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MBA Awards

Newcastle Architecture Awards

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From the Editor



The global economy has changed considerably in recent years.

The COVID pandemic and China's increasingly belligerent behaviour have highlighted the potential fragilities of global supply chains and international trade more generally.

Accessing global suppliers and buyers offers considerable potential economic benefits, especially for a country such as

Australia, with a relatively small population. But recent times have also highlighted the dangers inherent in having decisions made by overseas buyers, suppliers and countries, especially when they are politically motivated.

The world seems to be diving into two major blocs – one headed by China and Russia as well as perhaps countries like Iran and North Korea vs western countries and their allies.

The Russian invasion of Ukraine is highlighting these divides, with most countries condemning the invasion but some particularly China continuing to voice their support of a China-Russia alliance.

The irony of the sanctions placed on Russia mean that they are turning even more to China for economic support.

Hopefully there will not be full open warfare between the two opposing blocs, but there appears that there will be significant economic warfare and more covert actions, including increased cyber attacks.

Australia is a large trading country, especially for its population, so any disruption in international trade can have considerable impacts on the domestic economy.

Recent trade sanctions from China have given us a taste of politically-base trade decisions. The good news is that although the sanctions did cause short term losses for some exports, most have been successful in finding new markets.

Coal has been an excellent example, with China halting Australian imports. This shortfall has been largely filled by increased exports to other countries, including India, South Korea and Thailand.

Many businesses are now factoring in the risk of trading with countries that are likely to use trade as a political weapon, so we are perhaps better equipped against these risks than we were a few years ago.

In the medium to long-term, fast-growing countries such as India and Indonesia will have considerably increased global economic power, so it will be politically astute to continue to strengthen our ties with these future leaders.

India is a particularly interesting case, having strong historic ties with Russia but at the same time having a strained relationship with China. It is the world's largest democracy by far, so ideologically it is much more closely aligned to western democracies. It is forecast to be the world's leading economy around the middle of this century.

The Federal Government has recognised the importance of India and has taken some steps in strengthening this relationship. It is hoped that the winner of the coming election continues these steps, including work towards an India-Australia free trade agreement, to improve the economic and political ties with this growing giant.

Garry Hardie
Editor and Publisher

ON THIS MONTH'S COVER

A scene from "Bunkeren" at Whitebridge. This project won Ledbury Constructions the 2021 Residential Builder of the Year award at the recent 2021 Master Builders Newcastle Excellence in Building Awards. They also received the award for the Custom Built Homes over \$2.5 million for the same project. **See page 11** for further details of the 2021 Master Builders Newcastle Excellence in Building Awards.



Planning a business FUNCTION?

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workshop, expo or other business event*

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Guide for information on venues and
supporting services.

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BAE Systems welcomes Lead-in-Fighter contract extension

Australian Government.

The new contract includes the continuation of the existing in-service support, providing maintenance, engineering and supply chain services to the Royal Australian Air Force (RAAF) and will be the foundation for progressive upgrades of mission systems.

A 951 Adour engine upgrade for the Australian fleet will be incorporated by 2025 and will align the aircraft with the UK Royal Air Force's T2 Hawk aircraft. Following the 2019 Lead-In Fighter Capability upgrade of the 33-strong fleet, the Hawk aircraft is today among the most capable jet trainers of its type in the world and very similar to the T2.

The mission systems upgrade will progressively update the software and hardware on the aircraft to maintain and enhance the Hawk's performance as a fast jet trainer, meeting the emerging needs of pilots preparing to fly the F-35 Joint Strike Fighter and other modern aircraft.

The upgrades will be led by BAE Systems' Australian engineers and supported by BAE Systems UK Hawk aircraft specialists. The increasing commonality of the Australian and UK Hawk fleets enhances the opportunity for future collaboration, reducing costs and enabling more effective enhancements.

The Hawk Lead-In Fighter program currently sustains a direct workforce of 350 people at BAE Systems' Williamtown (NSW) facility and at RAAF Base Pearce and an industry supply chain of 180 Australian businesses, including around 90 SMEs, many of which are based in the Hunter Valley.

The Hawk Lead-In Fighter will continue to train Australia's frontline fighter pilots through to 2031 following a \$1.5 billion commitment by the



Funding boost for Maitland's Gaol

A major redevelopment of the iconic Maitland Gaol will be supported by a \$10 million funding

injection from the Australian and New South Wales governments.

"Long-planned upgrades to one of the Hunter region's most popular tourist destinations can now begin, with the Commonwealth and New South Wales each committing \$5 million to the project," said Deputy Prime Minister Barnaby Joyce.

"This funding will enable Maitland Gaol to expand and improve its facilities and services, ensuring it continues to attract visitors into the future while supporting jobs and driving economic growth. Our investment will also position Maitland Gaol to attract private sector funding to underpin future development, including building on-site accommodation, and create more economic opportunities."

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HENSOLDT Australia take up residence at Newcastle Airport

Leading defence contractor HENSOLDT Australia has established a new office within the Newcastle Airport aviation precinct, directly adjacent to RAAF Base Williamtown and Australia's premier aerospace precinct, Astra Aerolab.

Housing two permanent staff members and a team of 10 contractors, the new office is ideally positioned to enable HENSOLDT Australia to support local projects at RAAF Base Williamtown.

As a market leader in sensor solutions for the defence and security industries, HENSOLDT have had a strong presence in the Asia-Pacific Australia as an innovator of advanced sensor technology at every step of the value chain.

Newcastle Airport CEO Dr Peter Cock said HENSOLDT's addition to the airport precinct is a welcome addition.

"Globally HENSOLDT have an extensive history spanning over 150 years, where innovation, excellence and entrepreneurship propelled them to the enviable position they're in now – with offices located across the globe including one here at Newcastle Airport.

"We are proud to be home to a vibrant defence industry ecosystem, so we're pleased to welcome HENSOLDT Australia as one of our newest tenants. We celebrate their ongoing commitment to building local capability by drawing on their extensive experience delivering to the defence industry," he said.

"Newcastle Airport is committed to being the airport our region deserves. Welcoming HENSOLDT to our precinct is an important part of our growth that is enabling us to continue to deliver on our promise to our community."

Doug Cross, Programme Director – Fixed Defence Air Traffic Control Surveillance System (FDATCSS) from HENSOLDT said the decision to move to Newcastle Airport was an easy one.

"Hensoldt is committed to the success of our Defence contracts and being co-located with our Defence customers at Williamtown allows for regular close communication and interaction and maximises our chance of success," he said.

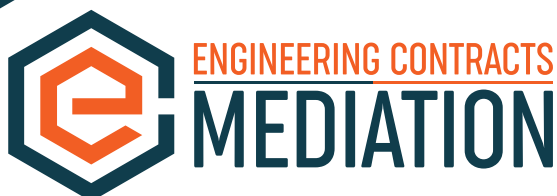
Astra Aerolab is a world-leading aerospace and defence precinct and is part of Newcastle Airport's continued growth. It is purpose build to meet the needs of the Defence industry and their people. BAE Systems Australia have signed a pre-commitment for up to 4.4 hectares of land and the first office and industrial facility are in design.

CEO Dr Peter Cock said Newcastle Airport was in tune with the needs of Defence.

"With a strong focus from Defence on increasing sovereign capability and particularly Australian Industry Content, connectivity to teams working on defence projects across Australia remains a focus for many defence contractors.

"We offer an uplifting place to do business and a range of property solutions. Facilities are just minutes from our terminal with direct connection to all eastern capital cities and key Australian defence locations including Canberra, Brisbane, Sydney, Melbourne and Adelaide. This makes us a key enabler in connecting Defence Primes and SME's across Australia, with stress-free transit available through our terminal," said CEO Peter Cock.

Paul Blyton, Project Manager, HENSOLDT, Doug Cross, Programme Director, Fixed Defence Air Traffic Control Surveillance System, HENSOLDT and Peter Wych, Executive Manager Property and Commercial, Newcastle Airport.



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\$3 million shared pathway to connect Bridges Hill Park to Wine Country

Cessnock City Council has been successful in receiving \$3 million in funding through the NSW Government's NSW Public Spaces Legacy Program for a shared pathway which

will connect Bridges Hill Park to Wine Country.

It will start at the popular Bridges Hill Park and finish at St Phillips Christian College on Lomas Lane, Nulkaba. In addition, the project will include a 2.5 metre shared pathway linking Allandale Road to Nulkaba Public School.

Upon completion, the 2.5 metre wide, 5 km shared pathway will be enjoyed by cyclists and pedestrians and it will also be wheelchair friendly.

Cessnock City Council Mayor Jay Suvaal is looking forward to the project getting underway and providing better connectivity through shared pathways which is one of his key priorities as Mayor.

The project will also include end-of-trip/mid-trip bicycle storage infrastructure, water bottle filling stations, seating and shelters.

Quotes are currently being sought for the survey and design of the pathway and construction is scheduled to start mid-year once tenders have been awarded.

Every aspect of Astra Aerolab is designed to uplift performance.

With outstanding integration of technology and lifestyle in an idyllic region, co-located with RAAF Base Williamtown and Newcastle Airport, this is a unique opportunity to join the world's leading defence, aerospace and innovation precinct.

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UPLIFTING
OPPORTUNITY

Cedar Mill concert venue a game-changer for Morisset

A new event space at Morisset that will host headline national and international

performers will put Lake Macquarie on the map as an event tourism destination and create new economic and social opportunities in the city's southwest precinct.

Lake Macquarie City Councillors voted unanimously to approve Winarch Capital's development application for the Cedar Mill event site on the former Morisset Country Club golf course. The entertainment facility will host a range of events, markets and functions, with capacity to stage outdoor performances for audiences of up to 30,000. The development application for the event site is central to Cedar Mill's multi-million dollar redevelopment of the golf course, which also includes a tourist park, outdoor gardens, café, restaurant, splash park and other recreation areas.

Lake Macquarie Mayor Kay Fraser said the development would boost the profile of Morisset and help realise the area's untapped potential.

"The development will have positive economic benefits for the Morisset and the city, facilitating exciting new tourism and entertainment opportunities," Cr Fraser said.

"It will create jobs in the area and generate significant flow-on benefits for local tourism operators, hospitality vendors, equipment providers and other businesses that support and supply the event industry.

"It will boost the night-time economy and provide much-needed new social and recreational amenities for the people of Morisset and surrounding communities."

Cr Fraser said the Cedar Mill facility would help achieve desired growth and development outcomes for Morisset outlined in both Council's strategic plans and the Draft Hunter Regional Plan 2041, which identifies the town as a 'Regionally Significant Growth Area'.

University of Newcastle Singapore campus officially opened

The University of Newcastle has officially opened its new campus office at the

Singapore National Library. The new institute - Newcastle Australia Institute of Higher Education (formerly known as UON Singapore), will be the University's hub in the Asia Pacific.

The site was officially opened by University alumnus Dr Khaw Boon Wan, Chairman of SPH Media Trust, the Australian High Commissioner Mr William Hodgman and the Vice-Chancellor of the University of Newcastle Professor Alex Zelinsky, AO.

"Singapore is one of Asia's most advanced hubs for education, research and innovation, so we're delighted to strengthen our presence in this region," Vice-Chancellor Professor Alex Zelinsky said.

Mr William Hodgman, Prof Alex Zelinsky and Dr Khaw Boon Wan



"The Newcastle Australia Institute of Higher Education will be a strategic gateway that provides opportunities to connect our students and researchers with business and industry in the region and beyond.

"The refurbished facilities offer contemporary learning spaces – all designed with an excellent student experience in mind.

"We have around 7500 University of Newcastle alumni who call Singapore home and we continue to build strong links between our regions, despite more than 6300 kilometres that separate us.

"Our new Singapore campus demonstrates our commitment to building strong regional partnerships and delivering globally-engaged and collaborative education and research – this is absolutely a focus of our Looking Ahead strategic plan."

The University of Newcastle opened its first overseas campus in 2002 - UON Singapore, where it has delivered the University of Newcastle's programs in the region. More than 4000 students in Singapore have graduated with degrees from the University of Newcastle.

Regional Entertainment and Conference Centre

Construction of the Regional Entertainment and Conference Centre will be

the cornerstone of the purpose-built civic services precinct, identified as a catalyst site in the Muswellbrook Town Centre Strategy and a priority in the Hunter Regional Plan.

The design of the facility was achieved through a competition model with the three finalists being presented to the community and stakeholders for their review and preference.

The centre will provide opportunities and facilities for the creative industries and regional communities that have not been previously available.

The development will deliver several individual and connected spaces within a single precinct including:

- 400 seat theatre
- orchestra pit
- function rooms
- office accommodation
- technical offices
- support spaces
- commercial kitchen and café
- front of house/ foyer and amenities
- commercial space
- community plaza and open space
- loading dock
- car parking
- black box (community) studio that will cater for a range of performance and community purposes including rehearsals, classes, and functions

The centre will cater for a performing arts program, community theatre, community hire, conferences and commercial hire.

University of Newcastle's Q Building awarded world-leading 6 star rating

The University of Newcastle's Q Building has become the first building in regional NSW to achieve a 6 Star Green Star 'Design and As Built' certified rating.

A world-leading status, this is the highest rating awarded by Green Star, which is "an internationally recognised rating system setting the standard for healthy, resilient, positive buildings and places", founded by the Green Building Council of Australia (GBCA) in 2003.

The certification confirms that the \$25 million building, which opened in June as the first stage of the University's new Honeysuckle City Campus, is more than just a creative and entrepreneurial hub in the city – the School of Humanities, Creative Industries and Social Sciences (HCISS) and Integrated Innovation Network (I2N) call it home – it's a signpost and an aspiration for the University, the city and the region's sustainable future.

New home base for FlyPelican at Newcastle Airport

Up to 15 new jobs are set to land, as leading regional airline and charter company, FlyPelican,

sign a new lease at Newcastle Airport. This will bring their maintenance facility and base of operations together under one roof.

Located at Newcastle Airport since 2015, FlyPelican identified a commercial need for an expanded footprint to accommodate the airline's maintenance activities and expanding team. FlyPelican's new head office occupies 1,230 sqm on site, which includes hangar and office accommodation capable of housing three aircraft and 50 team members.

Base maintenance of FlyPelican's fleet of British Aerospace Jetstream 32 aircraft will be located at Newcastle Airport, and the airline are also assembling a team of local maintenance engineers to carry out this critical work in their new hangar.

This announcement is off the back of FlyPelican and Virgin Australia's lounge newest partnership deal. FlyPelican Corporate and Flexible fare passengers can now enjoy enhanced passenger experiences in the Sydney and Canberra Virgin Australia lounges, plus the ability to earn Velocity Frequent Flyer points on Fly Pelican flights.

Newcastle Airport CEO Dr Peter Cock said FlyPelican's base of operations is a welcome addition.

"We're proud to partner with airlines who align with our vision to be the Airport the region deserves. For the past six years, FlyPelican have been with us on this journey, offering key regional services to our catchment.

"It makes absolute sense that they would choose to consolidate their operation under one roof and we are honoured that they chose to do that at our site. This will further enhance their ability



to connect travellers with key intrastate destinations across NSW and interstate to Canberra and the Sunshine Coast."

FlyPelican CEO Marty Hawley echoed Dr Cock's words, saying the decision to move his airline's base of operations to Newcastle Airport was an easy one.

"Basing our operation at Newcastle Airport has allowed FlyPelican to create local jobs for local people, that will directly support our new maintenance facility. As Newcastle's leading regional airline, it was the logical next step to base our operation at Newcastle Airport.

"Despite all the hurdles that the pandemic has thrown up over the last 18 months, we've remained committed to offering convenient travel options for the people of our region and see this as a fantastic opportunity to increase the frequency of our current route offerings whilst looking at future route opportunities out of Newcastle," he said.

Newcastle Airport is home to the majority of FlyPelican's fleet, with flights direct from Newcastle to Dubbo, Ballina/Byron Bay, Sydney, Canberra and the Sunshine Coast on offer to passengers.



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Newcastle Airport named on Bonza's inaugural route map

Bonza, Australia's only independent low-cost carrier, together with Newcastle Airport, announced on 15

February a historic partnership that will see six new flights each week on two new routes. The news is part of the largest announcement in Australia's aviation history as Bonza reveals its inaugural route map, airport bases, head office location and all-digital approach.

From mid-2022, subject to regulatory approval, Bonza will operate four flights per week from Newcastle to the Sunshine Coast and twice weekly to the Whitsundays Coast - an entirely new route.

Newcastle Airport CEO Dr Peter Cock said the announcement was an exciting one.

"This is a real coup for our region - Bonza's vision to connect Australians aligns with Newcastle Airport's vision to be the airport the region deserves, directly connecting our region to all the places they would like to travel both domestically and internationally.

"Australians are exploring their own country now more than ever, and there's a great opportunity for us to help connect our beautiful region with the rest of Australia. Today's announcement plays a big role here as passengers can now travel with lower stress and lower cost."

Tim Jordan, CEO of Bonza said "With two new routes directly in and out of Newcastle Airport, we will be delivering on our promise to give Aussies more options for leisure travel. Not only will the flights open up new markets for the region's tourism industry, locals will have the opportunity to explore their own backyard with ultra-low fares."

He also shared Bonza's decision to go paperless with the launch of its own app saying its commitment to technology is part of a broader focus on customer experience and sustainability "We encourage everyone to download the new app to be the first in the know for flights going on sale, fare sales, destination news and travel tips. We're also offering, via the app, the chance to win flights".

Once all functions are added to the Fly Bonza app in the coming weeks, it will be where Aussies can plan, book and manage their bookings. It'll also be where travellers can check in and access their boarding passes - eliminating the need for paper passes at the airport. Once onboard, the retail offering, travel information and much more will be available exclusively through the app.

Australians are encouraged to download the app "Fly Bonza" on the Apple App Store or Google Play now and keep an eye out for updates as new functions are added. Flights are due to go on sale within the next eight weeks, pending regulatory approval.



Winning architectural design unveiled for prominent West End site

A landmark design to reimagine the former Spotlight and Anaconda

building has been unveiled following a targeted architectural design competition.

A three-member independent jury unanimously selected the innovative design by Plus Architecture for the proposed redevelopment of 711 Hunter Street, Newcastle West, which extends from Hunter Street to King Street and along the northern side of National Park Street. The winning design has an overall height of 90 metres and features 267 dwellings across two towers, as well as 1400 square metres of commercial floorspace and 322 parking spaces, with an estimated construction cost of \$100 million.

Stand out design elements strongly supported by the jury include the 'meeting place' concept - a public domain to facilitate and encourage people to meet, and the visual link between National Park Street to the Army Drill Hall, with jury members also supporting the design's warm tonal palette and horizontal staked layers.

The architectural design competition was run by an independent jury process under the governance of City of Newcastle and the NSW Government Architect's Office. Consultants Urbis administered the design competition on behalf of property developers St Hilliers and The Spotlight Group.

A development application for the site is expected to be lodged by St Hilliers and The Spotlight Group in the first half of 2022.

Shared path completion creates major Lake Mac-Newcastle cycling link

A landmark shared pathway from Speers Point to Glendale is now complete, filling in a missing link to create a

continuous cycling route from Eleebana to the University of Newcastle and beyond.

The 4.6 km path starts at Speers Point Park, running parallel to Cockle Creek before following Lake Road and heading behind homes in Argenton to skirt Waratah Golf Club.

Lake Macquarie City Council Infrastructure Assets Strategy Coordinator Simon Gulliver said the pathway continued to the end of Frederick Street in Glendale, linking with the existing Tramway Track to Wallsend.

The track creates an almost wholly off-road 18 km route from Eleebana to the University, and a 14.3 km route from Booragul to the University.

The \$10.5 million total project cost included upgraded pedestrian crossings, new kerb and gutter in sections, construction of a 550m fence along the golf course and more than 15,000 new shrubs, trees and plants.

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2021 MASTER BUILDERS NEWCASTLE EXCELLENCE IN BUILDING AWARDS

On Friday, 18 February 2022, Master Builders Association members and their guests, finally, after two other cancelled dates, celebrated the 2021 Master Builders Newcastle Excellence in Building Awards. Over 430 guests came together at the NEX to celebrate the industry's night-of-nights and showcase building excellence in the Newcastle, Hunter, Central Coast, Manning, Tamworth and Oxley regions.

After what was a difficult year for everyone in the industry, judging all the exceptional projects was no different. The judges had to deal with a tight timeframe, isolation and finally a lockdown. All projects were eventually judged onsite and Master Builders thank the judges for their time, efforts and dedication.

The 2021 Major award winners were: Ledbury Constructions who took out Residential Builder of the Year for their incredible work on Bunkerren; and Australian Heritage Restorations who won Commercial Builder of the Year for the impeccable restoration of Newcastle East Primary School.

Nadin West Joinery won the 2021 Residential Subcontractor of the Year and Sage Painting were announced the 2021 Commercial Subcontractor of the Year. 2021 Young Builder of the Year went to Geordie Toohey and Lauren Coates won the 2021 Women in Building Award for her achievements in the industry.

Kingston Building was also again successful, taking out two awards - 2021 MBA Newcastle Excellence in Building Awards Extensions, Renovations and Refurbishments \$3 million - \$7 million for Dungog Hospital and 2021 MBA Newcastle Excellence

in Building Awards Aged Care Project over \$10 million for Gloucester Aged Care.

In true Covid style, 24 hours prior to the evening, the events team were yet again dealing with a last-minute change to restrictions. The changes allowed everyone to truly celebrate and dance the night away with acoustic entertainment from Tyler Chapman, laughs from the hilarious Tahir and late-night beats from DJ Brett Martin.



Master Builders thank major sponsor Newcastle Master Builders Apprenticeship Schemes and valued Gold and Silver Sponsors Alinta Energy, Buildcert, CBUS, Keystone Lawyers, Master Builders Insurance Brokers, Monica Clare Recruitment, SafeWork NSW, The Wests Group and Truecore Steel for your patience and support.

Master Builders congratulate all entrants on an outstanding year of quality projects and again to all the deserving winners of the Newcastle Excellence in Building Awards.

Entries for the 2022 Newcastle Excellence in Building are now open and the Awards Gala Dinner will be held on Friday 9 September 2022.





Eliza Sharpe, Luke Reeves, Rebecca Kilmurray and Andrea Cross from MBA NSW





CUSTOM BUILT HOMES

2021 RESIDENTIAL BUILDER OF THE YEAR
Custom Built Homes over \$2.5 Million



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AUSTRALIAN HERITAGE RESTORATIONS TAKE OUT 2021 COMMERCIAL BUILDER OF THE YEAR

Australian Heritage Restoration (AHR) took out the coveted 2021 Commercial Builder of the Year award at the 2021 Master Builders Newcastle Excellence in Building Awards for their impressive restoration works at Newcastle East Primary School.

They also received the award for the Restoration of an Historic Building for the same project as well as Alterations, Additions, Renovations & Restorations Under \$400,000 for their Brooks Street, Newcastle Project.

AHR provides a complete range of services to restore heritage properties from foundation and structural repairs through to resilient finishes such as reclaimed custom milled recycled flooring and traditional rendering and plastering. They have also been involved in projects involving detailed joinery modification and alteration as well as commissioning heritage woven carpets to blend in with existing heritage fabric.

Their clients range from residential property owners, who may be seeking to solve technical issues with their home or investment property, through to commercial and government owned infrastructure with Conservation Management Plans and Architect specified detailed scope of works which require repair.

AHR specialises in working within the constraints of the "burra-charter" which details the ways and means that heritage buildings can be restored or altered. The underlying directive is to do "as much as necessary but as little as possible" to keep the fabric original. They also look at ways to reuse original fabric within the building where updates and changes are required.

Importantly, AHR works directly with Heritage Architects and Engineers to ensure that all works are approved and compliant.

Instead of deciding themselves that something is "too old" they seek professional advice on projects to ensure that they are doing the right thing by their clients and also the heritage building.

Daniel Ricardo, Managing Director, Australian Heritage Restorations said their success was a reward for the excellence of their work.

"The quality of the workmanship is the key strength of our projects," said Daniel.

"We are fortunate to be able to use techniques which most builders are not able to because of the need to keep consistent with the methods used 100 years ago.

"New building doesn't value traditional craftsmanship. This isn't a criticism of building today it's just a fact of cost and productivity. People can't afford (or at least justify) to build their houses using triple brick, sandstone blocks or slate.

"Today people can only manage the facade or impression of the heritage look.

"We are fortunate to be able to restore buildings to the way they were originally crafted. It is keeping to that uniqueness or one of a kind that makes our projects different from modern copies of heritage."

While AHR often take on projects throughout Regional NSW, Newcastle and the Hunter has always been their home and they hope to continue to work on more projects in the local area.

AHR does also operate a small team in Sydney, which services Greater Sydney, the Illawarra and the Blue Mountains. They intend to develop this further in the coming years.

To help with current and future projects, AHR is always looking for skilled trades to further add to the experience and diversity of their team.

AWARD WINNERS

2021 Apprentice of the Year – Commercial - Hayley Miles

2021 Apprentice of the Year – Housing - 38 Bowen Schmidt

Newcastle MBA Group Training Apprentice of the Year - Jimilai Lagilaginonacakaka

Custom Built Homes Under \$500,000 - Mavid Construction, Mavid Signature Home - Chisholm

Custom Built Homes \$500,000 - \$700,000 - Mavid Construction, Mavid Signature Home - Macquarie Hills

Custom Built Homes \$700,000 - \$800,000 - Parkwood Modular Buildings, Copacabana

Custom Built Homes \$900,000 - \$1.2 million - Graph Builders, Stuart Buckton, Prisk Residence

Custom Built Homes \$1.5 million - \$1.7 million - J & S Contracting (Kootingal), Courtyard House

Custom Built Homes Over \$2.5 million - Ledbury Constructions, Bunkeren

Alterations, Additions, Renovations & Restorations Under \$400,000 - Australian Heritage Restorations, Brooks Street

Alterations, Additions, Renovations & Restorations \$550,000 - \$800,000 - Nelson Bay Building and Construction, Eucalyptus Drive, One Mile

Alterations, Additions, Renovations & Restorations Over \$800,000 - Balanced Building, MacMasters Renovation

Medium Density - Dual Occupancy - Mavid Construction, Dual Occupancy - North Lambton

Medium Density - 3 - 5 Dwellings - MARS Building, The Esplanade

Medium Density - Over 5 Dwellings - MARS Building, Eleebana Shores

Outdoor Landscaping Project of the Year - Medium Density - Mavid Construction, Oaktree Kanwal Stage 1

Display Homes Under \$350,000 - Pyccon Homes and Constructions, The Waratah - Display Home

Display Homes \$350,000 - \$450,000 - McDonald Jones, Havana Encore

Display Homes \$450,000 - \$550,000 - McDonald Jones, Miami Encore

Display Homes Over \$550,000 - Sorensen & Caldon Builders, The Manhattan

Granny Flats - Coastline Granny Flats, Glendale Granny Flat

Heritage Restoration - MARS Building, Ireland Bond Apartments

Residential Fitout - Nadin West Joinery, One Mile Residence

Kitchen of the Year - Under \$55,000 - Mavid Construction, Mavid Signature Home - Bar Beach Kitchen

Kitchen of the Year - Over \$60,000 - Plum Joinery, Mt White Kitchen

Bathroom of the Year - Under \$35,000 - Mavid Construction, Mavid Signature Home - Fletcher

Bathroom of the Year - Over \$35,000 - Geordie Toohey Building, Northumberland Bathroom

Swimming Pool of the Year - Balanced Building, MacMasters Renovation Swimming Pool

Civil Engineering & Infrastructure - Milleen Constructions, Transmission Line 25-26 Cruciform Footings

Continues page 14

WINNER



2021



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KINGSTON BUILDING WINS TWO MAJOR COMMERCIAL MBA AWARDS

Continuing its reputation as one of the Hunter Region's most respected construction companies, Kingston Building's new Owners and Directors, John Tonkin and Matthew Howard are pleased to be able to continue the tradition of Kingston's previous successes at the MBA Awards by taking out two of the major commercial categories in the recently held 2021 MBA Award Ceremony.

- Winner - 2021 MBA Newcastle Excellence in Building Awards Extensions, Renovations and Refurbishments \$3 million-\$7 million – Dungog & District Hospital
- Winner - 2021 MBA Newcastle Excellence in Building Awards Aged Care Project over \$10 million – Gloucester Aged Care

Kingston Building was engaged to construct Anglican Care's new state of the art 44 bed Aged Care Facility in the heart of Gloucester. The architecturally designed development, known as Mirrabooka Place, is a spacious and inviting environment for residents who can enjoy the community feel of the home whilst having the latest medical services available. With large, light filled common rooms and dining rooms, spacious courtyards with communal gardens, Kingston was pleased to be able to create a home where the residents can enjoy the community feel whilst also being able to retreat to their private bedrooms with included ensuites. The building consists of three main residential wings extending from a central spine, with one of these wings being dedicated to residents with dementia. The central spine incorporates two commercial kitchens, resident dining areas, reception, offices, store rooms, community care rooms, a hair salon and multi-purpose rooms. With luxurious landscaped areas complete with sandstone finishes, tranquil retreat and recreation areas the magnificent landscaped elements bear homage to the local environment and surrounding mountains.

With Kingston's vision focusing on assisting in the development of regional communities we were also pleased to be awarded

contracts for the extension and refurbishments of both the Dungog Community and Gloucester Soldiers Memorial Hospitals. Both contracts, undertaken for the Hunter New England Local Health District, were awarded within a few weeks of each other and overlapped the construction period of Anglican Care's Mirrabooka Place.

The hospital projects were very similar in nature in that they both involved the extension and complete refurbishment of the facility whilst maintaining its operations.

In particular the Dungog & District Hospital Project, which was staged over 12 months, as a result of a collaborative team effort between Kingston Building, HNELHD & NSW Public Works Advisory, allowed Kingston to significantly extend the hospital with the creation of new 4 and 2 bed wards, a palliative care area and a dirty utility whilst also undertaking the refurbishment of the existing wards and Emergency Department within a working hospital environment whilst not impacting health service delivery. Kingston's focus on relationships and detailed planning ensured the success of the project with HNELHD's facility planner Scott Pascoe stating "Excellent Company to work with. Communication throughout the project was superior. Quality of work and finished product were excellent".

To further complicate the delivery of these projects, Kingston successfully managed the projects without any lost time due to COVID and were able to complete the construction whilst overcoming devastating bushfires and drought followed by severe flooding which all impacted these communities during the works.

In winning these awards Kingston thanks our suppliers and subcontractors and provide a special mention to the collaborative efforts of our partners in each of the projects, being Anglican Care, APP Corporation, Mann's & Troup Architects, Hunter New England Local Health District & Public Works Advisory.

AWARD WINNERS

Extensions, Renovations and Refurbishments - \$1 Million - \$3 Million - Reitsma Constructions, HASS Relocation, UoN

Extensions, Renovations and Refurbishments - \$3 Million - \$7 Million - Kingston Building, Dungog Hospital

Extensions, Renovations and Refurbishments - Over \$10 Million - A W Edwards, Mid Coast Council

Restoration of an Historic Building - Australian Heritage Restorations, Newcastle East Primary School

Interior and Shop Fitouts - Built, Newcastle Family Law Courts

Public Buildings - Under \$700,000 - Reitsma Constructions, Science Building Teaching Lab Refurbishment

Public Buildings - \$1 Million - \$5 Million - North Construction & Building, SPCC - Dale Gosford

Public Buildings - \$5 Million - \$10 Million - Graph Builders, Medowie Sports and Community Facility

Public Buildings - Over \$10 Million - North Construction & Building, Catherine McAuley Catholic College - Stage 1

Apartment Development - Stevens Construction (NSW), Wood Glen 'The Rise' Building B

Aged Care - Under \$10 Million - Mavid Construction, Oaktree Kanwal Stage 1

Aged Care - Over \$10 Million - Kingston Building (Australia) - Gloucester Residential Aged Care

Commercial Projects Under \$10 million - Mammoth Projects, The Courthouse Hotel, Tamworth

Commercial Projects Over \$10 million - Drayton Group, Pettigrew Funerals

Best Use of Timber – Residential - Bailey and Morris Constructions, Valley View

Best Use of Bricks – Residential - J & S Contracting (Kootingal), Courtyard House

Best Use of Masonry - Commercial - North Construction & Building, The Mutual Bank Head Office

2021 Safework Excellence in Work Health & Safety Award – Residential - Sorensen & Caldon Builders, The Manhattan

2021 Safework Excellence in Work Health & Safety Award – Commercial - Gongues Constructions, Stockton Substation

University Graduate of the Year Award - A W Edwards, Lisa Warwick

2021 Women in Business Award - Daracon, Lauren Coates

2021 Young Builder of the Year - Geordie Toohey Building

2021 Subcontractor of the Year - Commercial - Sage Painting

2021 Commercial Builder of the Year - Australian Heritage Restorations

2021 Subcontractor of the Year - Residential - Nadin West Joinery

2021 Residential Builder of the Year - Ledbury Constructions



Gloucester Residential Aged Care Facility

WINNER - 2021 MBA NEWCASTLE EXCELLENCE IN BUILDING AWARDS AGED CARE PROJECT OVER \$10M



Kingston Building's New Owners & Directors, John Tonkin & Matt Howard

Having worked in the business for a combined 20 years as Operations Manager and Estimating Manager, an opportunity for a management buyout was offered to John & Matt by the previous owners Col & Mark Robards and Simon Webber. John & Matt are excited to continue the tradition and the "Kingston way" by safely delivering quality projects.



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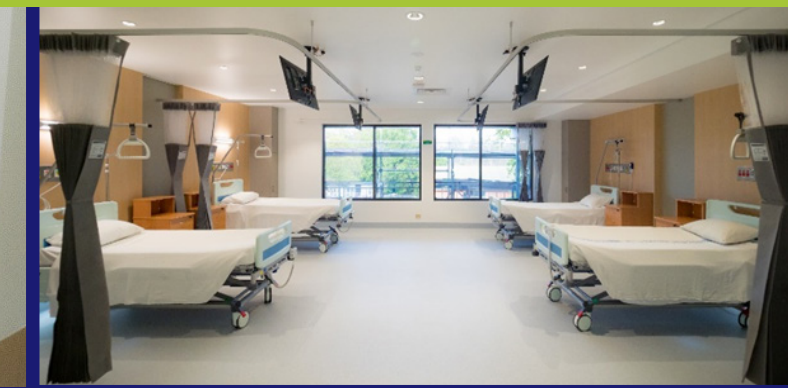
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Dungog & District Hospital

WINNER - 2021 MBA NEWCASTLE EXCELLENCE IN BUILDING AWARDS EXTENSIONS, RENOVATIONS AND REFURBISHMENTS \$3M - \$7 MILLION



NEWCASTLE ARCHITECTURE AWARDS

Fourteen outstanding projects around Newcastle and the Hunter region have been recognised for excellence in this year's Australian Institute of Architects Newcastle Architecture Awards.

The revitalisation of the city's heart, the Newcastle East End Stage 1 project by SJB, Durbach Block Jaggers and Tonkin Zulaikha Greer took out top honours winning the Newcastle Medal as well as the Residential Architecture - Multiple Housing Award. SJB also received the Urban Design Award for this four-stage, master-planned project.

Recognising that "Newcastle is a unique city in Australia with a rich tapestry of urban form and urban spaces" the Jury said the Newcastle East End Stage 1 project, "provides an excellent illustration of how other urban regeneration projects along Hunter Street in East Newcastle should come along."

"The secret to effectively reinvent a city is to reinvent the processes that bring new places to fruition. With this idea in mind, the Newcastle East End Stage 1 development is significant as it

strikes a balance between land uses, community expectations and market realities."

"With rejuvenation and restoration at its core, the apartments in stage one have been designed to retain key heritage elements, produce a village atmosphere that respects the past while delivering 28,000 square metres of residential, retail space, and a hotel."

Newcastle Station and Public Domain by Conrad Gargett won a Commendation in the Urban Design category for their work restoring and revamping this iconic part of the city. The Jury said the project launches "a new urban plaza providing activated multi-use spaces for the public to revel in, as well as a facility to accommodate large open-air functions such as ticketed events that further stimulate community building."

Also contributing to the "metamorphosis of the Civic precinct" EJE Architecture won the Commercial Architecture Award for Kingsley by Crystalbrook Collection, their transformation of the old council administration centre.

Noting that "any alteration to this well-loved brutalist monument of the 1970s was going to be contentious among Novocastrians and our local community of practitioners", the Jury applauded EJE Architecture for having "seamlessly bridged the fine balance of restoring an historic building in the round as well as adaptively transforming the ex-administration building into Newcastle's first luxury five-star hotel."

Winning a Commendation in this Commercial Architecture category was The Pangolin by Fabric Architecture Studio for the impressive transformation of "what was a squash court into a sustainable zinc tile clad masonry building to be utilised as the headquarters for Club Projects."

EJE Architecture with Suede Interior Design also won the Award for Interior Architecture for this renewal project's interiors which



COMMERCIAL & INTERIOR ARCHITECTURE
CRYSTALBROOK KINGSLEY with Suede Interior Design

EJE



INTERIOR ARCHITECTURE
LAKE MACQUARIE CITY COUNCIL ADMINISTRATION

the Jury described as “beautifully considered and help realise the building’s unrivalled and radiant potential.”

EJE Architecture received an Award for Interior Architecture for the Lake Macquarie City Council Administration Office Fitout which delivers a more efficient workspace that also reference the surrounding landscape with, for example, each floor adopting a different colour accent; Headland & Cliffs (Pink & Ochre hues), Bushland and Reserves (Green hues) and Lake & Ocean (Blue hues).

“The revamped Council fitout boldly transforms a traditional local government office into a contemporary cooperative workspace that embraces a progressively flexible work culture, advancing technologies and strong ESD principles,” the Jury said.

The Lair by Ode Studio with Ash Greenaway won a Commendation in the Interior Architecture category for realising the vision and aspirations of the local fashion designer and manufacturer for his new retail space. The jury applauded this “collaboration of creatives” for delivering “a quiet ambience and an inviting aura that parallels the feeling of visiting a friend’s home or a tranquil art gallery in a world of traditionally chaotic retail spaces.”

Vamp by SDA was also commended in this category for their fit-out which the jury said “provides a step up from the typical self-care experience through a well-designed ambient space that facilitates a sensory journey which blends clinical medicine with luxury and beauty.”

MSDS won the Residential Architecture - Houses (New) Award for Hamilton Garden House which the Jury held up as representing “the value of what good design can bring to our towns and the people who reside in them, namely simple but strong spatial gestures.”



Kingsley by Crystalbrook Collection | EJE Architecture with Suede Interior Design | Photographer: Nic Gossage

“The dwelling replaces a dysfunctional project home and showcases the potential of the architecture to come which is achieving understated sophistication through prioritising experience of space over quantity and ostentation.”

SPCC Cessnock Senior Building by SHAC won the Educational Architecture Award with the Jury describing it as “the epitome of what educational environments should resemble.”

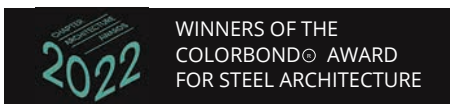
“The architects have immersed themselves in educational theory and pedagogy, resulting in a bright environment that will inspire a thirst for studying, a contrast to sterile enclosed educational settings.”

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CATHERINE MCAULEY CATHOLIC CHAPEL



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In the Small Project Architecture category, out(fit) received a commendation for Domestic Violence Court Advocacy Service Mock Courtroom which the Jury lauded as “a timely and process-driven response to the social duty of architecture.”

“It provides building experience opportunities for university students and volunteers to serve marginalised communities throughout Newcastle,” the Jury said.

The new Tuncurry Museum & Golf Facility by Michael Fox Architects took out an Award for Public Architecture with the Jury highlighting the building’s low embodied energy and relationship to vistas in the landscape.

Catherine McAuley Catholic Chapel by Webber Architects received the ColorBond Award for Steel Architecture for a project made possible only by this material’s impressive structural capabilities and that the jury said “reflects the new Catholic community’s strength.”

In the Heritage category Nihon University Newcastle Campus by dwp | design worldwide partnership with Azusa Sekkei Co. Pty Ltd received a Commendation for their work on the former Newcastle Courthouse. The Jury recognised their careful restoration work which it describes as “deftly striking the balance between respecting the heritage building and embodying a fresh unobtrusive design that looks toward the future, the campus has been meticulously reinstated to avoid the ecological footprint of removal and reconstruction.”

Reflecting on this year’s winning projects, Jury Chair and Convener of the Architecture Foundation Australia, Lindsay Johnston, said: “There are many facets to assessing design excellence, which encompass response to the clients’ brief - what Vitruvius described as ‘firmness, commodity and delight’ - and the consideration of culture, context, place, climate and environmental performance – and the ability to enrich life.”



*Catherine McAuley Catholic Chapel | Webber Architects
Photographer: Grey Griffin Photography*

“Of major importance has been the ability for the architects to develop a good relationship with the project clients, whether private home makers, business owners, commercial developers or public authorities, and to bring together results that hold true to the clients’ aspirations, while negotiating the criteria of local planning authorities.”

Lindsay was joined on the Jury by Murray Wood from Maitland City Council and Kalyna Sparks from David Boyle Architect.

Winners’ List

CATEGORY	WINNER	PRACTICE
Newcastle Medal	Newcastle East End Stage 1 SJB,	Durbach Block Jaggers and Tonkin Zulaikha Greer
ColorBond	Catherine McAuley Catholic Chapel	Webber Architects
Commercial Architecture	Kingsley by Crystalbrook Collection	EJE Architecture
Commercial Architecture (commendation)	The Pangolin	Fabric Architecture Studio
Public Architecture	Tuncurry Museum & Golf Facility	Michael Fox Architects
Educational Architecture	SPCC Cessnock Senior Building	SHAC
Interior Architecture	Kingsley by Crystalbrook Collection	EJE Architecture with Suede Interior Design
Interior Architecture	Lake Macquarie City Council Administration Office Fitout	EJE Architecture
Interior Architecture (commendation)	The Lair	Ode Studio with Ash Greenaway
Interior Architecture (commendation)	Vamp	SDA
Heritage (commendation)	Nihon University Newcastle Campus	dwp design worldwide partnership with Azusa Sekkei Co. Pty Ltd
Residential Architecture - Multiple Housing	Newcastle East End Stage 1	SJB, Durbach Block Jaggers and Tonkin Zulaikha Greer
Residential Architecture - Houses (New)	Hamilton Garden House	MSDS
Small Project Architecture (commendation)	Domestic Violence Court Advocacy Service Mock Courtroom	out(fit)
Urban Design	Newcastle East End	SJB
Urban Design (commendation)	Newcastle Station and Public Domain	Conrad Gargett



PKF

PKF has promoted **David Hutchison** to Principal. David started with PKF over 14 years ago, introduced through their REACH program, designed as an introduction to accounting for graduates. During this time, Hutchison has played a key role in the PKF International and PKF Australia data analytics strategy teams, changing the way that audits are delivered and the insights that are provided to clients.



BAKER LOVE

Baker Love continues to develop its team to meet market needs, announcing the appointment of a new partner. **Matthew Carney**, who has been with the firm since 2019, has been named as Baker Love's newest partner. The solicitor has led the family and criminal practice at Baker Love since joining in April 2019.



BAKER LOVE

Abby Thorne has joined Baker Love as a new family law specialist. Abby, who completed a Bachelor of Laws and Bachelor of Communications at the University of Newcastle in 2017 comes to Baker Love with specialist expertise in civil litigation, wills, estates and family law. She has honed her skills in these areas, working in firms that have given her in-depth experience in leading complex matters, in the Hunter region and Sydney.



NEWCASTLE AIRPORT

Lee de Winton has been appointed as a non-executive Director at Newcastle Airport. Named one of the 100 Women of Influence by the 2019 Australian Financial Review, and most recently working with Sydney Metro Airports, Lee de Winton is a Chief Executive with experience in aviation and defence. Lee's time spent with the RAAF and in aviation within complex environments will be of invaluable benefit to Newcastle Airport.



PKF



PKF

PKF Sydney and Newcastle has appointed **Bob Bell** as new Managing Director. Bob takes the reins from Steve Meyn who has been appointed PKF Australia Chair alongside the new CEO, Peter Cannan. Bob commenced his career with a small Sydney CBD firm in 1981 and commenced his own practice in 1988. After some time with a mid-tier firm he co-founded Vours & Bell in 1997 then merged with PKF (then Lawler Partners) in 2006. Bob has led the Sydney Business Advisory and Forensic teams since that time.

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NEWCASTLE AIRPORT



Greater Bank named Australia's leading home lender

A team of industry experts have named Greater Bank as Australia's leading home lender.

Financial comparison site, Mozo, on 10 February announced the winners of their 2022 Experts Choice Awards for Home Loans, with Greater Bank taking the category's highest honour - the prestigious Home Lender Bank of the Year Award.

The Hunter-based financial institution received the home lending category's highest honour after winning the most Home Loan product awards.

Greater Bank's Discount Great Rate Home Loan/Discount Ultimate Home Loan Product took out two awards for Split Home Loan, while the Discount Ultimate Home Loan (Package) Product received the Fix Rate Home Loan and Investor Fixed Home Loan Awards.

The Mozo Experts Choice Home Loan Awards are determined through an independent analysis conducted by experts from Mozo, who assessed 441 home loans from 89 lenders for it to locate the best value home loans in the market across a range of categories.

Greater Bank Group Executive, Sales, Marketing and Distribution, Craig Newham, said the award is wonderful recognition, not only for the quality of products offered by the customer-owned bank, but also the people working behind the scenes to deliver customers a quality offering.

"A hot housing marketing, record-low interest rates, along with our quality home loan product offering, were the foundations for what was a very successful 2021 calendar year for lending at Greater Bank.

"As a customer-owned bank that reinvests its profit into the business, we were well positioned to offer customers the lowest one-and-two-year fixed rates ever seen in Australia.

"It's not just interest rates though that determine the value of our lending products. Customers can gain a greater advantage with Greater Bank through our extensive range of benefits, including lower fees, quality features such as free online redraws

and flexible payment options."

"This award is also great recognition for our people who work tirelessly every day to deliver our customers with the outstanding products and services that they come to expect from a leading customer-owned bank."

Greater Bank currently services more than 270,00 customers across NSW and South-East Queensland.

National housing report highlights supply crunch

A new report on the state of the nation's housing market has put state governments on notice, highlighting the urgent need to address severe shortages in housing supply.

The National Housing Finance & Investment Corporation (NHFIC) today released its second State of the Nation's Housing report, showing while housing supply may appear healthy in the short term, there is in fact a major supply crunch on the horizon.

Property Council of Australia Chief Executive Ken Morrison said the report shows that as the economy and Net Overseas Migration recovers, the demand for new households will outstrip supply.

"The projections in this report are concerning and mirror the same warnings the Property Council of Australia has been making for some time," Mr Morrison said.

"The report clearly shows that between 2025 to 2032, Australia will find itself 163,400 homes short of expected demand," Mr Morrison said.

"That's an average deficit of 20,000 homes a year, every year, until 2032.

"Overall housing supply is expected to fall by around one third in just four years from 2023. That can't be good for housing affordability," he said.

The report also highlights significant greenfield land supply constraint in key markets including Sydney and South East Queensland, which could limit the industry's ability to meet demand.



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"The report rightly draws attention to the importance of lag times in its predictions, noting it can take more than 6 years to get new housing to market in certain jurisdictions," Mr Morrison said.

"At a time when housing affordability is front of mind for some many Australians, the last thing we can afford is having supply and planning constraints putting further upward pressure on rents and prices.

"The fresh NHFIC data also correlates with Property Council/Urbis data, which showed apartment supply in 2020-2024 is likely to be around just one fifth of levels we saw in 2014-2018.

"The Property Council of Australia welcomes this report and urges governments of all levels to take immediate steps to address the major concerns it has flagged," he said.

Coal: Like it or lump it – we need it!

Steven Dick
MOVABLE

Like it or lump it, coal drives this region, and despite the political influence of the green movement, the people of this region enjoy its spoils. However, the conversation has been hijacked. I live and breathe industrial real estate yet the woke set, who are offended by anything they can get financial or political mileage from, means I can't ask why we can't have energy security in the form of coal or nuclear energy.

Where's the balance gone?

The noise and chatter of information and disinformation have crowded out the balanced arguments. In an age where we have never had such power to source information at our fingertips, balanced information is lost.

Even commentary attempting to push balanced arguments are littered with phrases to appease the woke. Take the Australian Institute, a Canberra based think tank supposed to conduct "high impact research that combines rigorous fact-driven material".

It says, "NSW coal production is becoming a zero-sum game, with declining demand from local power stations and from global export markets...".

The demand from local power stations is declining because of the hijacking of the balanced agenda to ensure coal is a dirty word.

Yet straight from an ABC news article at the end of last year, "thermal coal leaving the Port of Newcastle in New South Wales this month was worth roughly five times what it was about a year ago."

The export volumes to the Japanese, Korean and Taiwanese power stations maintain consistent levels.

The backdrop of better economic times

You can feel it right through the region. Many feel the buoyancy but probably attribute it to coming out of lockdown when it's more than that. One unnamed senior Hunter mining executive described it as "it's raining money". This money flows through to our economy and is witnessed in the latest MOVABLE Industrial Vacancy Factor. At 5.03%, it's 1.4% lower than this time last year. That's despite the area of floor space growing by 64,000 sqm or about 8.5 McDonald Jones Stadiums under roof.

The China game has undoubtedly backfired on them for now. They are being forced to import lower quality coal (equaling less efficiency and more pollution) at nearly \$468 a tonne. Twelve months ago, our export price from Newcastle was between \$76 and \$86 a tonne. This increase comes against the backdrop that China's demand for thermal energy rose 14%.

Impact of the Ukraine

Now, if you think the war in Ukraine may yield some export opportunities, think again. While sanctions may be in place, trade continues with Russia out of fear that countries will damage their economies. Despite the woke of Australia thrusting us into renewables, the European Union's coal imports rose 55.8% last year, much of it from Russia.

Trade continues with Russia because countries do not want to add to the increased risk that inflation will take off uncontrollably from its near 30-year hibernation. You only have to look around town, beef sausages over \$20/kg, petrol over \$2/litre. The current rate of inflation in the USA is 7.5%, UK 5.5%. So why will Australia miss out? Inflation bites into living standards, so politicians who want to retain the aphrodisiac of power feel the pressure.

With Australia's total annual greenhouse gas emission only equivalent to China's annual increase, are we affecting anything? Are we woke or just becoming a society overindulgent on the righteousness of thinking we are saving the planet?

For further information contact MOVABLE on (02) 4915 3000



Steve Dick is a director of Newcastle's leading residential and commercial real estate firm, Movable.

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*Approximate

WHAT I'VE LEARNED ABOUT LEADING PEOPLE

Sam Robinson
LKS Quaero

As a management consultant who works in leadership development, I've worked with leaders who have all kinds of teams, working environments, and challenges. Every configuration is different, but there are sticking points and opportunities that come up again and again. I'd like to share with you a few lessons I've learned about what works in any role for sustaining positive and productive leadership.

Linking now to the future

Do you consistently make clear to your team members the link between your organisational strategy and the work of their role? Purpose – understanding how what you do contributes to the bigger picture – is critical for being able to do that work well. We also ask our clients if they can answer the following questions for their team members: “how am I going?” and “what is my future?” If this isn't done consistently, uncertainty and misdirected effort tend to cloud people's experience of their role.

If this kind of inertia has set in with the daily grind, take the opportunity now to have an explicit conversation with each team member about how things are right now, where they're heading, and how their work links back up to strategy. And keep having that conversation.

Get feedback done right

Feedback is a skill. You've got to be prepared for the likely response, account for the level of trust present, and make deliberate decisions about the when and where so that you create the environment that you intend for the delivery. Positive feedback is just as critical as negative feedback, but it's too often given far less (and far less memorably). Specificity and sincerity are crucial; we've all had feedback that felt disingenuous or didn't give us anything concrete to go on.

By giving regular and consistent feedback – and asking for it in return! – you're creating certainty and trust through honest communication. That's what everyone wants at work.

Assigning tasks effectively

If you've ever assigned work and gotten a result that's not quite what you were after, you'll understand how important it is to have a shared understanding of expectations about what's required. I've met many leaders who've been in the habit of saying “this is what I need – just do it”.

However, if you don't set explain the context and purpose of the task, vital information tends to get missed. Being clear about the output required, both quality and quantity, means that the work is neither overcooked nor undercooked. Lastly, communicating the time and resources available enables your team to plan appropriately in among their other work. The feedback we've received from our clients who've been trained in this approach for task assignment is that they're getting better quality work out of a more engaged team.

We say that leadership creates the culture, and it's the culture that ultimately creates the results. I get a lot of satisfaction from supporting people to build and sustain a leadership practice that enables them to ever better reach their goals. A positive and deliberate approach to leadership will stand the test of time for you as a leader and for the success of your organisation.

For more information on supporting leaders to build positive and productive organisations, contact LKS Quaero at enquiries@lksquaero.com or 02 4312 4303.



Sam Robinson is Managing Director of LKS Quaero. He works in leadership development, change management, organisational structure, and culture. Sam helps leaders to succeed by connecting people, relationships, systems, and structures. He has worked across the public, private, and not-for-profit sectors.

POST-PANDEMIC WORKPLACE CONSIDERATIONS

Richelle Farrar
Matthew Parker
Moray & Agnew Lawyers

The COVID-19 pandemic triggered a dramatic shift in the way employers manage their workplaces. Entire businesses moved to remote working, safety procedures incorporated masks, testing, QR codes and social distancing, and the trusty handshake was either replaced with the less intuitive “elbow bump” or followed by generous applications of hand sanitiser.

While many still long for pre-pandemic normality, the reality is that many changes brought about by the pandemic will continue to influence workplaces. Looking forward then, what should employers consider as they transition to “COVID normal” working?

To vaccinate, or not to vaccinate?

In addition to Public Health Orders (PHOs) mandating vaccination, the health and safety risks posed by COVID-19 have already seen many employers implement vaccination policies of their own. Depending on the circumstances, these policies can be issued as a lawful and reasonable direction to employees, requiring them to be vaccinated and even “boosted” against COVID-19 in order to attend work. If an employee does not comply with such a direction, and reasonable alternative risk mitigation measures are not available, termination of employment might follow.

While many cases arising from employer-imposed vaccine mandates are still working their way through the Courts and Tribunals, there has been an early acceptance of an employer's right to lawfully and reasonably require vaccination in some circumstances, bearing in mind the risk and burden of workplace transmission and the effectiveness of available vaccines.

However, employers should not implement vaccination policies



on a whim. Any decision to do so must be supported by a proper risk assessment, include appropriate consultation, and be flexible enough to account for employees' personal circumstances, including medical contraindications (where these can be accommodated) or the availability of other reasonable risk control measures (e.g. remote working).

Taking the driver's seat

During the pandemic, employers often looked to PHOs and Government guidance for direction on what risk control measures may be necessary for their workplaces. Many restrictions arising out of PHOs have already started to lift though, and the level of Government guidance will continue to reduce.

Nevertheless, employers still need to think carefully about ongoing COVID-19 risks, given their duties under WHS legislation to implement reasonably practicable measures to eliminate or control such risks. New, creative approaches may be more readily available now that employers have greater discretion as to how they manage COVID-19 in their workplaces. These could extend to staggered or alternating work times, unique exclusion rules for positive or household cases, increasing reliance on alternatives to face-to-face contact, and periodic testing regimes.

Embracing flexibility

The pandemic required many employers to implement large-scale flexibility and remote work arrangements almost overnight. The speed of implementation and success of such arrangements should change the way employers think about flexible work moving forward.

Many employees already have a statutory right to request flexible work arrangements, with employers only able to refuse on reasonable business grounds. While concerns have often been held in relation to efficiency, productivity and resourcing,

the pandemic has demonstrated the extent to which these arrangements can often work successfully. Flexible work requests are therefore likely to become more sought after (even by employees without a statutory right to seek them), and perhaps less capable of being reasonably refused.

Similar considerations arise under anti-discrimination legislation, with employers likely better equipped now to facilitate a broader range of reasonable adjustments for employees with a disability.

The post-pandemic workplace is still unveiling itself, and further decisions from the Courts and Tribunals will shed more light on the future of work from a legal and compliance perspective. However, many long-term impacts are already being observed, and employers across all industries must continue to adapt accordingly.

For further information contact Moray & Agnew Lawyers on (02) 4911 5400, email newcastle@moray.com.au or visit www.moray.com.au

Matthew Parker is Senior Associate at Moray & Agnew. He is a workplace lawyer with 10 years' experience advising employers on all aspects of the employment relationship, industrial relations and work health and safety.



Richelle Farrar is Special Counsel at Moray & Agnew. She is an expert adviser across the full spectrum of workplace matters, acting for a broad range of preeminent corporate and government employers.



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RECRUITING IN A CANDIDATE SHORT MARKET

Paul Callinan
Recruit Personnel

When you have been recruiting as long as I have, one thing is for sure - the job market is ever changing, determined by the current economic climate. As all businesses would agree, we have just been through unprecedented times and how to best manage our staffing requirements needs a change of strategy.

If you have tried to recruit over the last few months you will be well aware that we are well and truly into a skills shortage and potentially into a labour shortage. Given the relatively low unemployment rate, limited immigration, low levels of tourists and backpackers – securing any form of labour in the current market can be a challenge.

What we are seeing across the market right now is a push on wages and a willingness by employees to entertain new opportunities.

So as employers how should we respond in such a challenging market. We are suggesting to our clients that they use a multi-pronged approach that includes a focus on staff retention (yes I know a recruiter advising you to retain your current staff), maximise the working hours of existing employees ask your casual/part time workers if they will work more hours, utilise overtime to increase the take home pay of your valued workforce and importantly when you need to hire, move quickly through the recruitment process.

In my 20 years managing and operating recruitment business, I have never known the candidate employment cycle to move so quickly ie the period from when a candidate decides to actively look for a new opportunity to acceptance. It has shortened dramatically in the last 4 months to the point that the best candidates are attracting multiple employment offers within a fortnight of commencing their job search. This is causing some distress to businesses as they are often having to rework the

recruitment process multiple times to fill the same role.

So how can you compete? Here are our key recommendations: write a clear advertisement that gets to the point; use the advert like a sales script for the role to entice the best candidates to apply and don't overwrite the ad or include too many criteria, just keep it to the absolutely essential.

From Dec 2019 to Dec 2021 applications per job has decreased by around 50%, so there are significantly less applications per position advertised. Over a similar time, job advertisements have increased by over 35% (SEEK Employment Index). It is clear that there is a lower response rate and more ads.

So once you have started to receive job applications, we recommend moving quickly to start reviewing applications, invite the best candidates to interview immediately and be prepared to make an offer when you find the one you have been looking for.

Remember speed is your friend in a candidate short market, quickly moving through the recruitment process. Don't cut corners! Still complete your normal selection process and don't forget to reference and qualification check the best candidate.

It is a difficult market and if you are finding it challenging to attract new staff, you are not alone, however if you apply a few of these principles you will give yourself the best chance. If you need assistance there are many quality recruiters out there willing and able to support you with permanent and labour hire recruitment options. They have access to a broader pool of candidates than you and a modern database filled with potential candidates.

For further information contact Paul on (02) 4934 9900, email paul@recruitpersonnel.com.au or visit www.recruitpersonnel.com.au



Paul Callinan leads the recruitment team at Recruit Personnel. Being a third generation Maitland person, Paul knew soon after he graduated from university that he wanted to be in the business of helping the local community. With over 25 years working in recruitment, he has worked across most types of role and industries.

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ORIGIN PROPOSES TO RETIRE ERARING POWER STATION

Origin Energy Limited (Origin) is proposing to accelerate its exit from coal-fired power generation, delivering on a core aspect of the company's strategy as it aims to lead Australia's energy transition towards net zero emissions.

Notice has been submitted to the Australian Energy Market Operator (AEMO) indicating the potential early retirement of Eraring power station at the end of the required three and half year notice period. This reflects the rapidly changing conditions in the National Electricity Market (NEM), which are increasingly not well suited to traditional baseload power stations and challenging their viability.

Origin CEO Frank Calabria said, "Origin has today submitted notice to AEMO for the potential early retirement of Eraring Power Station in August 2025.

"Origin's proposed exit from coal-fired generation reflects the continuing, rapid transition of the NEM as we move to cleaner sources of energy. Australia's energy market today is very different to the one when Eraring was brought online in the early 1980s, and the reality is the economics of coal-fired power stations are being put under increasing, unsustainable pressure by cleaner and lower cost generation, including solar, wind and batteries."

As part of any replacement plan for Eraring, Origin has well-progressed plans for a battery of up to 700 MW located on the site. Origin looks forward to participating in the NSW Government's Electricity Infrastructure Roadmap process, as appropriate, to support installation of as much of this battery as possible, before any closure of the Eraring coal-fired power station. Origin will also seek to bring online additional renewable

and storage capacity, including a potential expansion of the Shoalhaven pumped hydro scheme, through the NSW Roadmap process.

Origin's current restoration and rehabilitation provision for the Eraring site is approximately \$240 million, based on the previous closure date of 2032. These costs will continue to be reviewed and are expected to be incurred over several years post any closure, with the timing dependent, in part, on a potential battery investment and ongoing ash dam operations.

There is no change to Eraring operations today. Eraring site staff, off site contractors and suppliers will continue to be required, as long as the service is still required by the power station.

Origin will consult with its Eraring workforce about the timing of any potential retirement, as well as providing a generous support package during any transition period. This will include re-skilling, career support and redeployment into new roles, where possible. Origin intends to engage with governments and the local community to determine the most appropriate transition planning for any eventual closure. This includes tailored transitional support for employees, continuing with current community commitments, sponsorship and donations out to 2032, and the establishment of a community fund.

Any retirement of Eraring Power Station in mid-2025 is expected to remove a significant proportion of Origin's Scope 1 emissions, delivering on the company's commitment to help achieve the goals of the Paris Agreement, well ahead of 2030. Origin remains committed to updating its emissions reduction targets consistent with a 1.5°C pathway later this year.

Eraring is a 2880 MW black coal plant on the shores of Lake Macquarie. It has four units and became fully operational in 1984. Origin had previously targeted closure of the asset by the end of its technical life in 2032.

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ORICA AND ORIGIN TO PARTNER ON HUNTER VALLEY HYDROGEN HUB

On 28 February Orica and Origin announced a partnership to assess opportunities to collaborate on the development of a green hydrogen production facility, and associated value chain in the Hunter Valley.

Signing a Memorandum of Understanding (MoU), Orica and Origin will conduct a feasibility study into the viability of a green hydrogen production facility, or 'Hunter Valley Hydrogen Hub', and downstream value chain opportunities.

The feasibility study will assess ways an industrial hydrogen hub could enable use cases that support a meaningful green hydrogen industry in the Hunter Valley and beyond. This includes the supply of hydrogen for heavy industry and transport, conversion into green ammonia at Orica's existing Kooragang Island manufacturing facility, blending hydrogen into natural gas pipelines, and the potential to stimulate Australia's hydrogen export industry.

Green hydrogen, produced via electrolysis using renewable electricity sources, has emerged as a potentially significant enabler of Australia's transition to a lower carbon economy. The proposed hub would produce green hydrogen from recycled water sources and renewable electricity, using a grid connected 55 MW electrolyser.

The partnership brings together two leading organisations in the local energy and chemical sectors. Both organisations are committed to leveraging an existing portfolio of renewable generation assets, accessible land, infrastructure including ammonia manufacturing, storage and distribution facilities, and teams with extensive operational and commercial capabilities.

Orica Chief Executive Officer Sanjeev Gandhi said "We've been operating our Kooragang Island site for over 50 years, and are

committed to ensuring both our manufacturing facility and the Newcastle region remain competitive in a low carbon economy, while also strengthening Australia's domestic manufacturing capability.

"We support both the Federal and New South Wales Hydrogen Strategies, and this partnership will allow us to define opportunities and ways we can contribute to a more sustainable future for the region.

"This partnership aligns with our corporate strategy and our ambition to achieve net zero emissions by 2050, and our target to reduce our scope 1 and 2 operational emissions by at least 40% by 2030. By partnering for progress, we can drive sustainable change and achieve our decarbonisation ambitions, together."

The project marks an important step in transitioning Orica's business model towards a lower carbon economy. Exploring opportunities to diversify, Orica is committed to ensuring its Kooragang Island facility remains competitive in a lower carbon economy, while creating more sustainable products for customers and broader applications for industry.

The project builds on several initiatives to enhance the long-term sustainability of the site, including the recently announced Kooragang Island Decarbonisation Project and planned installation of an Australian first tertiary catalyst abatement technology for decarbonisation of nitric acid production. The \$37 million project is designed to deliver up to 95% abatement efficiency from unabated levels, reducing the site's total greenhouse gas emissions by almost 50%.

Other initiatives designed to improve the sites sustainability performance include the reduction of emissions from the prill tower of over 99%, and switching the manufacturing facility to recycled water, an initiative that saves the Hunter region up to 2.9 billion litres of drinking water a year. In 2020, the site also completed a comprehensive program of works to improve the way ammonia is managed, including the installation of three ammonia flaring systems on site.



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 **PORT WARATAH**
COAL SERVICES

PORT WARATAH COAL SERVICES – 2021 YEAR IN REVIEW

Port Waratah Coal Services, operator of the Kooragang and Carrington coal terminals in Newcastle, recorded a significant year-on-year increase in the volume of coal handled for export.

With full year volume of 111.3 million tonnes loaded onto a record number of 1,279 vessels, Port Waratah achieved its second highest annual volume on record and the tenth consecutive year in which volumes exceeded 100 million tonnes.

CEO of Port Waratah, Hennie du Plooy, expressed satisfaction with the operational achievements, noting that the year was marked by significant volatility and change. "We recognise that Port Waratah's unique role in the Hunter Valley coal chain requires us to perform consistently and reliably, in the interest of both producing and end-user customers. Despite the challenges presented by COVID-19, adverse weather conditions and significant market changes, our teams were able to deliver strong performance in the year."

He further noted that the market changes during the year confirm that despite issues such as limited exports to China, the overall demand for Hunter Valley coal remains strong, and that high demand can be reflected in price quickly, as demonstrated by the product price improvements in 2021.

"Our experience indicates that demand for our region's coal remains stable and aligned with the International Energy Agency's predictions that global demand for coal will be stable through to 2024," Mr du Plooy said.

"Fifty percent of all coal handled by Port Waratah was destined for the Hunter Valley's core market in Japan, and our records indicate that exports increased into countries such as

Taiwan, India and Thailand. Some of these changes presented challenges for our operations, such as a significant increase in the number of smaller-sized vessels we were required to load, highlighting the importance of the Carrington Terminal, for which we were able to secure lease extension during the year."

Mr du Plooy highlighted the collaborative nature of the Hunter Valley coal chain, and the contribution of all participants to the overall success of the Hunter Valley industry. "The coal chain remains a complex beast, and we couldn't do what we do without the collaboration of producers, rail haulage providers, the Port Authority of NSW, the Port of Newcastle and the large number of service providers that play a role in keeping the coal flowing. All parties had to deal with significant uncertainty and the challenges presented once again by the pandemic, so I want to thank and congratulate everyone on the achievement of again bringing high-quality Hunter Valley coal to the world reliably and consistently."

Regarding the future, Mr du Plooy said that Port Waratah's focus remains on sustainably delivering the service its customers expect in a way that meets community expectations.

"At Port Waratah, our focus in 2022 is to continue to drive improvement throughout our business. Our top priorities are the ongoing safety of our employees and contractors, involvement and support of our community, excellence in environmental performance and delivering for our customers and the Hunter Valley coal industry," Mr du Plooy said.

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NSW COAL EXPORTS AND JOBS REMAIN STRONG DURING CHALLENGES OF 2021

Latest data confirms the NSW coal sector emerged strongly from 2021 despite the challenges of COVID-19 and changes in export markets, with another positive year for export volumes and jobs.

Global demand for NSW coal remained strong in 2021 with coal exports at near-record levels with emerging trade partners India and Thailand significantly increasing their import of NSW coal.

Data released by Coal Services Pty Ltd reveals that 164 million tonnes of coal was exported from NSW in 2021, just 1% lower than the 2020 result and almost 30% higher than a decade ago.

The strong growth in demand for NSW coal was led by India, almost doubling its import of coal from 8.9 million tonnes in 2020 to 16 million tonnes in 2021. This was followed by Korea, which increased imports of NSW coal by 25% to 26.8 million tonnes. Coal exports to our largest international market, Japan, were up 8% to over 71 million tonnes.

NSW coal export volumes to Thailand almost doubled, increasing from 3.7 million tonnes in 2020, to 6.7 million tonnes in 2021. Exports to both the Philippines and Malaysia remained steady.

No coal was exported to China.

In addition, Coal Services data confirms the number of coal mining jobs in NSW also increased slightly during 2021, from 20,936 in December 2020 to 21,298 in December 2021.

Welcoming the positive economic news, NSW Minerals Council CEO Stephen Galilee said, "coal is our State's most valuable export so it's great for the NSW economy that demand for our high-quality resources remains strong. The stability of our export market is particularly encouraging, considering the challenges of Covid-19 and changes in export markets, including China."

"With strong coal export volumes, more coal mining jobs, and record coal mining royalties flowing to the NSW Government it is more important than ever to ensure a sensible and balanced approach is taken to policies impacting the sector."

"To meet the strong global demand for our high-quality coal and deliver an increase in jobs during the pandemic is a testament to the resilience of the world-class coal mining industry in NSW."

"With the right policy settings the NSW coal mining sector is well placed to make a big contribution to the economic recovery of NSW," Mr Galilee said.

FUNDING WILL SUPPORT INDIGENOUS LEADERSHIP IN MINING

The Australian Government's \$21.9 million investment in current and future Aboriginal and Torres Strait Islander leaders will pay strong dividends for mining regions and business according to the Minerals Council of Australia.

The Indigenous Leadership and Governance package will support First Nations people to further apply their skills and knowledge and help achieve the vision set out in the National Roadmap on Indigenous Jobs, Skills and Wealth Creation.

Funding for more Indigenous Australians to undertake company directors' courses also recognises the importance of increasing their representation in business leadership roles. This includes in the minerals industry, which is working to increase the number of Aboriginal and Torres Strait Islander people in mining engineering, professional and leadership positions.

Currently, Indigenous Australians make up 3.7% of Australia's overall workforce – and up to 20% at some mine sites – and about 10% of industry apprentices and trainees. Mining also became the largest employer of Indigenous Australian men in remote areas in 2016.

Mining has a strong track record of supporting Indigenous businesses, with Indigenous business owner managers accounting for double the share of non-Indigenous owner managers in the sector.

Building on decades of growth in the Indigenous mining equipment, technology and services sector, Aboriginal-owned mines and projects are also emerging.

The funding package includes \$6.7 million to enable the Office of the Registrar of Indigenous Corporations to develop tailored governance training materials for Aboriginal and Torres Strait Islander organisations.

The Minerals Council of Australia has long-advocated for increased and stable government funding and support for Traditional Owner representative organisations to establish foundations and develop community-led economic development initiatives.

The new funding will also help Indigenous entrepreneurs to grow and develop their businesses.

The Australian minerals industry will look for opportunities to complement these initiatives as part of its work to support implementation of the National Roadmap on Indigenous Jobs, Skills and Wealth Creation.

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STRATA MANAGEMENT



A priest, a thief, and an engineer were all waiting in line to be executed by guillotine during the French revolution.

The priest was to be the first to meet his fate. As he stepped onto the platform the executioner asked him "Father, would you like to meet your maker face up or face down?"

After thinking about it for a moment, the priest answered "My son, if today is to be my last day, then I wish to go face up, so that I can look toward the heavens and the almighty as I take my last breath."

The executioner obliged and placed the priest on his back in the guillotine. The executioner slowly raised the deadly blade. At its maximum height, it snapped into place and the crowd prepared to watch another grizzly death.

The priest said a quiet prayer and the executioner released the blade. It careened down with terrifying speed until, unbelievably, it stopped just above the priest's neck, sparing his life. Believing this to be a message from heaven, the executioner released the priest and sent him off to freedom.

The thief was next, and was asked the same question. Thinking he had nothing to lose and seeing what had just happened with the priest, the thief also asked to die face up. The executioner raised the blade to its maximum height and let it fly.

Amazingly, the blade stopped again, just above the thief's neck. Having never seen anything like this before, the executioner assumed this too must be a sign from god and released the thief.

Finally it was the engineer's turn. The executioner made him the same offer--face up or face down? Not being one to ignore the empirical data he had gathered over the last two trials, and even though it struck him as absurd, he too requested to face the blade.

The executioner laid him down in the guillotine, and closed the lunette around his neck. The executioner then raised the blade to its position of maximum potential energy and locked it into place.

The engineer then yelled to the executioner: "Hang on a sec...I see your problem!"

To resolve conflicts between management and staff, I brought both sides together and asked employees to jot down key words on a flip chart.

One participant complained about management's tendency to interfere and wrote the word nitpicking.

A manager leaped to his feet to ask, "Shouldn't there be a hyphen between nit and picking?"

Autocorrect can go straight to he'll

I tried having my mother's phone disconnected, but the customer-service rep told me that since the account was in my dad's name, he'd have to be the one to put in the request.

The fact that he'd been dead for 40 years didn't sway her.

Then a solution hit me: "If I stop paying the bill, you can turn off the service, right?"

"Well, yes," she said reluctantly, "but I would strongly recommend against it. It would ruin his credit rating!"

QUOTE OF THE MONTH

"Is it better to lead from behind and to put others in front, especially when you celebrate victory when nice things occur. You take the front line when there is danger. Then people will appreciate your leadership"

- Nelson Mandela

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