and accelerate the pace of global warming.

In these circumstances it is heartening to note that changes in construction materials and methods can have a very positive effect by reducing emissions. For example, it is estimated that 7% of man-made carbon dioxide emissions are due to the manufacture of cement.

A new technology pioneered in Australia replaces the calcium-based ingredient that is traditionally found in Portland cement with magnesia. This makes it possible to kiln the cement at half the normal temperature resulting in huge energy savings and lower emissions.

The rapid development of solar energy technology has resulted in the increasing efficiency of photovoltaic (PV) arrays and a sharp fall in prices. This makes solar energy (PV) an extremely attractive option. The construction industry can play an important role in popularizing solar energy by adopting building integrated photovoltaics (BIPV).



This entails the use of photovoltaic materials to replace traditional building materials used for roofs, facades and glazing. Adopting this technology will lead to multiple benefits including better aesthetics, lower electricity bills and the satisfaction that a contribution has been made in the effort to reduce global warming.

Road building is another major activity which the construction industry is involved in. The adoption of two different technologies can make a significant impact to the carbon footprint which road building generates. The first,

recycled/reclaimed asphalt pavement (RAP) requires the reuse of asphalt. This material does not lose any of its properties with reuse and the savings in costs and reduction in emission by utilizing this technology is significant.

Warm mix asphalt (WMA) uses a specialised binder instead of a bitumen binder and this process requires much lower temperatures. As a result energy savings of 30% can be achieved.

Both these technologies are extensively used in America where RAP accounts for 19.1% of total



asphalt production and WMA accounts for another 19%. In comparison, the figures for Australia are 6% for RAP and 3% for WMA. While a beginning has been made, there is tremendous scope for wider acceptance of these technologies which would have extremely beneficial effects on the environment.

Another important area where the construction industry is promoting sustainability is waste reduction. The Australian government estimates

the 42% of solid waste generated in the country is construction waste. A number of steps have been taken to 'reduce, reuse and recycle', and rapid progress in this direction is being made.

The government and the construction industry is aware of the importance of using sustainable building materials and taking other steps to reduce carbon emissions. It is a positive sign that increasing numbers of construction companies are adopting green practices and using sustainable materials.

Recent Trends in the Australian Resources Sector





Exports of iron ore, coal, petroleum and a host of other minerals play an important role in the Australian economy. While the country has immense reserves of these commodities and the technology and manpower to extract them, the fall in their prices which began in 2014 has severely impacted the country's growth.

The significance of the mining sector can be gauged from the fact that mining currently contributes around 8.5% to Australia's GDP and employs 220,000 people, which is about 2.2% of the country's workforce. However, these numbers under-represent the importance of this sector, as many downstream activities resulting from mining are considered to be part of the manufacturing sector. In any case, the critical role played by this segment of the economy is not in doubt.

The slowing down of the economy in China has added to the woes of the resources sector in the country. After rising consistently for 12 years, exports to China have been in decline for the last 18 months. But it is interesting to note that while dollar values have declined, volumes have actually gone up.

In the first quarter of 2015 exports of iron ore to China from Australia increased by 18% over the previous corresponding period, to touch a level of 144 million tonnes. In this same period prices of iron-ore declined by 48% resulting in a 31% decline in value terms of the exports, to a level of \$9.9 billion.

This data serves to illustrate a broader trend in the Australian resources sector. Mining comprises about half of the country's exports and the major portion is accounted for by just four commodities – iron-ore, coal, LNG and gold. Prices of



all four have fallen over the last year and a half and the impact has been felt in the country's exports, which while rising in volumes, have fallen in dollar terms.

There has also been a slow-down in new mining projects and the country's mining sector, as a whole, is moving from a construction phase to the



operation phase. While this change will make for greater volumes of exports and over a period of time as commodity prices increase, greater value too, employment numbers will reduce. The construction phase of a project normally requires 10 times the number of workers as are required in the operation phase.

However, going forward the outlook for the sector can only be positive as stabilization in commodity prices will result in large increases in the value of exports and when the upturn in prices takes place the benefits to the economy will be enormous. The question before the commodities sector and the country is not whether the outlook for mining exports will improve, but when.



Aged Care & Assisted Living



and iving

The country has more than a million people who receive some form of aged care services and the government spends \$14 billion for their welfare. It is estimated that this expenditure will rise to \$17.5 billion per annum by 2016-17. The aged care industry is an employee-intensive business and there are about 350,000 staff employed by over 2,000 aged care providers.

Seniors who do not require care around the clock are provided for by the government through numerous programs which are available for assisted living. Based on individual requirements, facilities such as help with housework or help with bathing and dressing are available. The government subsidises a range of services to assist persons who need such help.

About 160,000 people live in aged care facilities and this number is expected to rise with increased longevity. However, the majority of older people do not live in aged care facilities but are eligible to receive support from the government based on their needs and income levels. The government actively encourages this option as it helps seniors stay in familiar surroundings and remain active for as long as



they can. It is also a better option financially, as providing residential facilities is much more expensive than making the required services available at a person's home.

The aged care residential services industry is an important sector of the Australian economy and one which is growing steadily. Currently there are 6.1 million Australians who are over the age of 55 and only 6% of this number live in retirement

villages or residential aged care facilities. With the passage of time an increasing number of these persons will need assistance with day-to-day living and may be required to move to an aged care home where they can receive the appropriate level of care.

A unique feature of this industry is that it is labour-intensive. Retirement homes, and to a greater extent aged care homes, require



a large number of employees who provide care to residents. It is estimated that approximately half to two-thirds of an aged care facility's revenues go towards labour costs.

Another factor which will contribute to the increase in the requirement for aged care facilities is the increasing number of people in the country who suffer from dementia. It is estimated that about half of aged care residents have this condition and

that the total number of people who suffer from dementia is 220,000.

As the country's population ages the need for aged care homes and assisted living facilities will rise. While the Australian government is one of the most progressive countries in the world on the issue of caring for older people, the increasing demand for services by this sector will result in the continued growth of the aged care industry.



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



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 input to government and policymakers. 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.

see the Parliamentary inquiry recommend a greater focus on compliance and enforcement. On a broader level, REIA says that



South Australia Chamber of Mines and Energy Supporting Australia's



ian

Energy Growth

Australia's economy is dependent to a considerable extent on mineral exports and South Australia plays an important role with a large number of companies active in this sector in the state. The success of these companies, which are involved in the mining, energy and oil and gas sectors, is enhanced by the support and direction provided by the South Australian Chamber of Mines and Energy (SACOME).

SACOME has been in existence for over 35 years and represents the interests of approximately 300 members. All mineral and petroleum producers, in addition to a large contingent of explorers in South Australia make up their members and the organisation is strongly focussed on fulfilling their needs. SACOME counts amongst its members, service providers to the mineral and petroleum producers, as these firms are integral to the success of the resources sector in South Australia.

Jason Kuchel, chief executive of SACOME says, "That being successful for our members breeds more success for us. So it is about doing the best job that we possibly can for our members by providing them the services that they are after and we find that tends to



bring in more members. Although the resources sector is globally flat at the present time we find that we are still attracting members.”

One of most crucial roles played by the Chamber is to provide its members with a common voice that can represent their interests before governmental authorities. SACOME furnishes inputs to policy making

bodies so that legislation and the rules governing the mines and energy sector are framed in such a way that maximum benefit accrues to the community and the country.

SACOME also coordinates closely with media to ensure that the message gets across regarding the critical role played by the sector in the state’s and the country’s economy.



In this manner SACOME ensures that an overview of the issues which affect mines and the energy sector in the state is maintained, while focussed attention can be paid to areas needing immediate action.

A number of proactive initiatives, events and programs which address topics of interest in the sector, share information, and encourage diversity in the sector are regularly organised.

A pioneering committee of the Chamber is Women in Resources South Australia (WinRSA). This committee seeks to increase the participation and leadership of women within the resources sector in South Australia. WinRSA runs events and initiatives with the goal of increasing gender diversity in the resources sector.

SACOME expends a great amount of its energy on the issue of infrastructure. It is of the firm belief that unless adequate infrastructure facilities are provided, the South Australian mining and petroleum industries will not meet their full potential.

In June 2014, the South Australian Minister for Transport and Infrastructure released the South Australian Regional Mining

Additionally, interaction with media serves to counter any undue negativity or propaganda which may arise from various sources.

The Chamber is governed by a council which oversees activities relating to organisational priorities and policy direction. A number of committees have been set up which look into specific areas requiring attention.

and Infrastructure Plan (RMIP). As outlined in this plan, the government estimates that mining sector production is likely to rise from an average of 15 million tonnes from 2013-2017 to an average of 95 million tonnes between 2023-2032.

It is an acknowledged fact that the existing infrastructure is insufficient to meet the requirements that this increase in capacity will create. This is especially true for high volume commodities like iron ore. In an effort to address this issue, the RMIP set up a Resources Infrastructure Taskforce. SACOME is closely monitoring developments and is lobbying the government to ensure real progress is made.

The Chamber has consulted with its members and has prioritized several projects for close attention. Amongst these are a cape-size port for bulk commodity export in the Spencer Gulf to serve the region's emerging iron ore industry and the upgradation to a 275kV transmission line along the Eastern flank of the Eyre Peninsula. The third project which it considers to be of great importance is the sealing of the Strzelecki track to access the Cooper Basin.

Speaking about the potential of South Australia in the mining and

mineral sectors, Jason Kuchel says, "The South Australian policy index always scores very well compared to other jurisdictions around the globe. That is one of the reasons companies are interested in investing here.

"We have lots of undiscovered potential because of the cover that much of our minerals is under. Unlike a resource rich state like Western Australia, where people stumble across large ore deposits, we have them here in abundance but they are a little deeper. That's actually a good thing because it means much success is yet to be had in South Australia.

"South Australia historically was the largest supplier of copper to the globe and considering the copper deposits that we still have, we are under performing. Our copper export potential in South Australia is two to three times the current levels within the next 15 years.

"We have a great range of commodities in South Australia which is very good for our economy and I think it is good for investors too. You might be looking for one particular commodity and maybe you are not successful in finding that, but so often people are successful in finding something



Jason Kuchel

because we are quite resource rich.”

In the recent past a number of new mining projects have taken off in the state. Valence has recently opened a graphite mine and Havilah has started up a small gold mine at Broken Hill. There are also several large projects at the approval stage such as the Rex Minerals Hillside project.

Various other companies are in the process of initiating large iron ore projects and petroleum projects, both onshore and off-shore. Several firms have evinced interest in opening up new copper mines and the state has seen an increased interest in uranium exploration. An extremely successful initiative of the state government has been the Plan for Accelerating Exploration



(PACE) which was launched in 2004 and since been renewed and expanded to its current form of PACE 2020. The program, which has the support of SACOME, aims to advance resource exploration and mining in the state. Since its introduction, the amount spent on exploration for minerals has increased from \$20-30 million to in excess of \$100 million annually, reaching a peak of over \$300 million. SACOME also plays an active part in countering the anti-mining sentiment that is voiced by some activists, which is an important

and effective role that has been recognised by the government.

The Chamber facilitates a variety of committees, each of which looks after a specific area and serves as a vehicle for consultation and feedback to prioritize lobbying efforts. One of the foremost committees looks into the area of exploration and serves as a forum to highlight the issues affecting this critical aspect. It identifies policy changes which are required and helps to guide SACOME in making submissions to the government.

The committee handling opportunities. SACOME has issues related to petroleum played an important role in this was established in 2013. It has process by serving to provide played a crucial role in identifying a forum for industry players to and addressing priority issues, put forward their views to the maintaining awareness amongst government and by lobbying to decision makers of industry get the required changes made. actions and identifying the areas where regulatory changes are required.

It does not mean government funding, but it does mean government involvement

SACOME's 60 industry members form the core of the mining, energy and exploration businesses in the

South Australia is extremely rich in minerals with 25% of the world's known recoverable uranium reserves and 80% of Australia's. It has the world's largest uranium deposit, and Australia's largest underground mine - Olympic Dam - is the world's fourth largest remaining copper deposit and fifth largest gold deposit. The state also has a host of other proven resources.

With these tremendous resources available, the state has been successful in framing policies which encourage companies to invest, thereby boosting the economy and creating employment

state. Over the last 35 years they have derived significant benefits from this membership.

Jason Kuchel says, "One of the things that has the most significant potential to accelerate projects is to get adequate infrastructure in place. To do that we actually need to have some government buy-in. It does not mean government funding, but it does mean government involvement by using its balance sheet in some shape or form to de-risk some of the private infrastructure projects that are needed to accelerate a range of resources projects."



Australian Construction Associations



ian uctors ation

The Australian Constructors Association (ACA) represents the leading construction and infrastructure contracting companies and is dedicated to promoting a sustainable construction industry in the country. The ACA member companies are involved in a range of activities including residential and non-residential building, engineering construction, process engineering, contract mining, maintenance, oil and gas operations and telecommunications and environmental services.

Lindsay Le Compte, Executive Director and Company Secretary of the ACA told us about the background of the association, “The Association started in 1994 and it represented the major construction contractors in Australia and New Zealand. Basically there are 16 members of the association and they range from companies like Lend Lease, Leighton, Brookfield Multiplex, Downer and Fulton Hogan. These are our top organisations which are primarily responsible for the major construction activities on the projects in this country.

It’s a requirement for membership that members must have a turnover on an annual basis exceeding



\$1 billion, they must operate in at least two states in Australia and their chief executive or the equivalent must be a member of the board of the association.

The association has always been in a situation where it has ranged from 14 to 20 members. It is not an association that looks for significant growth in member numbers, it's an association that merely represents the major construction companies in the country and by its very nature that has a limitation in terms of the number of members that it would have.

So it is unlike a normal industry association which would look to increase its membership for a range of reasons. It doesn't operate that way. The board of the association is made up of the chief executives of the members."

Leadership role of the ACA

The ACA being composed of the largest construction companies in the country plays an important role in taking up various issues to ensure the growth and continued contribution of the industry to the Australian economy. Towards this end the board of the ACA has established five working parties and

each of these includes a number of executive general managers from the member companies.

Each working party has anywhere from six to twelve members and is mentored by one member of the board. The five working parties which are currently operational are on safety, work force development and skills, sustainability, work place relations and commercial and contractual issues. The parties work to a strategic plan which is endorsed by the board. They are also tasked with working on projects and developing positions in relation to advocacy and major policy items that the association wishes to be involved with.

Each of the working parties functions according to the terms of its strategic plan and deals with pre-identified issues. The working party could address matters that the board wishes to pursue or it could also respond to items that come up through the media or through government proposals.

Safety is a primary issue

The construction industry, by its very nature, involves a great deal of outdoor work which is often carried out in difficult or potentially unsafe

conditions. Consequently, safety is an important issue for the industry and the ACA has taken a lead in this area.

Lindsay Le Compte explains the steps being taken by the association in this regard, "One of the big issues that we are dealing with at the moment relates to safety and in particular safety culture, so what the working party on safety is involved in at the moment is the development of a number of guides and other publication materials to help the industry to improve the culture of safety at the work place.

Some of these include a glossary of safety terms and the identification of the type of skills and training that would be required of all people of a safety responsibility in organisations and at work places. We are trying to look at who is involved in the industry including the whole supply chain who actually sends people to work places and how those people would interact in a way which would reduce the risk of safety problems occurring.

The difficulty of dealing with that is the fact that in this industry we deal with a workforce which comes from a very wide ethnic background and a number of those components have an impact on the culture of safety

in the industry. A lot of what we are trying to do is assist organisations across the board to improve their organisational culture, so that will of itself improve safety and that's more important today than simply the development and completion of different types of documentation.

It's really about how people at work places actually view safety and how they interact with each other. So you can have safe work method statements which set out what is required to be done, it's another thing to actually have a culture in the work place which results in the various people who turn up at the work place and get involved."

Workforce development and skills

The ACA will shortly release a website on the construction industry for the purpose of providing useful information to young people, their parents and school advisers as to the types of jobs that are available within the sector. This website will also provide details which will enable visitors to make career choices by explaining the different facets of work involved in the construction area.

A concerted effort is being made by the ACA to improve the skills of existing



people in the industry and attract more people to it by informing them about opportunities that are available today and in the future. The attempt is to build a workforce that will be adequate to meet the requirements in the coming years and the process for this has been started now, because it will take some years before a person who starts an apprenticeship or an engineering degree can become fully qualified.

Eco-friendly policies

The Australian Constructors Association has a sustainability working party which is involved with a number of organisations external to the ACA such as the Infrastructure Sustainability Council of Australia and the Green Building Council.

It is actively involved with these organisations in the development of a range of processes and systems to assist with the construction sector and to look at sustainability in the context of the economic, social and financial benefits that flow from having effective sustainability processes in construction.

The ACA's efforts are aligned with those of the Australian Industry Group as well as those of the construction supply chain and other organisations and service providers who are connected with industry.





Lindsay Le Compte

Lindsay Le Compte describes the ACA's view on sustainability, "It is now recognised by all organisations that looking sensibly at their day-to-day operations and their future within any industry, that sustainability issues link their interests and they are going to be a little more important factor when tendering for work or for other processes."

ACA's goals

"The association's future is tied to the industry. Obviously if the industry is doing well then the major organisations in it are doing well. But they need to operate on the basis that while between them they have over 100,000 employees, they probably contract with another 200,000 employees of other organisations across the sector," explains Lindsay Le Compte.

"For the future the association is looking to being involved with government to maintain an appropriate pipeline of public works. The state governments do not have a lot of money to build infrastructure, so a lot of the work we will do in the future will consist of assisting public and private sector clients to clear the way for funding and financing of projects, as well as better ways of developing those projects and managing them and completing them on time."

WAFarmers

Promoting Western Australia
Agricultural Industry





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lia's

The Western Australian Farmers Federation, WAFarmers, has been the voice of the agricultural industry for over 100 years and has consistently played a significant role in furthering the cause of farmers in the state. WAFarmers takes up issues with the government, corporates and other organisations to provide a viable, sustainable and profitable future for the agricultural sector. The federation's 3,500 members, who are spread over 17 zones, enjoy the benefits of its leadership and influence.

WAFarmers focuses on the grains, meat, wool, dairy and bee industries. It represents farmers engaged in these activities at a state and national level and ensures that government policies affecting these commodities are aligned with their members interests. The federation also plays an active role in information dissemination to the media and to the public to convey the agricultural industry's viewpoint.

Dale Park, President of WAFarmers, describes this aspect of its functioning, "We work very closely with our members. What happens is that we do pre-emptive things. We deal with the issues that our farmers have. A lot of our policy comes directly from our members who meet in various forums three to five times a year. We also have priority councils such as those for livestock and grains. We respond directly to members' worries and concerns."

Transportation of grain

A large portion of the grains produced in WA is exported to international markets. To ensure the competitiveness of this grain it is essential to have adequate domestic transport, storage and handling facilities. The presence of well-organised and coordinated rail infrastructure is of the utmost importance for

the transportation of grain in WA. The WAFarmers Grains Council under the aegis of WAFarmers has been taking up this issue with the government and Co-operative Bulk Handling (CBH) for some time. The Grains Council has pressed for continued investment in road and rail systems to facilitate the transportation of grain to the overseas buyers.

Dale Park explains the issue in more detail, "One of the on-going problems that we have is that the grain industry needs to get the grain to port and our road infrastructure really isn't built for the tonnage and the size of the transport vehicles we have on the road these days. We have relied very much on rail until now, but the government has privatised the railways and they are acting like a monopoly at the moment, so we are constantly fighting a multinational company to try and get the cost down.

We are also communicating with the government to try and make them understand that Australia is a high cost producer of agriculture so we need to keep the costs down for growers. The government should be trying to make Australian exports more internationally competitive instead of finding ways to make our business costs go up."



Membership of the federation

While the federation's membership, and subsequently revenue, has declined in recent years, the organisation is countering this with a concerted effort to enrol more members, especially those from the younger generation. It has met with success in its efforts with the addition of new members but continues to strive for an increase in overall numbers.

"What's been happening in agriculture is that the physical size of farms have been growing while the number of actual farms becomes less and less," says Dale Park, detailing the reasons for the decline in the number of members. "I would say that the number of farms in Western Australia is probably half of what it was 30 years ago, so that just makes it tougher for organisations like ours because we charge on an enterprise basis, so less people appear on our list."

Dairy industry

WAFarmers has a dedicated Dairy Council which works towards influencing the regulations and laws under which the dairy industry in Western Australia functions. The specific areas that it targets for its

attention are animal health and welfare, water and environment, milk pricing and the promotion of the industry.

The dairy industry is primarily located in the south-west of Western Australia and accounts for about 337 million litres of milk a year which is 4% of the country's milk production. The 160 dairy farms in the state rely on WAFarmers and its Dairy Council to communicate with the government and take other steps to help the dairy industry operate in a sustainable and profitable manner.

Outlining the challenges facing the industry, Dale Park describes the situation, "We have a relationship with people like Coles because they sell a lot of dairy products. The only problem is, like agriculture around the world, we are price takers and not price setters. We are always battling trying to get a better return for our members.

We work with Parmalat on the dairy side and we also work with people who buy our members' produce. But of course we don't sell them the produce and that makes the relationship interesting. We really deal more with the government and try to make sure that they make life a little bit more competitive and a little bit less taxing for our members.

There is usually someone between our members and the consumer of



our goods and an example of this is where Parmalat or Brownes or someone else is processing the milk before it gets to the retailer.”

Environmental impact of farming

An issue which is coming to the fore in Western Australia is the rising salinity of the land and its impact on farming. This phenomenon has long term implications and it requires the combined energies of the government, farmers and other stakeholders to find a workable solution.

Commenting on the issue Dale Park says, “Dry land salinity has been a real problem and the whole art of broadacre agriculture is to try and farm products cheaper and cheaper but not do damage to the land and keep the land in good condition for the next generation which is where we have a lot of problems with bureaucracy.

We take a generational look at what’s happening, whereas the politicians are too busy and interested in just the electoral cycle of four years for the state and three years for the federal elections. We are constantly battling our longer term view with the short term view of the government.



In fact, some corporations have a six month view and they see only what happens till the next reporting period. That’s a constant battle that we have. Our members are interested in making sure that we have got something to pass on to the next generation.”

Supporting farmers in every aspect of their operations

WAFarmers is an organisation which has reinvented itself during its century-long existence but its prime focus of supporting the farming industry



has remained constant throughout these years. It has successfully established its presence across the length and breadth of the state and given its members a voice at every level of government and bureaucracy.

Its President Dale Park is confident about the prospects of the farming industry in the state, “One of the problems is that the number of farmers is getting smaller and this is not just a Western Australian problem. It’s happening all over Australia and probably all over the world as our farms get bigger and more efficient.

To that end what I think we are working towards is a national farmers federation. We are probably going to end up having one organisation for the whole of Australia rather than one for each state. There is a constant struggle to balance the amount of food people want at the low cost they expect it at. I’m not sure these things can go hand in hand but as for our members, for the first time in a long while, we have a higher demand for what we produce than what we can supply. This means that the future of agriculture looks very very bright.

Orange City Council Australia's Colour City



AT A GLANCE

WHO: City Council

WHAT: One of the regions fastest growing non-coastal communities.

WHERE: Orange NSW 2800, Australia

WEBSITE: www.orange.nsw.gov.au

Nestled 900 metres above sea level Orange is a city in the central west region of New South Wales. Its infrastructure needs are managed by Orange City Council which has been extremely successful in providing not only the basic requirements, but a host of world-class facilities to the 40,000 residents of the city.



One of the schemes Council implemented was the construction of a series of wetlands which provided a cascade of ponds near residential areas. Cycleways were built around the project which provided for a natural way to cleanse the stormwater before it is pumped into the water supply system.

While the technology for the project is simple it has been implemented in a unique way and has served to greatly improve the aesthetics of the area. The project has been extremely well received by residents and is recognised across Australia as ground-breaking. It has played a major role in alleviating the water shortage and converting Orange, which had become water-deficient, to a city which has an adequate water supply.

Describing the steps that Council took, Chris Devitt says, “We realised that relying on just one source of supply was not enough for the future so we developed four separate points of supply which can give us more capacity and security. What we have done is we have used the existing infrastructure in a much smarter way by having four ways to fill the dam instead of only one way which is just by nature. We have been able to adapt existing infrastructure and just use it a whole lot smarter and we have saved a packet of money as well.”

Chris Devitt, Technical Services Director of the Council explained that the availability of water was a major concern for the city a few years back when the rains failed. The city’s water stock fell to 23% and was sufficient only for 9 months. At that time Orange City Council adopted a number of strategies to overcome the water shortage.

Another major success which Council has achieved in solving the city's water problem is the recently completed Macquarie pipeline. This \$40 million project lifts water about 600 metres from the Macquarie River to Orange. The 37 kilometre pipeline has been financed with council, state and federal government support. The project was in the developmental stage for several years during which time a thorough environmental assessment was carried out and extensive consultations were held with landholders.

The actual construction of the project proceeded rapidly with 400 metres of pipeline being laid in trenches between one and two metres deep, on a daily basis in gently sloping land. In steeper country the rate of progress was slower at about 80 metres per day. The completed pipeline provides a 25% to 30% boost to the city's water supply. Officially opened in July, the project

came in on time and under budget.

Based on the success of this project Council has now received approval for a \$40 million pipeline that will take water from Orange to communities towards the south of the city. These communities are closely linked to Orange and they use the city as their main place for business and shopping.

Council has also recently embarked on the Suma Park dam upgrade. The dam was built in 1962 and a need had been felt to raise its walls to increase its capacity by 10% and so that it could withstand a major flood event. Work on the project started in October 2014 and it is expected to be completed in early 2016.

The success of the city's water management program, in the face of an impending crisis, is due in no small measure to the cooperation

"Hamcon Civil has been established in Orange since 2002. Since establishment Hamcon civil has delivered civil construction services to private developers, government departments and local councils in the Central West region. Orange City Council has become a significant return customer in that time and Hamcon Civil has been awarded four different OCC contracts in the last 12 months. Hamcon Civil's objective is to build a reputation in the local area, which embraces, high quality work on time and on budget with exceptional safety records.

Hamcon civil has developed a sound working relationship with Orange City Council and together are producing some long lasting road pavements. Hamcon sees this relationship as a critical part of delivering quality work in one of the toughest climates to construct roads. Orange City council have certainly adopted some principles that makes Hamcon Civil excited to be a part of such projects.

Hamcon civil own and operate Bald Hill Quarry that is now producing some of the highest spec gravel products. With the quarry products, experience and resources behind Hamcon Civil, the aim is to keep supplying Orange City Council and other development around the Central West area."

- Hamcon Civil Pty Ltd



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Hamcon Civil owns and operates Bald Hill quarry based in Borenore. The range of gravel is supplied to all types of local companies and private sales. Bald hill produces aggregate, select fill, DGS road base, DGB road base and Heavy Duty DGB road base.



extended by the residents of Orange. While Council, as a local government authority, is mandated to consult with the community, the actual degree of interaction goes much beyond that.

At an informal level, Orange City Council started a practice of giving talks to various groups about the water supply situation and the steps being taken to ensure that residents received adequate water. The result was that the entire community became water efficient. This development, along with the infrastructure solutions implemented by Council, resulted in a situation where there was plenty of water.

Speaking about the reaction of the community to a surplus water situation, Chris Devitt says, “But the community said that we do not want to go back to unrestricted water use, we want to self-regulate the consumption of water and in the last five years the average usage has gone down significantly.

“So not only have we achieved good things from an engineering and a physical capacity point of view, but the attitudinal change and the awareness of people to be water efficient and water conscious has been significant and that has been a real lasting benefit.”



"Leed is a professional engineering and construction company, specializing in water infrastructure design and construction projects. Founded in 2001, Leed has grown to become a national contractor delivering projects in metropolitan, regional and remote areas of Australia. They now have 150 staff and an extensive fleet of plant and equipment that allows them to 'self-perform' on most projects.

Leed has an excellent reputation for delivering projects on time and budget, and working collaboratively with clients, stakeholders and the wider community.

Leed's areas of expertise include: water infrastructure such as pump stations, pipelines, treatment plants, water retaining structures and dam upgrades, structural concrete, bulk earthworks, road works, drainage and services.

As well as delivering the Macquarie Orange Water Supply Project for Orange City Council, Leed has undertaken many other successful projects in regional NSW. They have upgraded the Lake Mannus Dam; constructed prestressed concrete water storages at Cooma, Cessnock, Lochinvar and Knockrow; upgraded the Wyong STP and delivered new treatment plants at Young, Dorriggo, and Tumbarumba; repaired the Geehi River aqueduct in Kosciuszko National Park; and installed pipelines to Scone, Barraba, Cootamundra, Goulburn and Willow Tree.

Leed's commitment to safety has recently seen them reach the significant milestone of 1500 days without a Lost Time Injury, a testament to the quality of their systems and the dedication of their staff."

- Leed Engineering & Construction Pty Ltd

Delivering water security in regional areas

Leed is proud to have worked with Orange City Council on the successful Macquarie River to Orange Water Supply Project. This 39 km water supply connects Orange's Suma Park Dam to the Macquarie River, ensuring water security for Orange.

The 12-month project also included 3 pump stations, 4 river crossings, the river intake structure and mechanical and electrical works. Extensive stakeholder liaison was required with the local community, 2 councils, 37 landowners and a number of government agencies. Leed delivered this critical project on time, within budget and with a high standard of safety.

Leed shares Orange City Council's commitment to cooperative contracting and we look forward to working with the Council in the future to deliver water infrastructure.

leed

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The 39 km Macquarie River to Orange Water Supply Project connects Orange's Suma Park Dam to the Macquarie River, ensuring water security for Orange.



The construction and maintenance of roads form a big part of Council's workload. The main highway west of Sydney used to run through the main street of Orange, leading to traffic congestion and inconvenience to residents. The passage of heavy vehicles through the centre of town compounded the problem.

To address this issue, Council built the northern bypass at a cost of \$30 million. It is now working on a southern feeder road which when complete, will result in the construction of a complete orbital around the city. The first part of this project, a \$4 million section, is nearing completion and Council is in the process of making a submission for an additional



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section which will cost \$11 million. This will entail the construction of a high level bridge over the railway line. Various sections of this road will continue to be delivered over the next five to ten years.

Road construction projects have resulted in decongesting the city's centre. Additionally, these projects serve to develop areas which they go through. An excellent example is the construction of a new hospital built by the state government in the south of the city.

The project is a \$250 million development and it has changed the centre of gravity of the city. In fact the road which is being upgraded to the south of Orange will cater to the additional traffic being generated because of the construction of the hospital. A private developer has put forward a proposal to build another \$200 million hospital in the area. Council is actively encouraging this development.

These developments have had a cascading effect and the average age of the residents of the city has come down significantly in the last few years as people have moved to Orange because of the new job opportunities that have been created. A majority of those who have moved to the city are in the age group of 25 to 35. The local university has started offering additional

courses in dentistry and pharmacy and Orange has become an important education centre and the health industry has grown rapidly in the city.

Orange City Council has recently completed a \$19 million upgrade of its airport. The city has also embarked on an ambitious business technology park project which is located in the vicinity of the airport. A major selling point of this project is the availability of excellent air, road and rail linkages. The park is located on a large area of flat land which makes it an ideal site for development. Council is in the first phase of implementing a \$20 million project to provide enabling infrastructure.

While Council has taken a number of new initiatives, it lays equal stress on the maintenance of existing assets. Chris Devitt speaks about this and related aspects of the work which is carried out, "We want to continue providing additional services for the city and its recreational facilities.

"At the same time we need to recognise that we are quite an old city in Australian terms. We ensure that while we are focussing on the new, we are also looking after the existing assets, which again is a key part of our role – the renewal of aging assets is a major issue that we have to keep our focus on



because if that is not maintained, all the good work will start to unravel. “The other key factor in recent times is on workplace health and safety. We are the only local government authority in Australia that has federally accredited workplace health and safety systems, which again is an indication of good systems and processes and how important that is. That is something we have put in place and embedded in

the culture of the organisation.”

Orange City Council has embarked on an ambitious museum project that will have exhibits pertaining to the region, as well as major touring displays. It is an \$8 million project, federal funding has been approved and construction is well under way. The building will have a striking and aesthetically pleasing design, including a turf roof, and is located in the centre of Orange.



Over the years Orange City Council has completed a number of successful projects and several more are in the pipeline. Council has played an important role in making Orange an important health centre and increasing employment opportunities in the city. Chris Devitt says, “We love a challenge. We are always looking to improve the service delivery for our community and there are plenty of opportunities to do that. We get into that framework where we are constantly

looking for new opportunities and success builds on success and we have been quite successful at securing additional funding from the higher levels of government that help to fund these projects.

“We have been able to build that reputation over many years to the extent that not every funding application is guaranteed a success, but the rate of success is pretty high and we have kept building on that.”



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.



Ron Hartley

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

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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 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 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

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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.



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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



Glenn Handford

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

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.

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.



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.

Devco Project & Construction Management

Building Exceptional Quality





AT A GLANCE

WHO: Devco Project & Construction Management

WHAT: They offer a range of specialist skills and proven expertise in the areas of Project Management, Construction Management, Design Management and Property Development.

WHERE: Williamstown VIC 3016

WEBSITE: devco.com.au

Established in 1988 by Romando Nascarella and Paul Launeh, Devco Project & Construction Management has built an enviable track record over 27 years of operation demonstrating construction expertise across many market sectors and building types.

Based in Williamstown, Devco operates within the metropolitan and greater metropolitan areas and has delivered many iconic projects across the Melbourne landscape for a range of clients and award winning architects. Devco's completed projects include commercial medium-rise residential, factory/office developments, automotive showrooms/workshops, retail, public and private education, libraries, community and aged care facilities.

Over the years Devco has developed lasting relationships with its clients and consultants. In fact, Devco's reputation has given the company a steady supply of repeat business. Its recent foray into the aged care market is also a result of the strong reputation with established clients and consultants for whom Devco has successfully completed projects. The rapport that has been built with clients, consultants, project managers and award-winning architects is a major

contributor to Devco's success.

Devco's directors, Romando Nascarella and Paul Launeh, and Business Development Manager, Peter Helfer, plan to gradually target projects of increased value and size to maintain the steady growth rate that the company has enjoyed over the years.

"We have developed a strong presence in the education and local government sectors. Devco has completed over forty educational projects including laboratories,

specialist learning spaces, trade training facilities, library buildings, early learning centres, performing arts facilities and sporting complexes.

Also they have undertaken over twenty community/civic projects, which have included library buildings, community centres/hubs, sporting facilities, and community childcare centres. "We have worked with many local government and community organisations enabling our teams to develop familiarity with the need for extensive stakeholder engagement/management as well as



accommodate the nuances of various user groups and elected officials”.

Devco's projects range in value from \$5 to \$30 million with 10 to 15 projects under various stages of construction at any time. Projects currently under construction include a \$20 million 120-bed extension to the Wyndham Lodge aged care facility in Werribee for Baptistcare, Newport Youth Library and Seniors Centre for the Hobson's Bay City Council, the Monbulk Soccer Centre for the Yarra Ranges Council, Community Centre and Performing Arts Space for the Brimbank City

Council, performing arts facilities for the Lilydale Secondary College, new building for a special needs school at Laverton and the redevelopment of the BMW showroom and service centre in South Yarra.

Devco enjoys an impeccable reputation with their sub-contractors and suppliers. Part of their success is through the support and loyalty of subcontractors. The Devco management explains, “We have subcontractors who work with us and who understand our expectations and our requirements



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- Werribee Zoo Safari Shop upgrade
- CFA - Eltham (Fire Station)
- CFA DMO & PPE - Corio (Maintenance Facility)

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- Newport Youth Library

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of quality. We have set criteria that we use to engage contractors, to ensure that our standard of work and safety is maintained at the highest level throughout projects.”

Many projects completed by Devco have won a number of awards commencing with the iconic Mill Park Library winning an engineering excellence award in 2003.

Devco was also the first building contractor to deliver a 5 Star GreenStar certified “as built” education building using the Education Pilot resulting in the project being awarded both State and National Sustainability Awards. The project was the Williamstown High School, Bayview Campus, which received the Premiers Sustainability Award in 2007 and the National Interior Design Sustainable Design Award in

2008. (Architects: Spowers Architects).

In 2008 the Camberwell Girls Grammar School Early Learning Centre built by Devco, designed by Hayball Architects won the CEFPI award for the best new school.

The Mount Waverley Secondary College completed by Devco in 2011 won the CEFPI Victorian Chapter Education Facilities award in 2011, the CEFPI Australasia Region Facilities Award in 2012 and the CEFPI International Award in 2012 School Planning and Architecture Award as the Project of Distinction (Architects: Clarke Hopkins Clarke).

The awards won by the Architects whose designs Devco has constructed is validation of the strong processes the company

“Bosco Jonson is a dynamic, successful surveying consultancy with a strong record of award winning work and a reputation for being pro-active, progressive and personal. Bosco Jonson takes great pride in its work and achievements as well as its clients’ projects.

It is the goal of Bosco Jonson to be the first choice for developers and builders in areas of Surveying, Urban Design, and Town Planning. It also strives to be the surveyors of choice to various development and construction markets.

Bosco Jonson over recent years has become the preferred provider of surveying services for Devco on their various construction projects. Since 2004, Bosco Jonson has provided surveying services to Devco on more than 75 projects. The range of surveying services provided include establishment of horizontal & vertical Survey Control & Site Coordination, Dilapidation Surveys, Monitoring Surveys, Grid Set Out, TBM’s & various detailed set outs.

At times, Bosco Jonson has specifically provided ‘Value Adding Services’ in resolving complex construction issues particularly in relation to complex geometric building shapes.

Bosco Jonson thanks Devco for the mutually productive and loyal working relationship established over recent years and is pleased to continue the working relationship long into the future.”

- Bosco Jonson

Bosco Jonson congratulates Devco on an inspiring body of work.

The Bosco Jonson team has developed close working relationships over many years, with a broad range of builders, project managers, consultants and authorities and is proud of its ongoing relationship with Devco Projects & Construction Management.

Devco has completed an expanding range of amazing infrastructure, municipal, civic and education projects with details that are extraordinary. These buildings have become iconic in the communities they now serve.

Bosco Jonson also likes to focus on details that add value and contribute to the success of every project it undertakes. We set out to contribute efficient outcomes for every project. This is evidenced by the achievement in the past year of Bosco Jonson being associated with 8 UDIA and Property Council of Australia Award winners.

It all comes down to the fact that successful projects result from team work. For any project to be an ultimate success, the project consultants and the client must work as a team. Bosco Jonson, in recognising the real value of this approach, interacts, negotiates, questions and confers with other key players to ensure that the best possible outcome is achieved for each and for the good of the project.

At Bosco Jonson – we provide a fresh approach to Development and Planning Support. We set out to understand the objectives of our clients for each project and to providing the best possible solution. We share our client's vision and design an outcome that will ultimately have a significant impact on the success of the project. Bosco Jonson also understands the need for effective communications and high quality documentation throughout the entire process.

Make sure you talk to us about your next project. Our eye for detail may make that important difference.



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employs and its rigid adherence to provide great comfort and principles of excellence throughout confidence to their clients. “We the construction process to deliver bank on our reputation and people

of the built form that maintains the integrity of the design. “The architect’s success in winning awards helps to promote our brand awareness and reputation.”

Over the years Devco has gained critical skills in working with Architects, Project Managers, State and

Local Governments, Institutions and the corporate sector. Its well-developed systems and procedures

We are trying to position ourselves as an organisation who provide a good quality at a competitive price

who have had a previous experience with us throughout the construction process. As a result of our integrity



in business, project performance and built quality we create the opportunity for repeat business.

“The challenge in this day and age is that everyone wants to lower costs and we are trying to position ourselves as an organisation who provide a good quality at a competitive price – Value for Money. Our management systems provide us with the operational framework and efficiencies to deliver projects on time and on budget.”

The promoter-directors of Devco believe that their company has achieved steady growth over the years due to the dedication and single-mindedness of its employees towards



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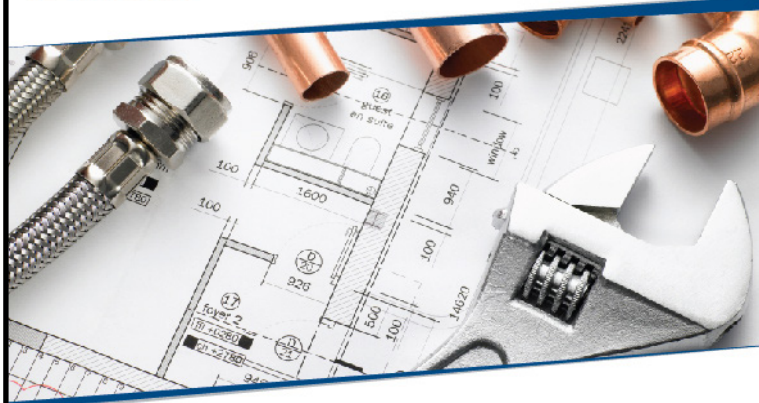
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producing excellent work. “We operate with a culture of dignity, respect, consideration and commitment. Our approach to projects is based on having a partnership with clients, consultants and stakeholders.

“As far as our own workforce is concerned we have a strong history of employee retention with many of our staff members having been part of Devco for over 20 years. Devco has a loyal and skilled workforce of over 60 employees and enjoys a strong organisational culture that enables all our staff to be part of a dedicated

team. We love to say that we work in a family type of environment. When we employ someone it should be mutually beneficial and we base our decision on the premise that it should be a long term relationship.”

The Devco management is very positive about the company’s prospects, “Our future is very bright because we have a good team, good relationships with clients and consultants and have the capability to deliver quality projects at exceptional value for our clients. It does take time to get a good team together and going forward I am very

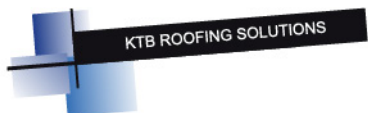
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optimistic about the outlook. We want to keep the company growing and would like to increase our turnover steadily over the years by providing quality construction services to our clients.”

Devco is a great Australian success story of Romando Nascarella and Paul Launech who started a construction company almost three decades ago with one project and through persistence, skill and hard work developed a strong

business based on the traditional values of quality and service.

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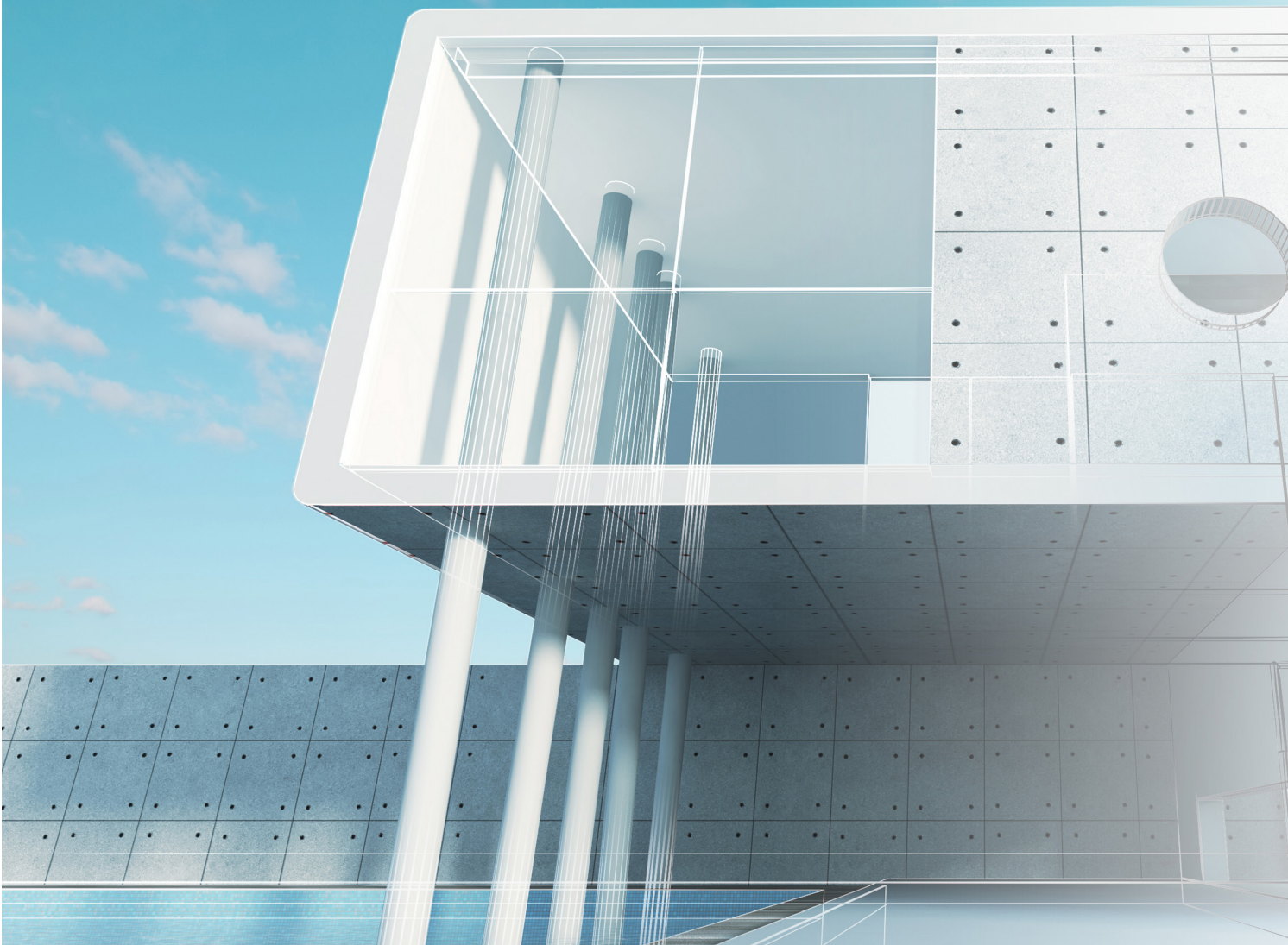
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Propertybu

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Buyer

Purchaser

Buying a home is usually the single largest financial decision that a person makes in his lifetime and the usual approach is to take a real estate agents help. But the real estate agent usually works on behalf of the seller as well, and this could result in a conflict of interest. Even in a situation where the agent plays an absolutely impartial role, the buyer may not get the best possible deal.

Back in 2001 Rich Harvey, founder and managing director of Propertybuyer saw an opportunity to work exclusively for the buyer in home buying and property investor transactions. He decided that he would remain completely independent of selling agencies to maintain his focus on representing only the buyer interests as a “Buyers Agent”.

What’s more, the revenue model he adopted consisted of an upfront retainer fee collected from the buyer and a success fee payable upon completion of the transaction. Hence his income was entirely from the buyer and it was a fixed fee and not a percentage of the purchase value. This transparent structure made it very clear that Propertybuyer was working only for the purchaser.

Describing the inception of the business, Rich Harvey says, “Our

original vision for the business was born when I noticed that traditional buyers of real estate were not represented. There were a couple of buyers' agents around but I saw that there was a niche in the market to help buyers get a leg up and level the playing field and really help them to make more informed buying decisions.

"Traditionally there is a selling agent to market the property, but when the buyer comes along there is no one on their side to find a property, no one to help them to appraise it and tell them what it is worth and no one to help them to negotiate.

"Most home buyers are probably selling their properties every 10 to 15 years. In that period of time the technology changes in the way property is marketed and the value of the property also changes. So I felt that there was an opportunity to help grow the buyers' agent industry and I had a vision to become the best in the business.

"It was interesting rolling out our mission and vision many years ago. We have actually achieved that mission and vision over time. When we started there was just myself and my wife but we now have 12 members in our team, each of whom handles a specialised area."

Home-buyers and investors recognised

the value that Propertybuyer was bringing to the table. The volume of business grew rapidly and in the last 15 years the company has completed over 2000 purchase transactions.

Propertybuyer rapidly diversified into the luxury segment and started helping buyers who were looking for homes in the \$10 to \$30 million range. It also started working for commercial buyers who were looking for new premises and commercial investors who required high yielding assets.

In Rich Harvey's experience, real estate purchasers can get much better results if they use a buyers' agent. He says, "Home buyers make an emotional purchase. Home buyers buy with their heart and not with their head. So, a home buyer will walk into a property, fall in love with it, but not realise that it may not be a suitable property for them in two or three years' time.

"The kids might have got too big for it or it might be too far from the school or too far from their place of work. They need to future-proof their purchase. But they rush in, fall in love and make silly offers and pay whatever it takes to get it. They are not really considering the competition on the property. These are a couple of mistakes home-buyers make.



“Investors will often not do enough research. They might read a magazine and read that a certain suburb is set to boom and not look at the fundamentals and the history of growth in that suburb.

“Investors can get themselves into hot water by not looking at their long term strategy. It’s very easy to buy a property but it can be a lot harder to get out of a property, especially when the market is down. Investors want to be buying for long term capital growth and good strong sustained yield every time.

“You have to ask the question,

‘who would buy this property after me? Is it a property which will still be in demand when the market is slower? Or will it need to be sold at a massive discount when I want to exit the property?’ These are the questions that we ask when we buy properties for clients.”

Propertybuyer has a strong web presence and a focussed internet marketing campaign. It has developed an extensive referral network of solicitors, accountants and financial planners over the years. It gets large volumes of referral business and reciprocates by recommending its clients to this network. The company organises



seminars on the property market and Rich Harvey posts relevant articles on his website on a regular basis.

“We have a number of great suppliers and we also work closely with finance brokers, tax accountants and depreciation specialists, so while we focus on buying property we also have a range of other businesses

that we refer our clients to and in turn they support us. Those partnerships work really well, particularly with finance brokers, because a client can’t buy a property unless they have got the money”, says Rich Harvey.

The company uses a number of online tools to provide an enhanced level of service to its clients. Rich Harvey



explains, “Technology has given us the ability to get information through web portals. Realestate and Domain which are the major portals have really adapted themselves to cater to both buyers and sellers. Those are great tools but at some point you have to physically go and inspect a property.

customer relationship management database called Infusionsoft and that’s been fantastic for us. It helps us with our marketing and with our client management and we have a lot of automated processes that attract, engage and retain clients.

“We also have a regular monthly newsletter that I write myself and

as an economist I can often put an economic spin and interpretation on what's happening in the market. I also write five to seven blogs per month and I'm regularly interviewed in the media. Getting all those things out through the various technology channels helps.

"With technology it's just a matter of using it wisely and using it efficiently. Google street view is fantastic. That has been a revolutionary thing for us, to be able to get a perspective on an area even before we do a physical inspection, which we always do. But just to get an idea of what else is around, Google Earth has been a tremendous tool to help us identify what is in the vicinity."

Currently Propertybuyer is operating in the midst of a boom in the Sydney market. Homes put up for sale at auctions are regularly bought at amounts well over their reserve prices and there are five to ten bidders for each property. Days on market, which traditionally stands at 50 for the Sydney area, is currently at a level of 26 days.

The company is experiencing strong growth and over the years it has been repeatedly recognised for the



excellent work that it does. It is the winner of 25 awards and has been the recipient of the prestigious National Telstra Business Award for best small business in Australia and the NSW Real Estate Institute Award for Excellence in Buyers' Agents.

Speaking about the company's future plans and its culture Rich Harvey says, "We would like to keep



growing. I would certainly like to see a greater turnover and a greater profit for my business. In the next five years I would like to see a really strong commercial arm developed. I think there is much more scope for commercial representation in the market. I would also like to open offices in other states.

“We have five key points of culture

in our business. Those five things are commitment, excellence, integrity, teamwork and enthusiasm. We have a passion for property, we love what we do, we love seeing the smiles on client's faces.

“As buyers' agents, we have 100% loyalty to our buyers. We don't have any conflict of interest or vested interests. It is all about getting the right property for the client.”

ParkTrent Properties Group

Where Trust is a Tradition

AT A GLANCE

WHO: ParkTrent Property Group

WHAT: ParkTrent is a full service real estate company in Australia

WHERE: North Wollongong, 2500

WEBSITE: <http://parktrent.com.au>

Property buyers and sellers have been utilising the services of ParkTrent Properties Group since 1989. With offices spread across the country this full-service real estate company also provides rental property management and is known for its sound advice in matters concerning investment in property. It has an in-house brokering arm, EasyPlan Financial Services, which complements its activities



by tying up financial arrangements for the company's clients. between property prices in Victoria, Queensland and New South Wales.

Speaking about the inception of ParkTrent, Ron Cross, Chief Executive Officer and founder said, "ParkTrent Properties Group commenced operations 26 years ago and we understood at the time the wonderful opportunities there were, as a great disparity existed "We were able to get some fabulous listings in Queensland and property prices were probably at half the levels of prices in New South Wales and Victoria. We sold many hundreds of properties over the next five to six years to investors in Queensland and they reaped handsome rewards

from these early purchases.

“The business has grown tremendously since then and now there are some 400 staff nationwide and we sell a considerable amount of real estate. Not only are financial arrangements made available for buying real estate, we also do property management and arrange and assist with fabulous finance packages and structure the borrowings to get the best cash flow advantages for our clients.”

The country-wide presence ParkTrent enjoys came about when the company began selling properties in ACT, Perth, Victoria and North Queensland. Research conducted by ParkTrent indicated that these areas would show marked increases in demand for rental properties. This prompted the company to actively market properties to investors.

Once ParkTrent established its presence in these areas a need was felt to introduce property management services to look after the investments made by its clients. With this intention the company established 10 offices and this led to even more business.

Ron Cross is very positive about the property market, “Melbourne

and Sydney are the two hot places at the moment, not only for investors to buy properties but also for rental properties. We are finding an extraordinary demand in the





outer ring of Melbourne. A week ago we had a three bedroom dwelling for rent in a western suburb of Melbourne 40 kilometres from the CBD and we had over 40 people

come over for the inspection of the rental property on Sunday morning.

“My views on the property market are different from the view of others

whom I see on the television and in the press, talking about interest rates driving the market. I don't think it is interest rates driving the market. Sure, it's a part of the equation, but the most important thing driving this market is the demand, and demand is caused by our population increasing and it is not necessarily migration, you have to look at the babies being born in this country.

"There are 6000 babies being born every week. What most people talk about is the ageing population but I think we need to look at what's happening in this country. When a baby is born, within 15 to 20 years they become independent and leave the family home and will be looking for rental accommodation. I think the future for Australian investment properties is going to be very good for those people who are looking for rental incomes and capital value increases."

ParkTrent has a focussed marketing plan and they hold investment conferences across the country and in Malaysia, China, Vietnam, and New Zealand. In Australia alone there are five or six conferences held every week.

At these conferences a professional presenter, and at times Ron Cross himself, explains the





ParkTrent Properties Group

investment opportunities and the company is successful in generating large numbers of leads.

Between 25% and 30% of the company's sales are referral based. It also markets its services through its call centre. Radio advertising and press advertising are used extensively and the company receives 700 to 800 enquiries every week through its Facebook and web pages

A gala event is held in each state and attracts about 3000 ParkTrent clients. The event is free and some of the best entertainers to be found in Australia perform for the audience. The company has built up a loyal customer base and this has helped it to expand its business over the years.

ParkTrent's clients have the advantage of getting in-house financial advice from EasyPlan Financial. "We have our own brokering arm which is called EasyPlan Financial Services with staff at all our major branches throughout Australia.

"When a client is interested in buying an investment property we have a look at their current financial arrangements, and if what they have in place is the best possible thing that they should



be doing we don't change that. we have saved people considerable amounts of money

"If their current arrangements are not the best available in the market, we will suggest to them that they change,

and the reasons why they should change. In most cases, I can tell you,

The future of the residential property market in Australia is very bright

by showing them all the cash flow benefits.

"We deal with all the major banks including CBA, Westbank, St.

George, NAB and ANZ – we have been dealing with them for many years. All

these banks have a high service level and their products are also similar, but sometimes you can get an extra discount for your client because of what they do, how many properties they have, and their credit rating.”

The future of the residential property market in Australia is very bright and Ron Cross is sure that investors will gain tremendously, “We hear so much about the property bubble and property prices and that this can’t keep going on.

“One of the things that we really need to think about in this country is that Australia is a continent and it’s surrounded by great oceans which help protect us. We have a wonderful pollution free environment and a stable government.

“Our titles on our properties are there for generations. In many countries throughout the world these conditions do not exist. I see the future for residential property investment in this country to be magnificent and unique because our population is increasing and there are many millions of people who would like to come and live in Australia.



Ron Cross

“In the next 50 years Sydney, Melbourne, Brisbane, Adelaide and Perth will be amongst the largest cities on the planet. If you look at the prices of property in London, New York, Tokyo and Paris today we are considerably less expensive.

“So my advice to anyone out there today is, don’t be put off by people saying this can’t continue. It will continue because of the uniqueness of the wonderful country that we live in – Australia.”

The Valley Ho



ospital



“Quality is everything. My philosophy is that without quality, you don’t have a product or service to sell,” said The Valley Private Hospital’s CEO, Neil Henderson. The hospital is well known as a quality medical and surgical centre in the South-Eastern part of Melbourne, Australia. The hospital is owned and operated by the prestigious Health Care since June 2007, an organisation in which Henderson is part of the Corporate Executive Board. The hospital aims to service not only the local community, but also cater to veterans and patients travelling from the country who are seeking medical and surgical services.

The Valley Hospital founder, Dr Dennis Harvie (a local GP at the time) first got the idea for the hospital’s format, on a trip to America. He had seen how America’s private hospitals

AT A GLANCE

WHO: The Valley Hospital

WHAT: The Valley Hospital has built a strong portfolio of businesses which work together to deliver premium health services to our valued clients and patients.

WHERE: World Square NSW 2002

WEBSITE: www.healthecare.com.au



were integrating emergency medicine as part of their services. With his vision and idea to establish a private hospital with a private emergency department in Australia, The Valley Private Hospital's journey began. The result was the first private hospital

in Australia with an emergency department. However, Harvie's journey to get the project going was not easy, Henderson explained.

"31 years ago when he applied for a license with the state health



to build the private hospital.”

Situated next to the East Link and Monash Freeway, the Valley Hospital is one of only five hospitals in Melbourne which has an emergency unit. With a community of approximately 1.2 million people (30% of the region’s population), they provide a complete array of advanced medical and surgical services, from a 24 hour intensive care unit on-site and 24 hour emergency assistance. A majority of the doctors at the hospital are affiliated with Monash Health and Monash University, giving them the edge on the discipline they are practising. The significant number of specialists and medical professionals operating on-site includes the 800 accredited visiting medical staff each year.

A high level of investment has seen the performance capabilities of the Valley Hospital continue to grow. In the 3 ½ years he has been in charge of the hospital, Henderson has committed a \$30 million investment in buildings, facilities and technologies. The hospital prides itself on keeping up-to-date with modern technology, and working with leading medical product suppliers to improve the overall service and delivery. “We have the world’s first fully

department, he was refused permission. Because in those days you weren’t allowed to have a private hospital within 5 kilometres of another public hospital or any hospital. So he took it to the Supreme Court, he won the case and proceeded

integrated and automated hybrid operating theatre. This is a combination of a cardiac capital laboratory and theatre. We have an imaging system which is computerised and automated and robotic in nature. It allows the surgeons, while they are operating to undertake a CT scan and provide imaging during the operation, which we call intra-operatively. Next are the hybrid theatres which were built by Siemens and Maquet, two world leaders in their field. We had the first installation in the world. There's now another 15 worldwide. For cranial surgery, we have a stealth navigation system, which allows neurosurgeons to see where they are operating. We have a brand new imaging system, from Siemens, which offers crystal clear images. We have lasers for urology. We have microscopes. We have the world's first 3D operating camera, from Storz in Germany. We were very lucky to get that camera before anyone in America or The United Kingdom and it's the first in Australia. It allows surgeons to have a 3D image when operating. So we're certainly ahead of the world in that game of technology."

A further \$50 million has been allocated towards building four new theatres, providing 60 more



beds and a brand new emergency department which is bigger and more modern. They are also going to be building a brand new 3,300 square metre medical consulting building, which enables a lot of the specialists to base their practices on site. The growth from a small-



medium sized private hospital to where it is now, came from a measured and well executed strategy.

“This was really a success story of taking a small private hospital and making it a hospital that everyone is talking about. We did it through

a very carefully planned strategy, clearly understood our market demographics and demand; looked at our market share and targeted particular specialities. And we crafted a strategy where we could target particular specialities through technology and recruiting the best

specialists so we would become a pre-eminent service. And we've done that in cardiology, orthopaedics, neurosurgery and cardiac surgery. Another thing we did with our sister hospital is we closed our surgery and we transferred South Eastern private into a sub-acute facility, so it was complementary to a strategy of focusing on high acuity and high technology of The Valley. So the transfer as well from something like surgery to rehabilitation is quite complementary. The other quick thing I should mention as well is we had to invest in staff education and also recruit more staff."

Moving forward, the Valley Hospital has a 2020 vision, which they have been working hard to achieve. Their major goal is to become the premiere major private hospital in South Eastern Victoria. They are working towards stretching their range and scope to South Eastern Melbourne by building 560 hospital beds between The Valley Hospital and South Eastern Private Hospital. Mental health is another big and growing demand which they hope to meet,

"That'll focus on anxiety, depression and alcohol and drug addiction. And that equates to just over 50% of market share for South East Victoria by the year 2020," says Henderson.





Lynden Aged Quality Care for Seniors



AT A GLANCE

WHO: Lynden Aged Care

WHAT: Lynden Aged Care Association Inc is a stand alone, community owned not for profit organization

WHERE: Lynden Street, Camberwell 3124

WEBSITE: lyndenagedcare.org.au

As people age, their ability to take care of themselves decreases and moving into an aged care facility is a logical step. However, leaving the familiar surroundings of home for good can never be an easy option. Fortunately, the residents of Lynden

Care



Aged Care, an 80 bed community owned organisation, have the benefit of living in idyllic surroundings where they are taken care of by highly trained staff who show genuine warmth and compassion as they go about their duties.

The facilities are divided into high care, low care and extra services and each category provides older people an unsurpassed level of support, while maintaining the dignity of each individual. Residents are treated with the greatest degree of kindness and every effort is made to meet their individual physical, mental and spiritual needs. Lynden Aged Care has the distinction of having a very favourable staff to resident ratio with one carer for every ten residents in low care and one carer for every five residents in high care.

Ann Turnbull, CEO of Lynden Aged Care, describes the strengths of the facility, "The facility here has all single rooms which are much bigger than in a lot of other places and we also have a higher staff to resident ratio than in other places. The staff have time to spend with the residents because a lot of people just want to sit down and have a chat for a few minutes. So we have more hours of care, with the result that staff spend more time with the residents. We really do try and make it a home away from home. You know, you bring your furniture, you set it up as you want to, come and go as you please. Proximity counts, so visitors can come and go whenever it suits them."

The facility is located amidst beautiful gardens and each of the rooms is

provided with an ensuite bathroom. A 12 seater bus is available for taking residents on outings and a wide variety of recreation programs are organised for their benefit. Every effort is directed towards improving the quality of life of the residents and music therapy, physiotherapy, podiatry and hairdressing facilities are available on site.

The establishment of Lynden Aged Care

Ann Turnbull recounts the early days of the facility, “Lynden Aged Care opened in 1979. The Mayor of the City of Camberwell formed a ladies auxiliary who did some fund raising, the Council donated some land and so the first 30 bed low care hostel was built. Six or seven years later, a 30 bed nursing home was added and then a few years later a 20 bed extra service wing was added. So we are an 80 bed, stand-alone, community-based, not-for-profit residential aged care facility.”

As Lynden Aged Care has expanded, the industry has matured and government rules and regulations have been introduced to ensure that the facilities meet the laid down criteria. Ann Turnbull describes the changes over the years, “There has been a huge change. One of the main changes is that the industry

has become regulated. Back in the 70’s there were very few laws about how aged care should be provided and so there were a lot of rogue operators who really took advantage of the situation. Now all that has changed.

Another big change is that rooms which accommodated six beds have now been replaced with single rooms and in fact, the law says that you cannot have more than more than four people in a room and we encourage people to bring furniture from home so that they feel comfortable.

The big change really is that it is much more about making residential aged care a place that you are happy to be in rather than a place of last resort. The government encourages people to stay at home as long as they can because that costs them less money. So more and more services are being made available to help people stay in their homes but there are people who cannot stay in their own homes and need to come into care.

Mostly because people have got some level of dementia and are not able to make their own decisions. They forget whether or not they have had their tablets, forget whether or not they have eaten, because they don’t understand what being hungry feels like. They are just not safe at home on their own.”



Investment in computerisation

Lynden Aged Care has invested heavily in technology to improve its services. It has a state-of-the-art medications management system supplied by iCareHealth that has resulted in the elimination of paper-work and led to substantial savings in time and costs. While the initial investment in the entire project was high, the benefits far outweigh the costs. Lynden Aged Care is fortunate to have a tech-savvy CEO and a supportive Board, who have made significant investments in computerisation to make the facility more efficient and productive.



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General Practitioners who visit Lynden Aged Care are given access to the iCareHealth system to update the records of their patients. A majority of the GPs are comfortable using the system and appreciate the benefits that it brings. In case a GP does not make the entries himself, a nurse types the details and the doctor signs. There is no paper-work involved and the successful implementation of the system has resulted in improved delivery of care, greater organisational efficiency and higher staff productivity.

Ann Turnbull explains how technological advances have made the quality of

care provided at Lynden Aged Care better, "We currently utilise electronic medication management. Back in the good old days every resident had a paper chart that kept all the medications hand-written and signed by the doctor, so if you had 30 people you were doing a day round for, you had 30 charts. The nurse had to physically look at every drug and read at what time it was due, to work out what pills to give the person at 8 o'clock in the morning, for example.

That's now electronic, so you log into the computer, you sign in, you say you want to do the 8 o'clock drug round, it tells you the residents who

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✉ CuraHealth@bigpond.com 🌐 www.curahealth.com.au



have a pill at 8 o'clock, it tells you what the pill is, it gives you a picture of them with the signature and you have got everything that you need for one drug round. That has saved the nurses about an hour and a half every morning and has significantly reduced medication errors, because you almost cannot make a mistake.

If you don't sign for something that was due, you cannot log out and the computer says hang on, you haven't done this, are you sure that you want to log out? This is another significant change that has reduced medication errors and has also saved quite a lot of time for the nurses.

iCareHealth is the software company

which is our supplier and we have a good relationship with them. If they want to try a new component to their software we are always happy to try it out for them.”

Independent living units

Six two-bedroom units are available for independent living. This upscale development has a host of facilities including carpeted lounge and bedrooms, hydronic heating and split system air-conditioning, basement parking with security key lift access and a 24/7 nurse call button. A weekly fee provides gardening services, property maintenance and unit cleaning. Laundry, podiatry, physiotherapy, meal services and hairdressing services are available at an extra cost.

In the event that occupants need greater care, priority access to the Lynden Aged Care facility is provided. “Individual units are at 51, Lynden Street, so they are quite separate and distinct and not connected at all to the residential aged care facility,” points out Ann Turnbull, “The idea is if people are downsizing, they might move into one of these independent living units, knowing that in the future they might need to come into care. But when they are in the independent living units, they can buy services like food or laundry or care from the residential facility, to

help them stay in their independent living units as long as they can.”

Future plans

A \$20 million refurbishment and expansion plan is under way at Lynden Aged Care and 20 beds will be added to the facility by March, 2017, making for a total of 100 beds. Currently the residential facility runs at full capacity and there is a long waiting list.

Ann Turnbull clarifies the plans of Lynden Aged Care, “The main objective is to maintain our waiting list so that when a room becomes vacant there is somebody else waiting to come in.

We would like to be able to plough our profits back into the business to increase lifestyle activities. It would also be nice to have a concierge person who would make sure that the residents are happy and that the resident’s families are getting the support that they need. We really don’t see a future where we will be expanding and growing and we think that once we are at 100 beds, that’s all we want to be and any profits then will go back into the business, making the services better.”

Preferred Vendors

Cura Health: curahealth.com.au

Time Target: timetarget.com

Geowash

Premium Hand Car Wash & Detailing Café

AT A GLANCE

WHO: Geowash

WHAT: They have over 10 years experience in manufacturing, operating and franchising ecological car wash and detailing systems

WHERE: Melbourne, VIC 3004

WEBSITE: <http://geowash.com.au>



sh Wash

A woman with long, wavy brown hair is standing with her hands on her hips, looking off to the side. She is wearing a black and grey patterned dress. To her left, the front end of a red sports car is visible. The background is a plain, light grey wall.

Geowash is a young Franchise Brand which is looking at strong growth opportunities in areas of organic business growth and geographic business coverage.



Geowash Hand Car Wash Service provides premium quality car wash service and is leading the vehicle washing industry with access to the latest technology and the most innovative product in the market. It has systems and technology unmatched by anyone.

Geowash Hand Car Wash uses a unique hand car wash concept that allows your business to benefit from the best of both worlds, a stand

alone site that allows the flow of your customers to a fixed point and also a mobility feature that provides your customers the opportunity to have their car washed wherever they park.

Geowash is a unique concept in cleaning cars. It offers a hand wash service which does not leave foam, water or dirt on the floor. The entire operation of cleaning the exterior and the interior of the car takes



operations commenced in Argentina over 10 years ago when Alejandro Alperin saw an opportunity to wash cars wherever they were parked, so he came up with the idea of a mobile cart which contained water and everything else that was needed to wash a car.

“The cart was a self contained unit that had 60 litres of water on board, and a rechargeable battery, so power was available in the cart itself. The cart could move around without any restrictions and it was equipped with a 10 metre long low pressure hose. All the cleaning materials used were 100% biodegradable and environmentally friendly. This is how the idea came about.

“How I came across the idea was I came across this concept in Singapore and I got really attracted to the concept, so I secured the Australasian rights in 2010 and after running a pilot site in the Australian market, we commenced franchising in 2011. We spent three years of working on the model and perfecting it.

“Then in 2014 I identified the need to develop the Geowash hand car wash and café franchise model which opened up the business to new

about 25 minutes and the cleaning materials use ingredients that form a protective film on the car's surface. In Australia Geowash is a well established franchise brand and is now poised for rapid growth.

The CEO of Geowash Australia, Sanam Ali, described how the company started its operations and entered Australia, “Geowash is an international brand. It is present in 35 countries around the world. Its



opportunities. In the last 14 months we secured another 17 franchisees and now we are the fastest growing car wash café in Australia.”

The project started with a single company run store. The idea was to understand the Australian market. It was only after extensive market research and test marketing of the hand wash concept that expansion through franchisees was initiated. The patience the Geowash management displayed has paid off, as the learning from the initial period is proving extremely useful now.

In fact operation manuals were designed specifically for the Australian market and it took over six months to finalise them. The company continues to update these on a regular basis and its attention to detail is a major factor for its success.

Explaining the reason for adopting the franchise model and its approach to customers, Sanam Alisaid, “Franchising is the fuel for expansion and I can’t be everywhere every time. I would love to, but I can’t handle everything myself. Franchising is such a huge market and it has enabled brands like Geowash to expand rapidly.

"I did my research into the franchising industry in Australia and understood that this is such a growing industry. I decided to partner with the right group of franchisees and make sure that the Geowash brand message is sent across to the customers in an appropriate manner.

"We work very closely with our customers in wanting to understand what drives them and what attracts them. We all have pretty busy lives and we make choices all the time. The question we want our customers to ask themselves is, 'You clean your house, you clean your surroundings, why not clean your car?' So it is a matter of educating your customers and working closely with them. What do they want in a car wash?"

Technology plays a very important role in Geowash's operations. The company uses state of the art systems that enable franchisees to track their expenses, their employees and revenues and their net income online. Everything is synchronized with a portable hand-held device and a smart phone.

Customers can tap into special offers that are available on the company website. This benefits both the franchisees and the customers.

Using this online facility franchisees can manage their customer records by viewing their history of visits to Geowash. They can also see how many cars are coming into the store and view them through access to cameras which track all car movements inside the store.

Franchisee management plays a crucial role in Geowash's success. Sanam Ali explains the company's approach, "In terms of the actual franchisees that we have selected, we have partnered with like minded people. I think in life it is very important to control your surroundings, be it your personal life or your professional life.

"I have managed to select some really driven, motivated and enthusiastic people to become part of my brand. These franchisees are representing my brand in different states of Australia. The relationship works really well when we all have a common understanding and a goal that we are working towards.

"I'm personally involved with all my franchisees from the time they make an enquiry to the time they become part of my brand. I make sure that I communicate with them and that they understand I actually

care about their welfare. I talk with them regularly and ensure that I do simple things like picking up the phone when they call. All this means a lot to them and means a lot to me as well. Because at the end of the day they have put their trust in me and I have put my trust in them.”

Geowash has established robust systems and procedures to strengthen their franchisees. Assistance is provided in every aspect of the franchisee’s business from site sourcing to lease negotiation and getting the development application and engineering drawings prepared.

The company also helps in launching the franchisee’s business and provides ongoing support and training. Geowash has put in place highly skilled operations and sales managers and partnered with architects, town planners, town planning specialists and support staff in the industry to deliver to the franchisee a level of service that is not matched by anyone else.

Suppliers and business partners have played a key role in Geowash’s success. Sanam Ali talks about this aspect of the business, “Geowash has partnered with the Shell Group, United Petroleum, and some major



service station groups and we work hand in hand with them to roll out our franchise models. Our tie-ups have given us access to some really good sites. There is a shift in the market and when you go and get petrol filled in the car you actually have car washing and detailing in that same facility itself.

“Shell is one of the examples where the relationship has grown over the last 12 months where in essence they have become a supplier to us of sorts. We have also partnered with Etihad stadium, which is right in the



“We are targeting opening 30 stores every year for the next 5 years. Our corporate objective is to be the biggest player in terms of total revenue. We expect our combined group revenue to increase exponentially as more stores come into operation. We live in a world where we all want to keep up with the latest trends. Geowash is now positioned to satisfy this requirement by providing upmarket cleaning, car washing and detailing services.

“The industry has a lot of dodgy operators and being a customer myself I know when I used to drive by a car wash the impression and the attitude I used to have as a customer was more along the lines of, ‘The people appear to be dodgy and I’m not going to have my car washed there’. I want to change that attitude.

heart of the city. This iconic Melbourne location will really expose the brand and take it to the next level.”

Geowash has ambitious plans in the Australian market. It has established an extremely strong foundation and as its plans fructify it will become the major force in the country’s car wash market. Sanam Ali is absolutely positive about Geowash’s future prospects, “I want to continue supporting my franchisees – my goal is to have others succeed. I want to help people grow in life and continue to be a dominant force in building Geowash.

“I want Geowash to provide hand car wash facilities that are done by really friendly, neat, clean and presentable staff. The customer should say to herself, ‘I don’t mind going into the café, just relaxing for some time, enjoying a cup of coffee and connecting to the Wi-Fi service, email and getting some ‘me’ time and getting my car washed’.”



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

e Bar / Warriors



2008 and got to work on developing a winning brand.

“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



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

seven or eight staff working at one time.

Built into the feel good message too, are economically sustainable practices. Some examples include



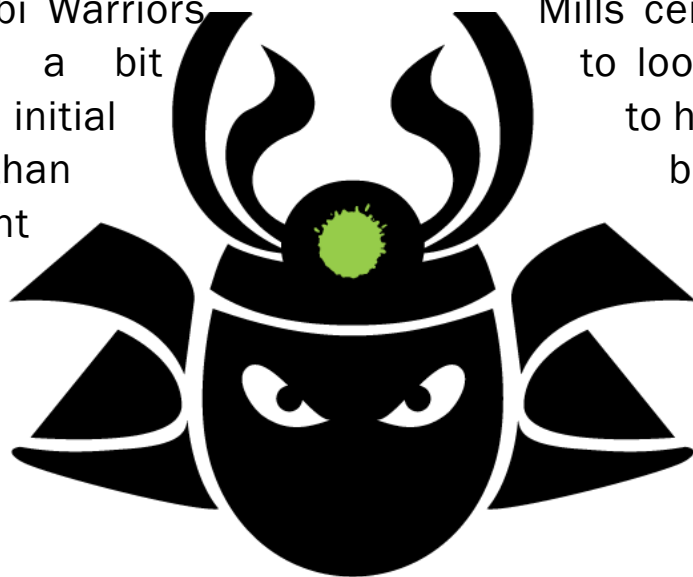
schools, Defence Force mess halls and cruise ships.

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



WASABI WARRIORS

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 that passion that you put into it.”

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

A portrait of Nicola Mills, a woman with blonde hair, smiling and wearing a red button-down shirt. She is wearing pearl earrings and a dark necklace. The background is a plain, light-colored wall.

Nicola Mills

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

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.

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

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 family and friends think about what they're doing."

Part of Wasabi Warriors success story comes from having an advisory

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.

DSK Angus and C Premier



AT A GLANCE

WHO: DSK Angus & Charolais

WHAT: They sell 80 bulls at their annual On-Farm Bull Sale

WHERE: Coonabarabran NSW 2357

WEBSITE: dskangusandcharolais.com.au

A major seedstock producer based in New South Wales, DSK Angus and Charolais, is located at Borah Station, a 3800 acre farm. The business is run as a family partnership between Chris Knox and Helen Alexander. Its annual bull sale is in its 22nd year and Chris Knox recounts how he began almost three decades ago, “We

Charolais

Beef Breeders



The DSK Charolais stud was started on the farm in 1995 with the purchase of two young heifers. Today it is an extremely successful operation and Chris Knox is the current president of the Charolais Society of Australia. He is very optimistic about the breed's prospects.

In his report to the members of the society he says, "I personally believe that the Charolais breed has a big role to play in the future of the beef industry in Australia. Beef producers in Australia are set to have a big increase in profitability with world demand at an all-time high. With this demand, favourable weather conditions and the low dollar, we will see a considerable increase in prices for all grades of beef."

Chris Knox is clear about the way he wants to raise cattle and his decades of experience in the field has led to the creation of one of the most successful operations in the country. He says, "We have our own idea about what we like to see in our cattle and we like a larger frame which in turn gives you a good high performance."

"We thought that there is a big place in the industry for the

thought Angus was the way to go in the future and we established ourselves in 1988, 27 years ago.

"The farm was family operated and we made a beginning with three calves and built up from there. When we started off with Angus they were not really popular. Today we have about 300 Angus females."



Chris Knox and Helen Alexander

European cross and we selected the Charolais breed for the extra performance that it has. We find that the crosses and the Angus have excellent carcase potential. The heifers make us good money.”

The farm has ample grazing land and the pastures are predominantly

native. Cereal cropping is carried out on 500 acres and some land is also devoted to lucerne pasture. Chris Knox says, “We rely on a lot of natural grass with heavy summer rains. But in the last three years it just has not happened, we have hardly had a spring.

"We produce our own feedlot mix over here. We have got our own mixing equipment. The feedlot mix we use is not a super strong mix. We take a little bit longer and it costs us a little more. We get them on a five to one or a six to one ratio of feed and weight gain. That's not great but it's good.

"Some big feedlots get them down to a ratio of four to one on a really strong feedlot mix. That's really testing the metabolism of the individual animal and results in a bigger percentage of illnesses. We have hardly had to treat any animal here for feedlot illness. We would rather do it a bit safer than push the animal too hard."

The DSK Angus and Charolais farm uses a unique selection process for determining the attributes of the cattle that it breeds. While Chris Knox does rely on gene selection and is a strong supporter of modern

breeding techniques, he uses his deep knowledge and vast experience of the breeds to choose the best bloodlines.

Speaking about the method he uses, he says, "There is a lot of technology involved. We have got gene markers and genomics as selection tools. We have also got a breed plan. But we use these as indicators, we don't swear by them.

"We still do a lot of our cattle selection and base our breeding program on our own visual appraisal to get the type we want. We have tried to stay away from mainstream lines, not because they are

mainstream, but because we just see problems within those lines. We have been lucky with the selections that we have made and at the present time we are concentrating on bringing in a lot of genetics out of North America and Canada."

One of the areas that Chris Knox feels requires more work is the

We still do a lot of our cattle selection and base our breeding program on our own visual appraisal



export market for genetic materials. His view is that there is tremendous scope for the export of semen and embryos and that this segment can do much better if it finds ways to break into the markets which other exporting countries have entered into and won over. Speaking about this issue he says, “The Australian beef industry really lacks in the genetic materials export department. Australia has



some of the best genetics in the world but places like Canada and North America have established themselves in this market.

“Once the market is established

it’s pretty hard to break into it. But I’m sure that there are some unique bloodlines around in Australia that could well and truly be exported internationally, but it is a matter of getting the right promotion behind



them and breaking into the market that is already set up.”

DSK Angus and Charolais actively markets itself and its annual bull sale which is held at Borah Station is acknowledged as a major event.

that’s the way we do it. We advertise through the rural media and a little bit on TV leading up to the bull sale. We just let the cattle do the job for us.”

DSK Angus and Charolais sells 80 bulls at its annual sale. It is also



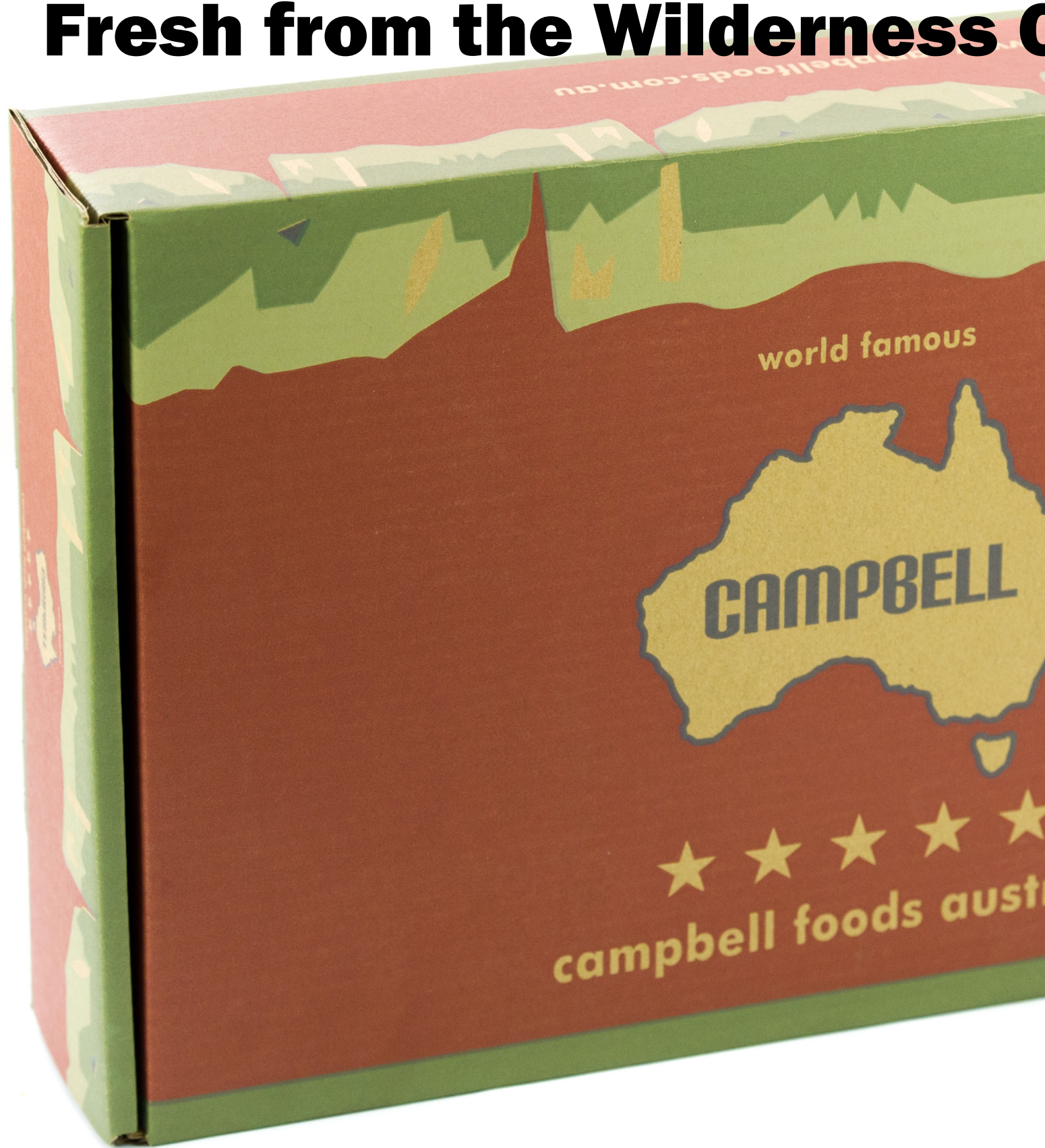
***We just let
the cattle do
the job for us***

Speaking about the ways in which the farm is promoted, Chris Knox says, “We have always had a strong history of doing well in carcass competitions and feed trials.

“We market ourselves through our website and we do a lot of showing. The bull market industry is based on word of mouth and you have to establish yourself so that people start talking about you. Basically,

a large carcass producer and sells regularly to supermarket chains. The decades old establishment has strong foundations and ambitious plans to expand its operations. Speaking about the type of cattle that he wants to raise, Chris Knox says, “We always want to maintain high growth rates with finishing ability, muscle content and we are excited by the new bloodlines that we have imported from overseas.”

Campbell Foods Australia Fresh from the Wilderness



Australia Coast



Campbell Foods is located in Eden on the Wilderness Coast of South Eastern NSW and is actively involved in farming, processing and distribution of quality Australian beef, lamb, veal and fine food products to domestic and international markets. The quality of the products is a reflection of the freshness of the local environment with pristine areas of the wilderness forests and beaches.

AT A GLANCE

WHO: Campbell Foods Australia

WHAT: Campbell Brand is recognized worldwide for its long tradition of supplying superior quality beef, having being actively involved in the meat industry since 1861..

WHERE: Australia

WEBSITE: campbellfoods.com.au



The Campbell brand is synonymous with quality meat products – and is recognised world-wide for its long tradition of superior quality beef, having been actively involved in the meat industry since 1861.

Campbell Foods Australia's director, Katie Campbell has followed in the family business and is an active member of the company's top management. She has detailed

world famous

CAMPBELL BEEF

campbell foods australia



knowledge about how the beef industry works and currently handles the company's sales and marketing. Currently based in Hong Kong, Katie and brother Damien Campbell are heavily focussed on expanding in the Asian markets.

Campbell Foods Australia has already made steady inroads into the export market and has a number of customers in Hong Kong, Indonesia, Vietnam, and Mauritius. The export

business for Campbell Foods Australia initially began with Katie's father, Brendan Campbell, over four decades ago and a large portion of the current export sales are due to the contacts established by him.

Brendan also worked in close liaison with the late Vlado Gregurek of the famous Vlado's Steakhouse in Melbourne where he was entrusted with selecting the rump and loins of beef for some 25 years. The



knowledge they were able to share with each other has been invaluable in selecting, ageing, preparing and cooking beef.

Campbell's Hong Kong plays an important role in the company's plans as the market in China is handled from this city. Opening the office in Hong Kong has given the company a tremendous advantage, as the local presence has enabled them to make rapid strides in

expanding in the Asian region. The company has also opened a retail arm in this Asian city and this business has expanded rapidly.

One of Campbell's main selling points is that the beef is from Black Angus and Hereford cattle that are grass fed and hormone free and the company's range of products is from naturally farmed pasture-fed cattle. The high-end products are sold primarily to four or five star hotels and restaurants, and



the company has built up a large base of customers in this segment over the years.

The company is well regarded in the highly competitive Hong Kong market because of the superior quality of their produce. Explaining the reason for the success enjoyed by the company's products, Katie Campbell says, "We pride ourselves on top quality produce and breeding is of the utmost importance when

producing a high-end, consistently flavoursome product. The mix of rich soils for natural pastures, pristine waters from abundant rainfall, clean air and predominantly British breeds of cattle selection are required.

"I feel very proud of our family business running for five generations. We have achieved a lot and I have learnt a great deal from a young age, just watching the industry expand and now I am putting that knowledge to good use."

Argyle Prestige Meats

***Quality Beef and
Lamb Suppliers***





Located in Harden, southern New South Wales, Argyle Prestige Meats is a beef and lamb supplier with a difference. It owns or closely controls the entire supply chain from the rearing of cattle and lambs, to processing them at its own facility, to delivering the packaged and labelled product to the retailer/restaurants or end customer. This attention to detail and refusal to compromise on any aspect of quality has resulted in the Argyle Prestige Meats brand carving out a name for itself as premium suppliers of the highest quality products.

Argyle Prestige Meats has built up its business operations over the years and currently supplies beef and lamb from its processing plant to over 400 supermarkets spread across Sydney, Melbourne, Adelaide, Canberra and Brisbane. It also exports its products globally and directly to thousands of retailers and restaurants.

AT A GLANCE

WHO: Argyle Prestige Meats

WHAT: One of Australia's largest integrated supply chain meat business.

WHERE: Located in Harden, NSW

WEBSITE: <http://argylemeats.com.au>



Lachlan Graham, CEO of Argyle Prestige Meats says, “We were large scale mixed farming producers and we took initiatives to step further up the supply chain due to the general lack of control of our product past the farm gate.

“Most producers are price takers with little control over the product after the produce is sold, but we did not want

to operate in that market. We started initially with an online marketing platform to access customers directly and we also tried to deal with butchers but we saw a shrinking market in that space. So we moved away from this segment and concentrated on developing our own branded products.

“We bought new machinery, commissioned a processing plant

Roadmaster provide a national refrigerated transport solution to and from Sydney, Canberra, Melbourne, Brisbane, Adelaide, Perth as well as most regional areas in Australia.

In support of this refrigerated distribution network Roadmaster also offers warehousing services in Canberra, Sydney, Brisbane and Melbourne.

Contact Details
Sydney 02 9852 6666
Canberra 02 62602600
orders@roadmaster.com.au

and invested heavily in technology, particularly around retail packaging with longer shelf-life. This was done to reduce the shrinkage and wastage for the retailer. We also had a big focus on brand development and protection, and by having our own supply chain we were able to maintain the integrity of our brands.

“A strategy was adopted to develop multiple brands using different packaging technologies with varying shelf lives. We also started taking over the whole cabinet of a retail store and

delivering to that store on a daily basis, the entire meat range, labelled with a bar code and a price and a set gross profit margin. This enabled the retailer to reduce his overheads and cost of business.

“We also focussed on exports, formed a joint venture with one of Australia’s largest private agribusiness companies, The Manildra Group, and in doing so built a new export approved processing plant. We took the same strategy as we had employed in Australia into export markets and opened an office in Hong Kong with my brother joining Argyle Prestige Meats.

“Our business territory expanded into Asia, the Middle East, North America and Canada. We have a focus on the commodity meat market to a degree, but have tried to minimize that and we concentrate on a value-add supply chain model where we have accredited producers within our program. We stand by our brand and our product to ensure its integrity and to make sure that we have repeat customers.”

Argyle Prestige Meats devotes a great deal of effort to ensure that its product is of the best quality. It does not give its livestock hormones to make them gain weight and also does not use genetically modified feed. The herds



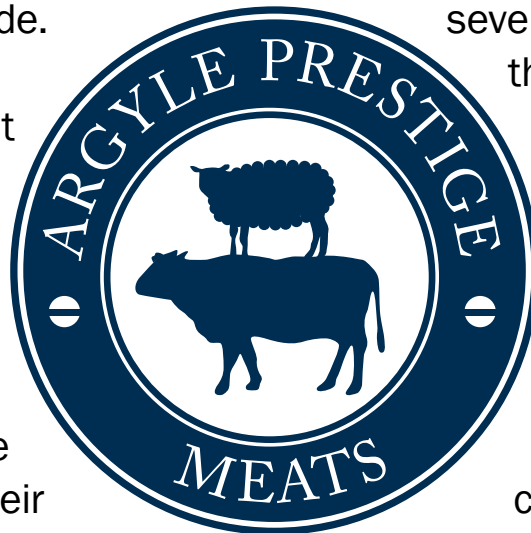
graze on open grass pastures and have access to trees for shade.

The processing plant uses the latest technologies and robotics, and all employees who work on cutting or packaging meat have a computer chip on their uniform. This tracks their activity throughout the working day and allows the products which they have handled to be traced back to the employee who is responsible for them.

Argyle Prestige Meats has successfully forayed into export markets and in this process has suitably altered the product and its packaging to meet the requirements of local customers. Each country needs different portion sizes and has specific packaging and labelling rules.

The company has been recognised for the quality of its products and is the recipient of the prestigious 'The Weekly Times Coles 2013 Farmer of the Year' award. The company's herd is accredited by Meat Standards, Australia, and it has been named as a preferred supplier by the CAAB (Certified Australian Angus Beef).

The operations of Argyle Prestige



Meats have grown rapidly over the last seven years. It has discovered that the Australian market has a strong demand for hormone-free beef and lamb and has been able to deliver products that have found ready acceptance. The company is positioned to expand rapidly in both the Australian and export markets.

When asked about the plans of Argyle Prestige Meats, Lachlan Graham says, "Reinvestment into our businesses, staying in the forefront of technologies and having a global presence backed up by our quality measures.

"Growing our database of suppliers so that quality producers in Australia have a direct link to our plant. We give our suppliers detailed feedback so that they can develop and grow their production systems to survive in the future. We try and grow our efficiencies and maintain our global competitiveness. For us it is going to be all about growth and if you don't have that focus you get squashed in this industry."

Preferred Vendor:
Roadmaster

<http://roadmaster.com.au>



Ecoele

An Environmentally Friendly



eclectic

Electrical Contractor

Ecoelectric is an electrical contractor which specialises in renewable energy and building automation. The company started its operations in 2008 and over the last seven years has completed numerous assignments in commercial buildings and homes. It has gained a high level of expertise in the solar energy field and specialises in installing solar power and hybrid battery systems.

AT A GLANCE

WHO: Ecoelectric

WHAT: leading provider of licensed electrical contractor services specialising in solar power and hybrid battery systems

WHERE: 35 Moolingal St, Jindalee

WEBSITE: <http://ecoelectric.com.au>



Jeff Wehl, founder and managing director of the company explains how he started, “Rather than start a business which just offered services such as installing electric supply points, we wanted to take it from the perspective of where we can come in and audit your home and business and save you money.

“In 2008 that was something quite different and as luck would have it, that has grown and expanded. We incorporated in 2009 and we are now at a stage where we do not really do traditional electrical work any more. We are purely a solar and energy management company.

“One of our first projects was an energy efficiency assessment for Bank of Queensland. That was when the first lot of government legislations came through about greenhouse gas emissions. As Bank of Queensland is a large company they had to engage an independent auditor to go through their business and determine their level of greenhouse gas emissions based on their electricity use.

“I audited a number of typical branches and used that to form a baseline and then I was able to deliver a report meeting the national greenhouse emissions reporting act.



“Our growth started in 2010 when the state government created a once in a lifetime business environment for firms specialising in renewable energy. To keep up with the demand we had 15 staff at one point and that went from four or five staff in the space of 12 months.

“I found myself spending most of my time dealing with quality assurance and staff issues. I realised that we had to downsize. We have about five staff at the moment that do very good work for us. We also realised that we did not really have the systems in place to keep everything under control.

“In the last two years we have put in a lot of conscious effort into developing processes and we have now reached a point where we have a full digital management system that has procedures on safety and testing built into it and is accessible out in the field. We have procedures that allows us to maintain quality which is very important in the electrical industry.”

Ecoelectric has built an enviable reputation for itself in the field of solar photovoltaic (PV) systems. It has 2500 installations to its credit in Brisbane, Ipswich and Gold Coast. The company has a unique business model whereby it provides the potential customer



with a detailed performance estimate which it also puts in writing.

In its solar installations the company uses original equipment supplied by world-class manufacturers like ABB, Decktie and Sikaflex. The system carries a five year warranty and this is accompanied by manufacturer warranties ranging from 5-25 years. Ecoelectric provides end-to-end solutions and has even tied up with a finance company, Solar Financial Solutions, to enable customers who do not wish to pay the entire amount



with energy management systems.

The technical competence developed by the company has enabled it to take up commercial assignments for customers ranging from manufacturing units and workshops to government and corporate offices. Ecoelectric offers a complete energy efficiency solution which includes installation of solar PV systems, LED lighting, load shifting and power factor correction, all of which serve to reduce the customer's energy costs.

After the company put its systems and processes into place it concentrated on expanding its marketshare. Jeff Wehl describes the steps that he took in this direction, "After we had got our business systems down pat, the solar market was still down-turning, in fact it is still down-turning, and I realised that we would no longer be able to rely on work coming in from just general demand, so we started a process of marketing and branding and that's pretty much what we have been doing for the last 18 months.

"What I have learnt in the process is that you can throw all the money in the world at Google adwords or print advertising, but unless the demand is there and you are ultra-competitive,

for the equipment upfront, to install these energy saving devices.

When the company started operations it concentrated on automation and not on solar energy. But with the change in the policy environment solar quickly became its core business. Now the company does automation as an add-on service. Ecoelectric has rapidly carved out a niche for itself in the solar energy industry with its ability to install standard domestic solar energy systems, which are integrated



which doesn't necessarily just mean price, you won't get your return.

"What we have been finding is in a way it is all about referrals, word of mouth and building authority on the technical systems that we design and build. Therefore companies like ABB give us work and that is very important as there are a number of smaller electrical contractors around Brisbane who do traditional electrical work but they don't do solar.

"If they get a request for solar it gets referred to us and we pay them a lead fee. We also encourage our customers to refer people that they know through paying lead fees

and we have managed to do a lot of business through referrals and partnerships.

"Our primary business partner is ABB. We use their product wherever possible and we assist them with technical support. In turn they pass on leads to us. Last week they referred the lighting automation system for Ikea at North Lakes to us. That's obviously a very large project and we have just finished the tendering on that. That job landed on our desk because of our working with ABB."

Ecoelectric is currently investing in battery systems and automation. Speaking about this endeavour, Jeff

Wehl said, "It will be the first time that we are rolling out a system of this type.

"It's a new lithium ion hybrid unit, very similar to what you may have seen from Tesla's press release last week. The solar panels run into this battery and its charging system and moving forward we will be further integrating that with controls, so depending on how the solar

is working during the day, we will ensure that appliances are only run off the sun rather than drawing power from the grid.

"We have electricity prices that are pretty much the highest in the world, they are actually double what they are in the U.S. We think that this is one of the primary emerging markets for this technology and it has got a huge future here."

By pushing the cause of green energy,

Ecoelectric has played a part in making a significant contribution towards reducing emissions. In the process

it has built up a profitable business which enables its customers to contribute towards reducing the impact of global warming while saving on their electricity bills at the same time.



ecoelectric

Jeff Wehl gets a sense of satisfaction from the role

that his company plays in promoting green energy, "I wouldn't say that there is a lot of money in the solar industry, but it is reasonably profitable and that combines with the feeling of doing something positive for the world and helping everyday people and businesses. I get to go home at night and think that businesses can save operating costs in terms of electricity and that allows me to feel good about my job. That aspect and the quality of the work we do is very important to us."

SBP Aust

Specialised Building Projects for S

AT A GLANCE

WHO: SBP Australia

WHAT: Formerly known as Schultz & Burns Projects Pty Ltd, SBP Australia has built a 24 year plus history of providing quality workmanship. SBP Australia is licensed to complete construction works throughout Australia

WHERE: Queensland, Australia 4107

WEBSITE: sbpa.com.au

tralia

Specialised Markets

Q15

From humble beginnings over 25 years ago SBP Australia has grown to be a well-respected player across many markets in the Australian construction industry, and more recently, even further abroad. With an emphasis on ingenuity, SBP Australia has spawned into many of the specialised fields which operate within the industrial, commercial and residential construction sectors.



The company's origin traces back to 1987 when founding director Max Burns, an experienced coldroom builder, identified the need for coldroom manufacturers to work closely with commercial builders, as the two disciplines frequently collaborated on projects. The resultant efficiencies of having these

two trades operate from the same company provided the ability to design projects to meet client's needs. This ability to deliver tailored solutions to its clients provided an edge over its competitors and afforded the company an opportunity to establish itself as the well-respected company that SBP Australia is today.

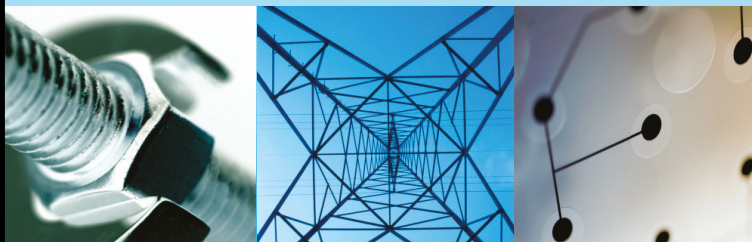


It was again this maxim of providing clients with tailored solutions that saw the company undergo a major rebranding and restructuring in 2011. The ability to design, construct and project manage a client's needs saw SBP Australia expand into areas complementary to its core business. There are now many different

operations under the SBP Australia banner, including SBP Food Processing, SBP Stainless Conveyors Australia, SBP Heavy Duty Racking and SBP Insulated Panel Construction. Having the vision to identify and implement a diversity of services, just as Max Burns did in 1987, continues to give SBP Australia an edge over its competitors.



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Since 2011, SBP Australia has experienced exponential growth in activity. Consequently, there has been a similar rate of growth for both turnover and staff. Good management principles, such as employment of the right people, with diverse backgrounds, have allowed the company to expand rapidly. SBP Australia has a range of employees from various skilled trades people, project managers and designers to employees with a background in professional services such as engineering, commerce and law.

Whilst SBP Australia undertakes the construction of industrial, commercial



and multi-unit residential projects, a large part of the company's business concerns the food industry, including primary industries, manufacturing, cold storage and logistics. The need for primary produce to be chilled immediately after harvest, ripened or stored at appropriate humidity and distributed has seen SBP Australia construct various projects for many local, national and multinational companies. Specialist freezers, chillers, ripening rooms, packaging rooms, and loading docks are just some of the speciality building projects that SBP Australia frequently undertakes.

SBP Australia is also active in the meat

and export industry. The company has undertaken many construction projects of both abattoir and abattoir related facilities. The ability to design, construct and project manage these type of projects, which are continually improving and expanding, keeps SBP Australia at the forefront of the construction of the food processing industry.

A key to the company's success is the strong relationships that SBP Australia has built with its clients. SBP attributes their large amount of repeat business to the high level of client satisfaction from the company's ability to provide tailored designed solutions.



This, combined with positive reviews from existing clients, has led to the company's list of new clients continuing to grow to include many local, national and multinational companies.

SBP Australia has harnessed the advances in technology to contribute to the company's recent growth. The company attributes the current efficiencies in the construction sector to the use of electronic processes to tender, procure contracts and send and receive large amounts of information instantaneously, which in the past was a great encumbrance due to the time frames involved with exchanging information by delivery or post.

Importantly, the advances in technology have improved the products that SBP Australia produces. The company's move to 3D computer modelling has allowed them to troubleshoot the client's design on the desktop, which not only helps them to better communicate the intended design to the client, but also resolves any issues before any soil is turned on site, saving the client the two most important aspects of a project – time and money.

The assistance of technology doesn't end when the project starts on site. The use of the company's cloud

to provide live video and instant photography enables the status of any job to be monitored, issues to be resolved immediately and clients to be updated at any intervals they require, no matter where the job is taking place, be it anywhere in Australia, or even overseas.

Looking to the future, SBP Australia remains committed to focussing on delivering quality products to their clients to ensure they maintain their high level of repeat clients, whilst continuing growth by attracting new ones. The continued use of technology will allow SBP Australia to mobilise to any worksite in Australia, as well as some international areas, removing the restriction of working only in local markets and enabling it to move to where the work is occurring.

These aspects, combined with SBP Australia's continued commitment to ingenuity and design, will hopefully see the company continue to grow by assisting clients implement tailored projects and cement SBP Australia's legacy as a staple name in the construction industry.

Preferred Vendors

Fuse Recruitment:
fuserecruitment.com

A photograph of a modern bathroom interior. The room features dark wood cabinetry with glass doors, a white toilet, and a light-colored floor. The lighting is soft and even.

Hayden's Plastering Master Craftsmen for a Modern Look

AT A GLANCE

WHO: Hayden's Plastering Interiors

WHAT: One of the toughest trades to master, plastering takes a steady hand and an experienced eye

WHERE: Williamstown VIC 3016

WEBSITE: qualitymelbourneplastering.com.au

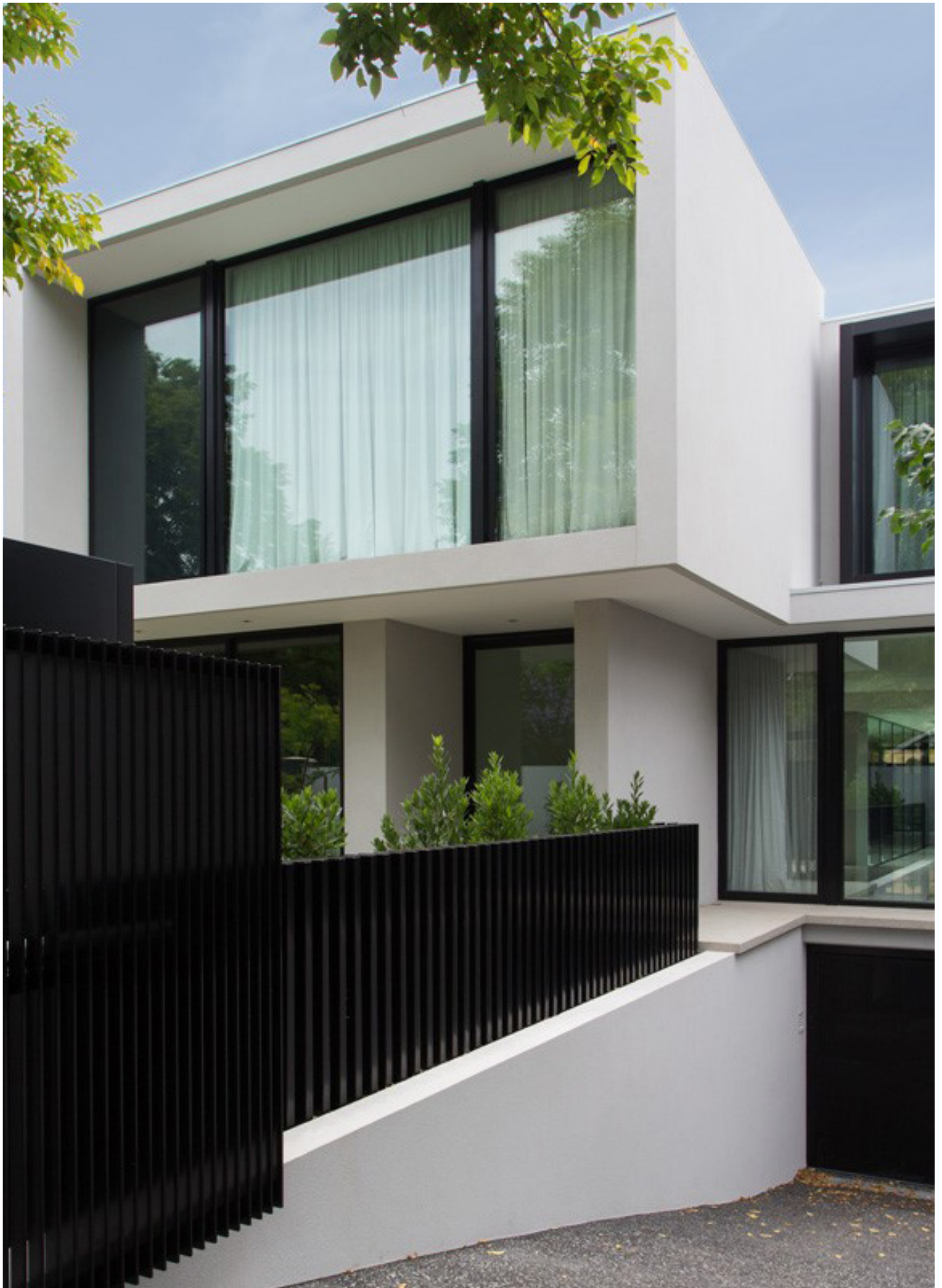
Interiors



Hayden Newland has built a successful plastering business in the Melbourne area over the last six years. His company, Hayden's Plastering Interiors, is acknowledged as a leader in the field and has acquired a reputation for work of the highest order delivered on-time and within budget. The company is known for its outstanding craftsmanship and attention to detail. Above all, Hayden's Plastering Interiors conducts itself with the highest degree of professionalism and is recognized for its dependability and competence.

According to Hayden Newland trustworthiness is all-important, "Your word is everything. So, if I say we are going to do something and deliver, it will be delivered. My name and reputation is really important to me and I don't want it to be compromised in any way."

Plastering anything from homes to high-rises is a job which requires a high degree of skill and knowledge. Practitioners of the trade have to know how to apply the plaster in such a manner so as to leave an even surface which does not show a single blemish or protuberance. They also require a detailed knowledge of materials and their usage. A plasterer



installs insulating, fireproofing acoustic materials and steel stud/suspended ceilings and is involved in many aspects of the construction process.

The company is an expert in dry wall plastering and prides itself on its ability to execute a wide range of projects including multi-residential high end units, apartment developments, office fit-outs, light to medium commercial projects, commercial fit outs and industrial projects. Both the volume of work and the diversity of assignments have been expanding rapidly over the years and Hayden's Plastering Interiors is now poised to further expand its portfolio.

The increased volume of business that the company is handling owes a great deal to its ability to monitor the smallest detail while executing large projects. Its capabilities in program achievements and execution while maintaining quality control has made it the first choice amongst its customers and the builder fraternity.

Hayden Newland explains how he is leading the company in its growth, "We are getting to a size now where we have a number of sub-contractor

teams and metal carpentry teams. They are proven teams and handle volume and quality work."

Employees and sub-contractors

Hayden's Plastering Interiors has achieved its current size and success through the hard work and dedication of its employees and sub-contractors. The company treats its staff as its most prized resource and ensures that they have the highest degree of skill and motivation to execute their tasks to exceed expectations of the customer.

Hayden Newland sums up his management philosophy, "Having a crew that is happy and leading from the front and leading by example and ingraining a culture of hard work and respect for all, no matter if the person is a labourer or owner of the company, everyone gets respected and gets looked after."

The company has eight apprentices, five office staff and forty five full time workers. It also calls upon up to fifty sub-contractors when it requires them for the execution of bigger projects. The company's unique approach to



its employees and the development of their skills has resulted in two of its apprentices being honoured with “Apprentice of the Year” nominations from Master Builders Association of Victoria and Skills Training, Australia.

“Staff morale is a big one, so is training young guys who haven’t had great opportunities” explains Hayden Newland, “I like to give young people the opportunity to grow and make something of themselves, something that everyone can be proud of. Training and giving back is very important as I was given the same opportunity.”

Awards and recognition

Hayden Newland represented Queensland in the 2004 World Skills Trade Fair competition and finished

third in a field of eight. Additionally, three of his projects have been recognised with awards ranging from bathroom of the year to house of the year in the \$2 million plus category.

The reason for the success of Hayden’s Plastering Interiors is very apparent when its owner speaks about his approach to work, “First impressions last. It doesn’t matter what stage the job is at, we like to leave it in a presentable way so that even someone not related to the trade sees it look tidy and it looks like it’s being done by professionals. We like to have it looking good at every stage.”

Increasing business volumes

The growth in the business of



Hayden's Plastering Interiors, from executing plastering jobs in high-end residences in the suburbs to commercial jobs, has been achieved by implementing a deliberate policy of exceeding customer's requirements. The company keeps itself up to date regarding the latest materials in use in the trade and has a policy of analysing and understanding the acoustic and insulation capabilities of materials so that it can use the best of them to deliver value to its customers.

In a plastering project the end result is dependent to a great extent on the quality of materials used. The company uses its extensive knowledge of the trade and the contacts and relationships that it has developed over the years to ensure that it uses only the best materials and sources

them from the most reliable suppliers.

Describing his approach to procurement of supplies to execute contracts, Hayden Newland says, "it might so happen that there is a new product out there that ends up being cheaper or which outperforms existing products or is capable of being installed in a simpler fashion. To access such materials quickly, a good relationship with the sales representatives is important and so is having a heavy turnover of tenders and plans. We see a lot of new products that are being introduced by our architects and are able to learn about them and pass them on to people that may not have seen them yet."

The company has a very elaborate tendering process. It rightly views a tender document as the first



interaction of Hayden's Plastering Interiors with the future customer and puts in immense effort to make a lasting impression.

We also do a lot of preparation, as we take it as the first interaction with the potential client and try and set ourselves apart from the rest."

The ability to successfully bid for contracts has been a critical factor in the company's growth. Hayden Newland explains his approach to getting new business, "We have found our niche by offering a service and when someone asks for a tender we communicate on time and follow up. We spend a lot of time in creating tender templates and company profiles which are suitably designed and take time to take quality photos.

The company is active on LinkedIn and Twitter and attributes a good deal of its success to the exposure it has got through social media. Hayden's Plastering Interiors capabilities and achievements are well documented on its website and its internet marketing strategy has paid rich dividends in the form of new business and the validation of its skill and competence in its field of work.

"I took to social media heavily on Twitter and LinkedIn and actively sent prospective customers emails and kept them updated about my business profile," says Hayden Newland, "I have gathered a lot of clients. I have also connected with like-minded people in the market and offer them a service and that is really what has helped me."

Environment and sustainability

The company displays great awareness about its obligations to society and ensures that it adopts green practices. Many of the company's working partners are green builders and a common set of working principles is followed to ensure compliance with green norms.

Hayden Newland spells out his company's stand on sustainability, "We do a lot with energy saving and some of our builders are green builders so we are constantly looking at products that exceed requirements of insulating and reaching a level 5 star rating that a lot of people are trying to achieve. We take care to recycle our plasterboard. We keep wastage to the minimum possible.

But the biggest contribution would be in the insulation area and offering a better rated product to save money long term for our clients and also help the environment.

Future plan

The company has established itself in the top tier of plastering service providers in Melbourne. It has done this by following simple and down-to-earth principles and by making customers the prime focus of all its efforts. Hayden Newland explains a basic tenet that guides his company, "Being truthful and honest about being able to handle a job or not handle a job. Being upfront and not being deceitful in any way. That's another big one for me."

The company plans on achieving an annual turnover of \$30 million within the next 5 years. Its aim is to work with the biggest construction companies and sub-contractors in Australia and take on projects in different states and New Zealand. And above all, Hayden Newland wants to do the best for his employees, "And to give my guys more money per week and bring in a situation where we can charge the rates that we need to charge. I want to make their lives better for working for us as well."

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