



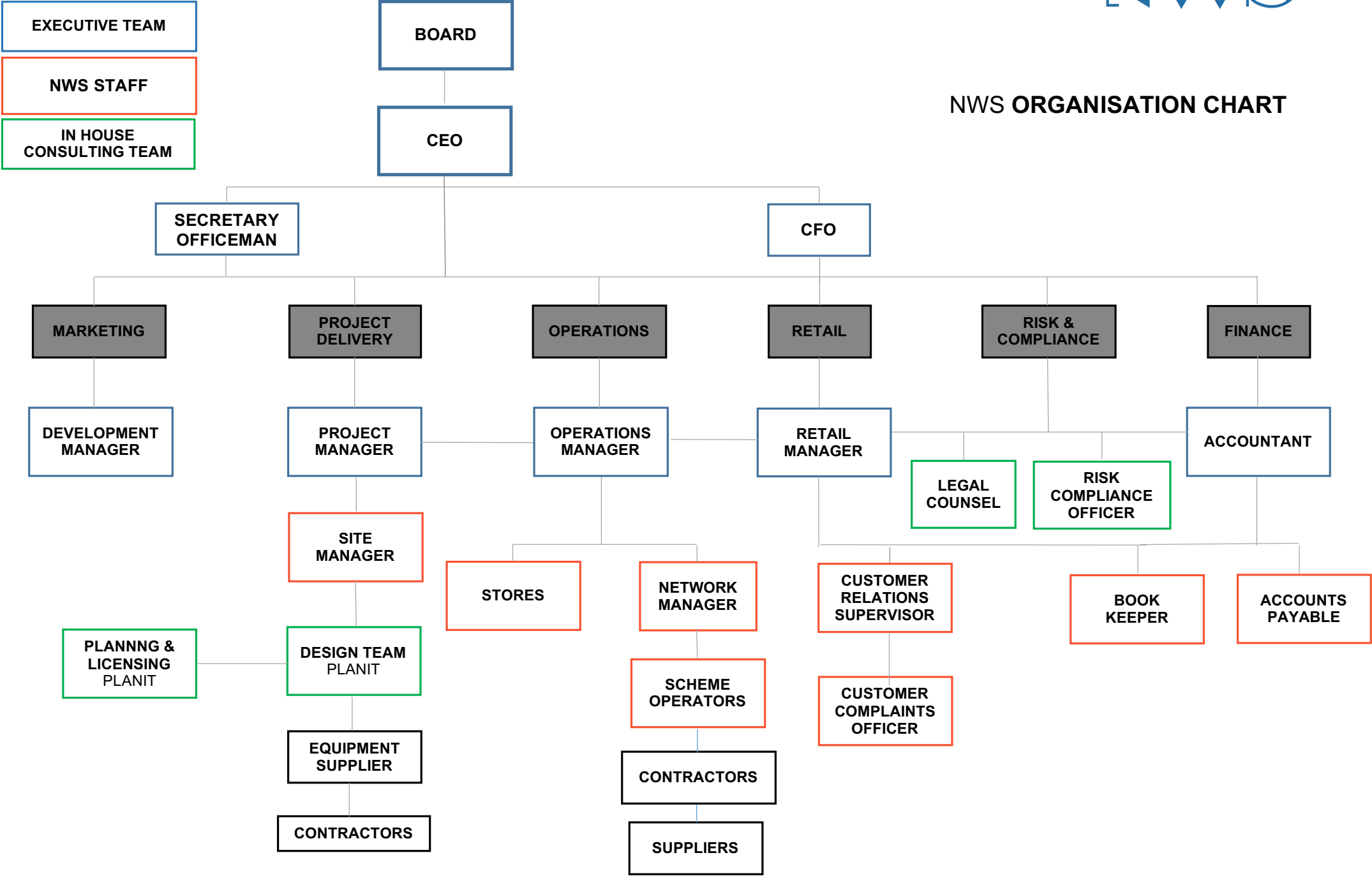
LEGEND

EXECUTIVE TEAM

NWS STAFF

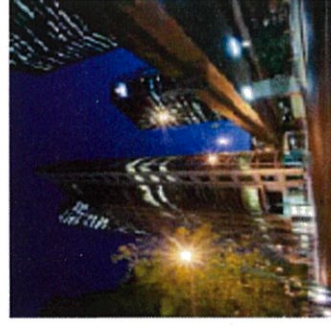
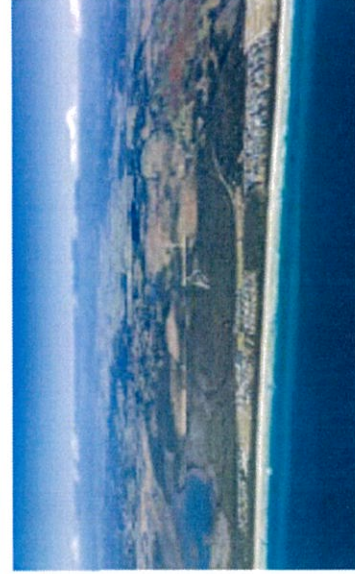
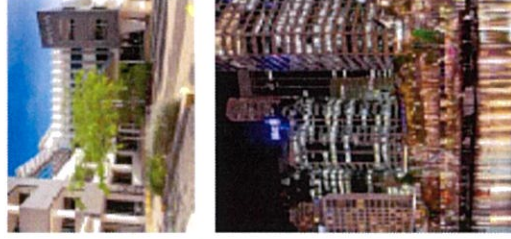
IN HOUSE CONSULTING TEAM

NWS ORGANISATION CHART



THE LEDA GROUP

2016



LEDA

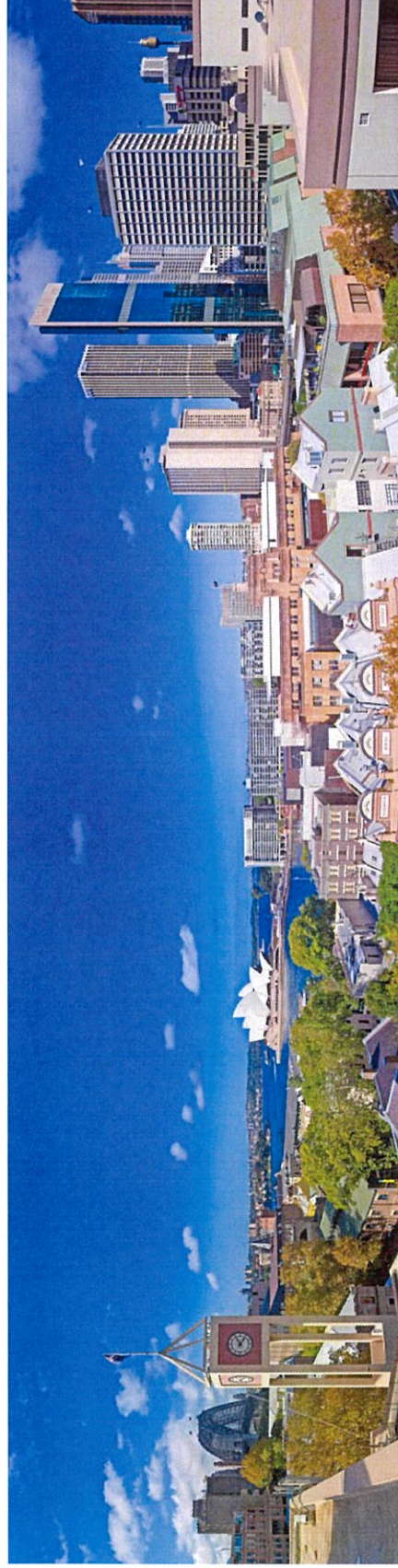
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LEDA OFFICES

GOLD COAST AND SYDNEY

Sydney Head Office:
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Level 11, 5 Hunter Street
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02 8226 4400

Gold Coast:
Leda Developments Pty Ltd
Suite 14, Level 1, 46 Cavill Ave
SURFERS PARADISE QLD 4217
07 5570 5500



Website: www.ledaholdings.com.au

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THE LEDA GROUP

WELCOME TO THE LEDA GROUP OF COMPANIES

Established in 1976 by Executive Chairman Bob Eill, Leda continues to concentrate on acquiring premium development and project sites with its aim to maximise long-term activity and returns.

The Leda Group's position as Australia's pre-eminent and most reputable large scale property developer is based on an unerring ability to identify market growth areas and respond quickly to market trends.

Leda's carefully considered and innovative policy of creating and managing its own asset portfolio has resulted in resilience during major economic downturns, which is unequalled in Australia's property development history.

Active in residential, retail, industrial and commercial markets for over 40 years, the Leda Group has established a reputation as a skilful and successful Property Development and Investment company.

Each division is dedicated to developing projects on time, within budget and of the highest quality from the ground up.

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LEDA RETAIL

2016



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LEDA RETAIL DIVISION

"Leda's retail division is committed to providing first-class, modern centres designed for customer convenience and comfort that reflect consumer demands."

The Retail Development Division of Leda Group began in 1976 and has since escalated to a value over \$2 billion worth of development and investment retail properties. Leda's proven ability to produce developments that suit consumers, retailers and investors is based on a solid strategy and superb relationships with retailers both large and small. Leda's Retail Division possess more than 40 years experience in development and management of shopping centres throughout Australia.

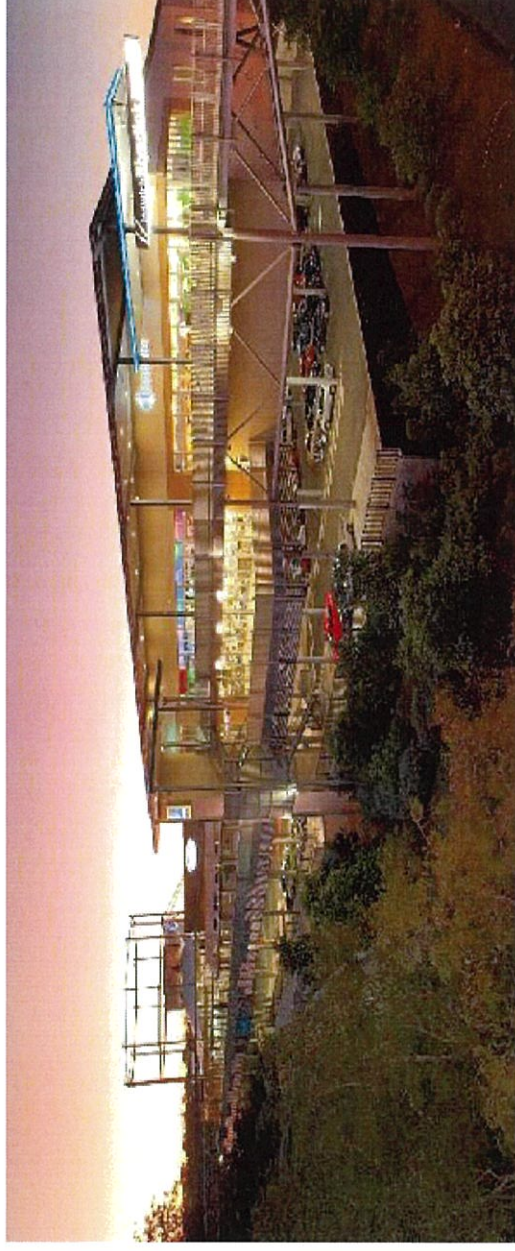
Leda's Retail Division concentrates on two sections of the industry:

- To purchase vacant sites for development and long term investment or for on sale.
- To purchase existing shopping centres to expand and refurbish for investment or for on sale.

Leda's focus has been on major regional Centres in the high growth areas of Australian Capital Territory (ACT), New South Wales (NSW) and Queensland (QLD).

LEDA RETAIL DIVISION

- The Retail Division pioneers new retail trends, such as bulky goods retail centres and homemaker centres. Such centres are either free standing or additional services to adjoining shopping centre developments.
- Leda also specialises in shopping centre management with a dedicated management team using the latest management software packages.
- Coles Nowra Shopping Centre, built in 1976, represents the first of Leda's many successful Retail developments.



CURRENT RETAIL ASSETS

YEAR	AREA	CENTRE
1985	70,000m ²	*Tuggeranong Hyperdome, ACT
1988	6,000m ²	*Tuggeranong House & Home, ACT
1997	58,753m ²	Morayfield Shopping Centre, QLD
1997	6,359m ²	Morayfield Village, QLD
2001	26,850m ²	Victoria Point Shopping Centre, QLD
2006	53,207m ²	Ipswich Riverlink Shopping Centre, QLD
TOTAL	221,169m²	approx.

** Denotes 50% ownership*

NOTE: All of the above Centre's except Tuggeranong Hyperdome are managed by Leda Management

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IPSWICH RIVERLINK SHOPPING CENTRE

CORNER OF THE DOWNS STREET & THE TERRACE, NORTH IPSWICH QLD

Year	March 2006
Area	56,695m ²
Developer	Leda Holdings Pty Ltd
Architect	The Buchan Group
Builder	Leda Design & Construction

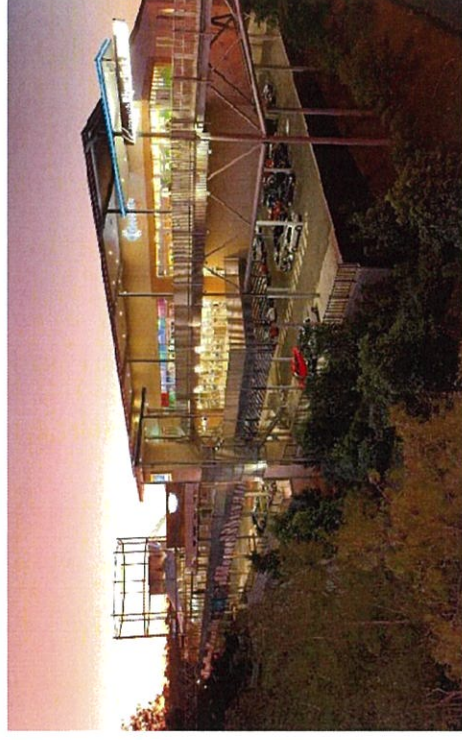
Parking Spaces 2,350

Specialty Stores 125

Major Tenants

Mini Majors

Tenants










Leda currently owns & manages this Centre

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TUGGERANONG HYPERDOME

ANKETELL STREET, TUGGERANONG ACT

Year	1987
Area	74,823m ²
Developer	Leda Holdings Pty Ltd
Architect	Donald Crone & Associates
Builder	Multiplex
Parking Spaces	2,370
Specialty Stores	190
Major Tenants	    
Mini Majors Tenants	 



Leda currently owns 50% of this Shopping Centre with Centro Properties

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MORAYFIELD SHOPPING CENTRE

171 MORAYFIELD ROAD, MORAYFIELD QLD

Year 1987

Area 65,236m²

Developer Leda Holdings Pty Ltd

Architect Kunn Kanas Architects

Builder Leda Design & Construction

Parking Spaces 3,034

Specialty Stores 164

Major Tenants

Mini Majors

Tenants



coles



BIGW



BEST & LESS



Leda currently owns & manages this Centre

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VICTORIA POINT SHOPPING CENTRE

CORNER OF BUNKER & CLEVELAND-REDLAND BAY ROADS, VICTORIA POINT QLD

Year	2001 & 2004
Area	26,862m ²
Developer	Leda Holdings Pty Ltd
Architect	The Buchan Group
Builder	Leda Design & Construction

Parking Spaces 1,342

Specialty Stores 91

Major Tenants

Mini Majors
Tenants



Leda currently owns & manages this Centre



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MAJOR PAST PROJECTS 1976 - 2013

YEAR	AREA	DEVELOPMENT
1976	5,000 m ²	Coles Nowra, NSW
1979	5,108 m ²	Lakeside Plaza, The Entrance, NSW
1982	4,000 m ²	Miranda Mall, NSW
1983	4,400 m ²	Howard Ave, NSW
1984	9,093 m ²	Fox Street, Ballina, NSW
1984	6,429 m ²	Rosemeadow Marketplace, NSW
1986	10,531 m ²	High St, Coffs Harbour, NSW
1986	8,100 m ²	Station Street Plaza, NSW
1987	4,550 m ²	Glen Osmond Rd, SA
1988	13,500 m ²	Albany Creek, QLD
1989	55,000 m ²	Logan Hyper dome, QLD
1994	44,000 m ²	Grand Plaza Shopping Centre Browns Plains, QLD
1995	30,000 m ²	Kotara Homemaker Centre, NSW
1995	31,000 m ²	Capalaba Central, QLD

MAJOR PAST PROJECTS 1976 - 2013

YEAR	AREA	DEVELOPMENT
1996	37,300m ²	Runaway Bay Shopping Centre, QLD
1997	58,753m ²	Morayfield Shopping Centre, QLD
1997	6,359m ²	Morayfield Village Shopping Centre, QLD
1997-98	1,350m ²	Morayfield Auto Centre, QLD
1997-98	5,000m ²	Morayfield Convenience Centre, QLD
*1988-99	75,430m ²	Tuggeranong Hyper dome, ACT
2001	26,850m ²	Victoria Point Shopping Centre, QLD
2001	23,000m ²	Taigum Shopping Centre, QLD
2002	27,000m ²	Sunshine Super Centre, QLD
2007	53,207m ²	Ipswich River link Shopping Centre, QLD

TOTAL **544,960m² approx.**

LOGAN HYPERDOME

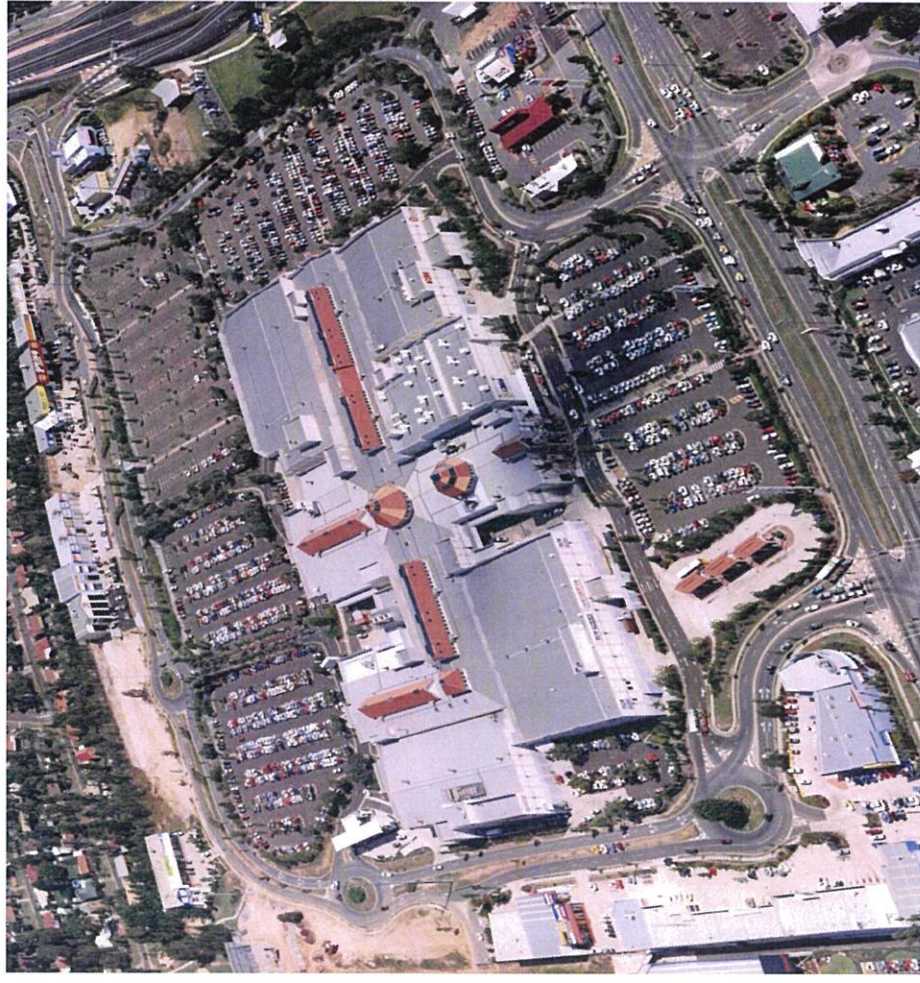
CORNER OF PACIFIC HIGHWAY AND BRYANTS ROAD, LOGANHOLME QLD

Year	1989
Area	55,000m ²
Developer	Leda Holdings Pty Ltd
Architect	The Buchan Group
Builder	Leda Design & Construction
Major Tenants	



GRAND PLAZA SHOPPING CENTRE

27 - 49 BROWNS PLAINS ROAD, BROWNS PLAINS QLD



Year	1994
Area	44,000m ²
Developer	Leda Holdings Pty Ltd
Architect	The Buchan Group
Builder	Leda Design & Construction
Major Tenants	



BIGW



coles

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RUNAWAY BAY SHOPPING CENTRE

10 – 12 LAE DRIVE, RUNAWAY BAY QLD

Year	1996
Area	37,300m ²
Developer	Leda Holdings Pty Ltd
Architect	Kunn Kanas Architects
Builder	Leda Design & Construction
Major Tenants	BIGW Target.

BEST & LESS 



TAIGUM SHOPPING CENTRE

CORNER CHURCH & BEAMS ROAD, TAIGUM QLD

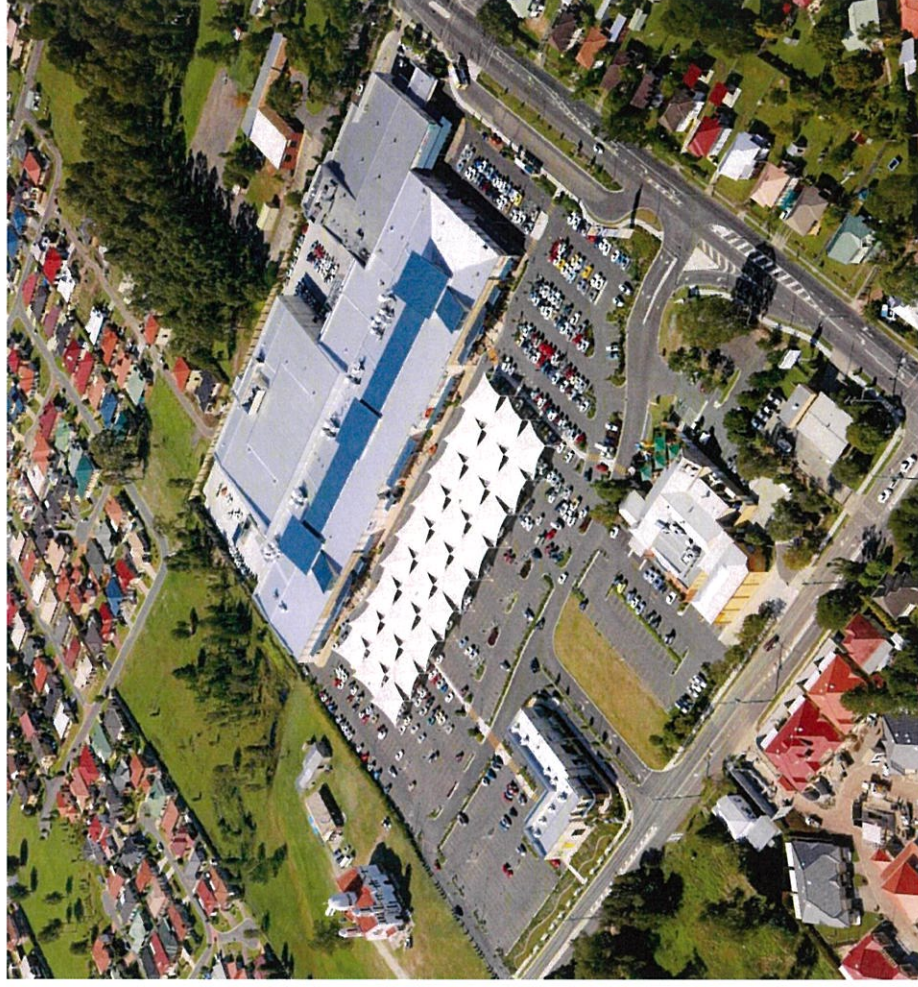
Year	2001
Area	23,000m ²
Developer	Leda Holdings Pty Ltd
Architect	The Buchan Group
Builder	Leda Design & Construction
Major Tenants	

BIGW

DICKS SMITH
ELECTRONICS

woolworths

CRAZY CLARK'S
HUNTER EVERYONE GETS A HUNTER

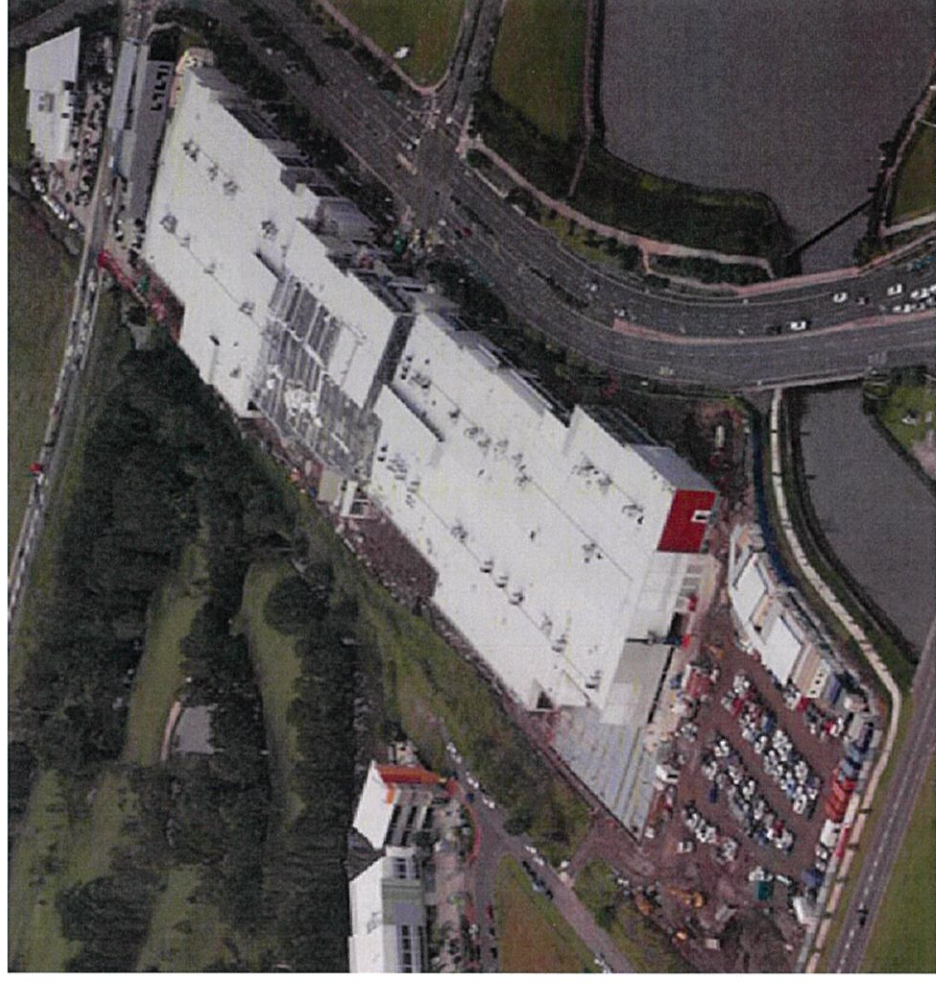


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SUNSHINE HOMEMAKER CENTRE

MAROOCHYDORE ROAD, MAROOCHYDORE QLD



Year	2002
Area	19,250m ²
Developer	Leda Holdings Pty Ltd
Architect	Interworks Architects
Builder	Leda Design & Construction
Major Tenants	



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CAPALABA CENTRAL SHOPPING CENTRE

38 – 62 MORETON BAY ROAD, CAPALABA NSW



Area

31,000m²

Year

1994

Developer

Leda Holdings Pty Ltd

Builder

Leda Design & Construction

Architect

GHD Architects

Major Tenant

Logos

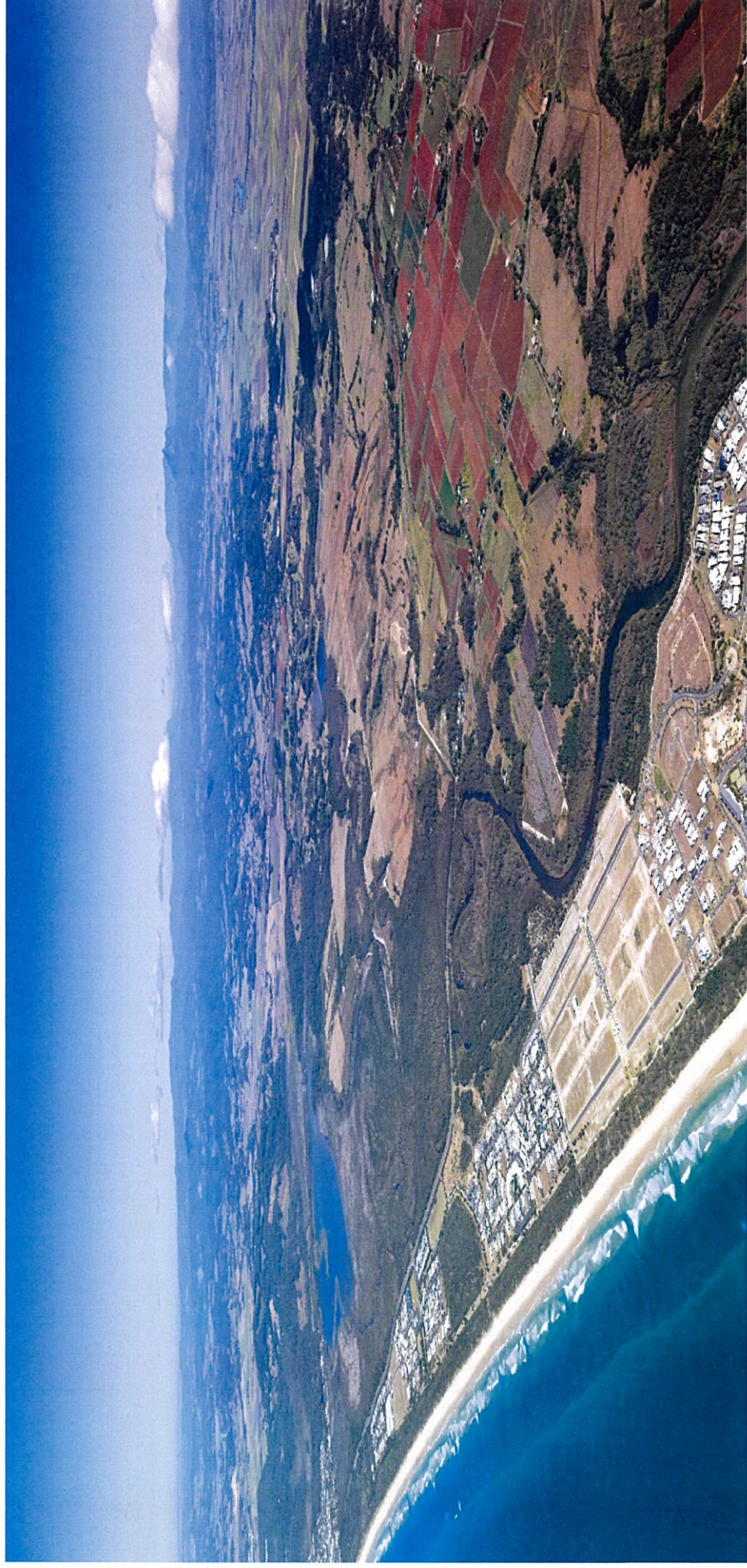


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LEDA RESIDENTIAL

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LEDA RESIDENTIAL DIVISION

Leda has developed more than \$190 million in residential properties since 1981 and has consistently demonstrated its ability to identify market trends and move swiftly to create and to capitalise on development opportunities. The company's ever-expanding portfolio of prime residential locations around Queensland and New South Wales is geared to accommodate astute investor and home buyer demand.

Leda has a solid reputation for securing quality locations and guaranteeing a high level of pre-sales and exchanged contracts. The trademark redevelopment of the Catholic Club, Victoria Tower, in the heart of Sydney CBD, is a superb example of Leda's expanding residential experience.

Additionally, plentiful residential and tourist accommodation opportunities have been identified in Queensland, with approvals granted to Leda for numerous innovative projects.

Prime examples are Island Quays, a 544-lot exclusive residential subdivision located in Robina, in the heart of the Gold Coast; the recently completed River Meadows Country Estate, a 900-lot residential subdivision and school located in Coomera at the foothills of the Gold Coast hinterland region on the Coomera River; and Cobaki Lakes, a 606 hectare site located south of the Gold Coast two kilometres from the beach, with the potential of up to 5,000 occupancies, golf course and town centre.

CURRENT MAJOR DEVELOPMENTS

YEAR	AREA	DEVELOPMENT
Current	605.4 ha	Cobaki Lakes
Current	856.5 ha	Kings Forest
Current	54.01 ha	Coomera Meadows – Dixon Drive, Coomera
Current	38.282 ha	Coomera Meadows – Karingal Drive, Coomera
Current	52.9061 ha	Pimpama Village – Coulters Farm, Pimpama
Current	25.07 ha	Ipswich Riverlink North

Total 1632.16 ha approx.

COBAKI

COBAKI PARKWAY, COBAKI LAKES NSW

Location

South West of Gold Coast Airport

Description

5,500 dwellings
Master Planned Community

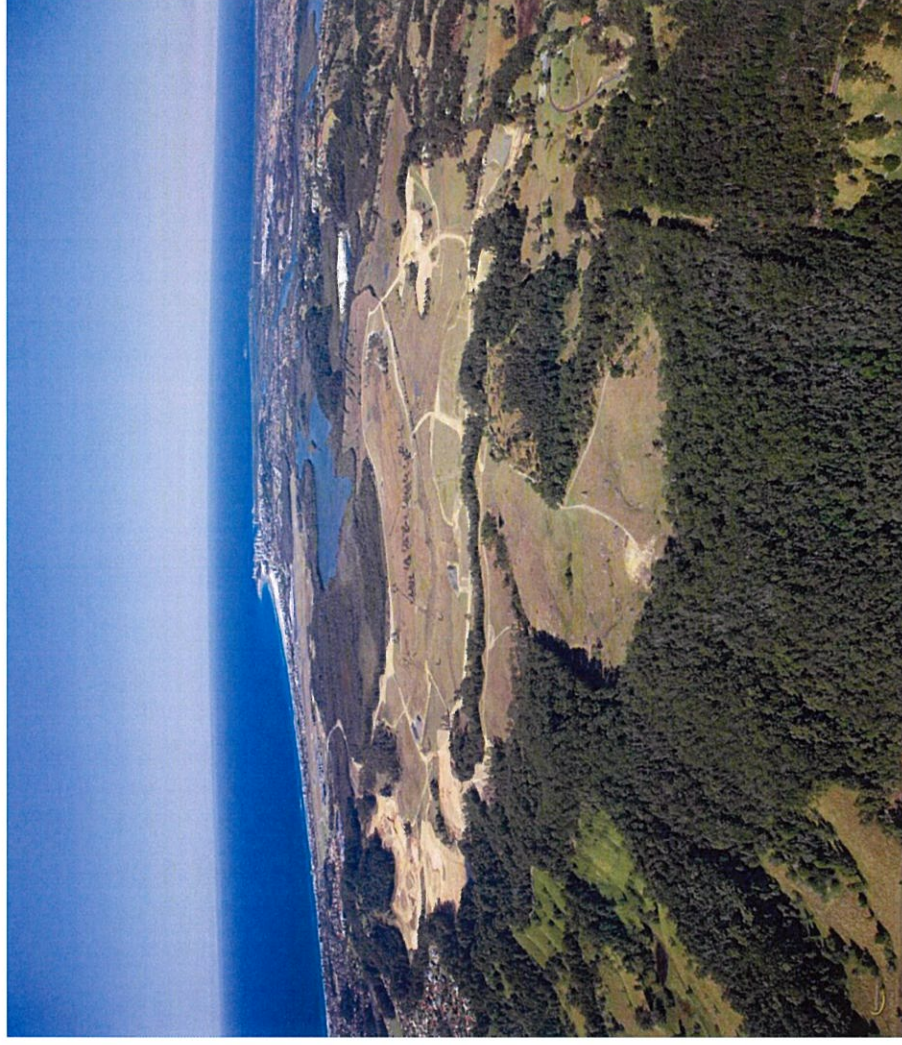
Area

605.4 ha

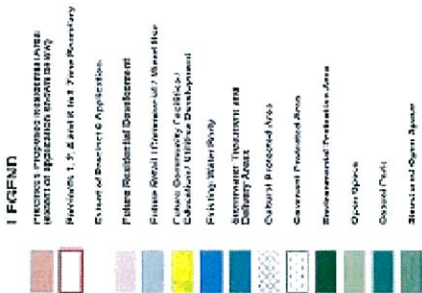
Status

Concept Plan
Approved December 2010

DA for first 1,000 dwellings
Approved May 2011



COBAKI
MASTER PLANS



KINGS FOREST

TWEED COAST ROAD, KINGS FOREST NSW

Location

Opposite Casuarina and Salt

Description

4,500 dwellings
Master Planned Community

Area

856.5 ha

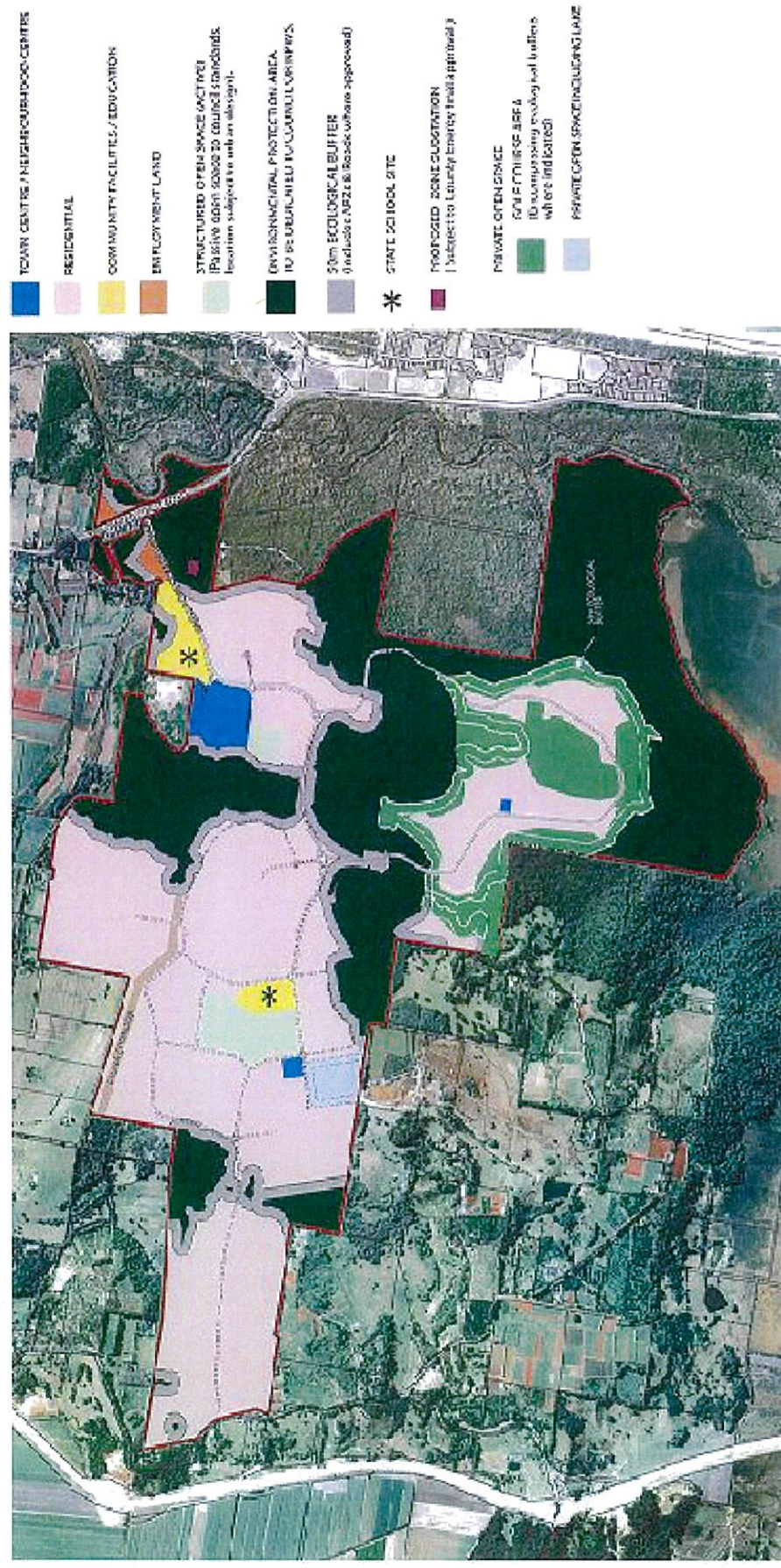
Status

Concept Plan
Approved



KINGS FOREST

MASTER PLAN



THE MEADOWS

PIMPAMA, QLD

DIXON DRIVE

Location

Yawalpah Road and Cunningham Drive North

Description

671 Lot Subdivision

Area

54 ha

Status

All stages registered

KARINGAL DRIVE

Location

Karingal Drive, Pimpama

Description

587 Lot Subdivision

Area

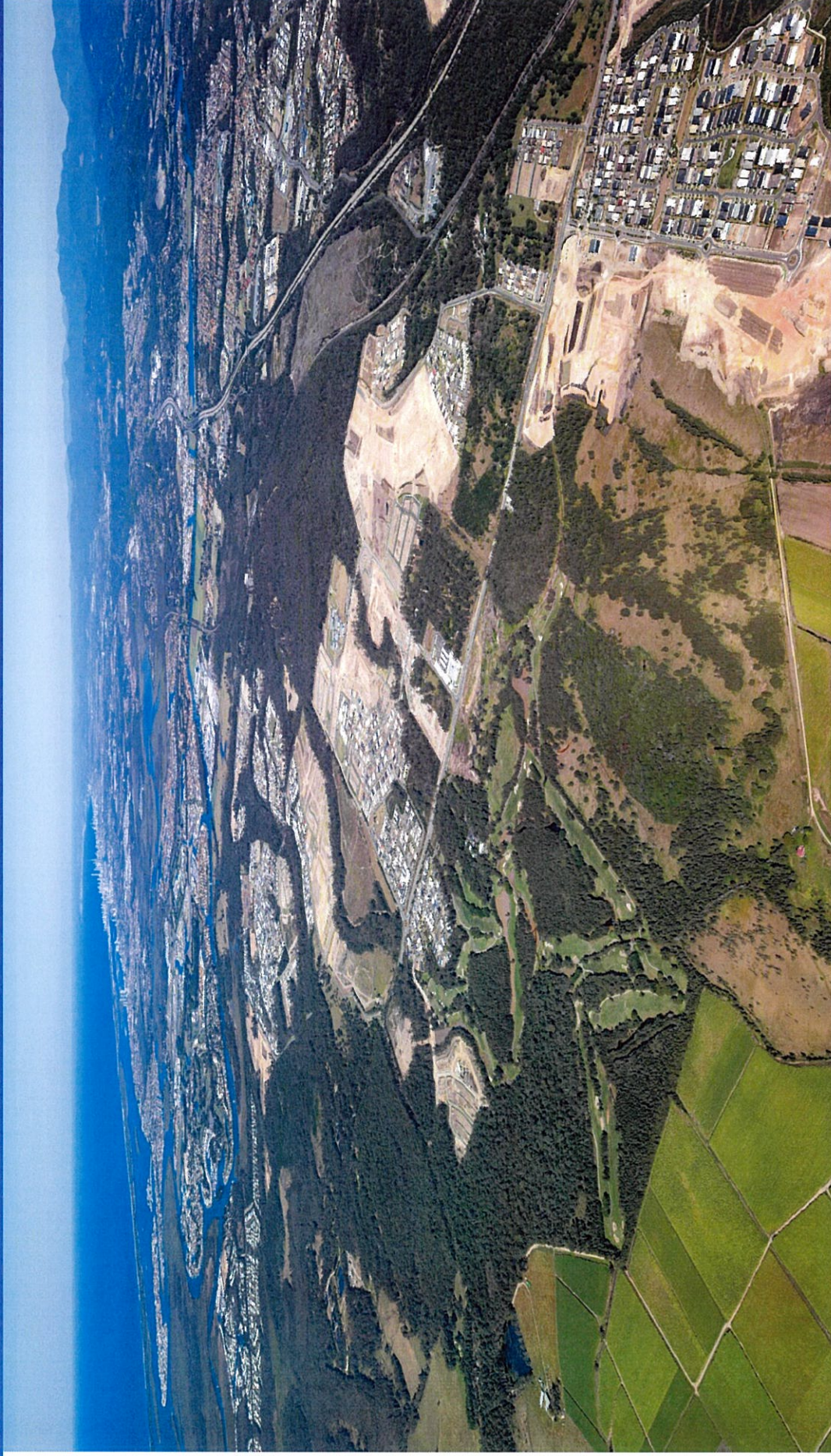
38 ha

Status

3 stages (357 Lots) registered
Balance 230 Lots under construction

THE MEADOWS

PIMPAMA, QLD

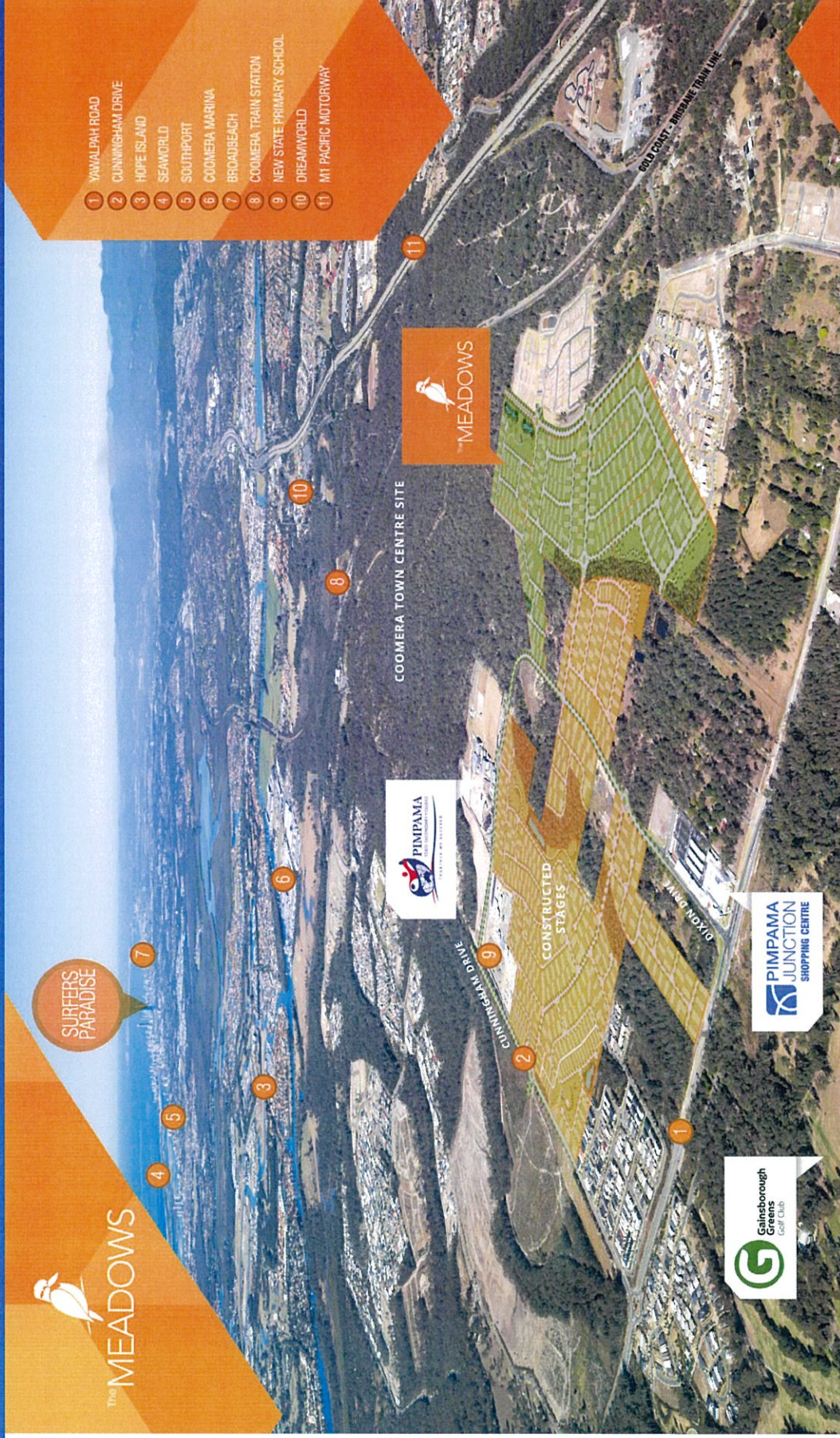


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THE MEADOWS

PIMPAMA, QLD

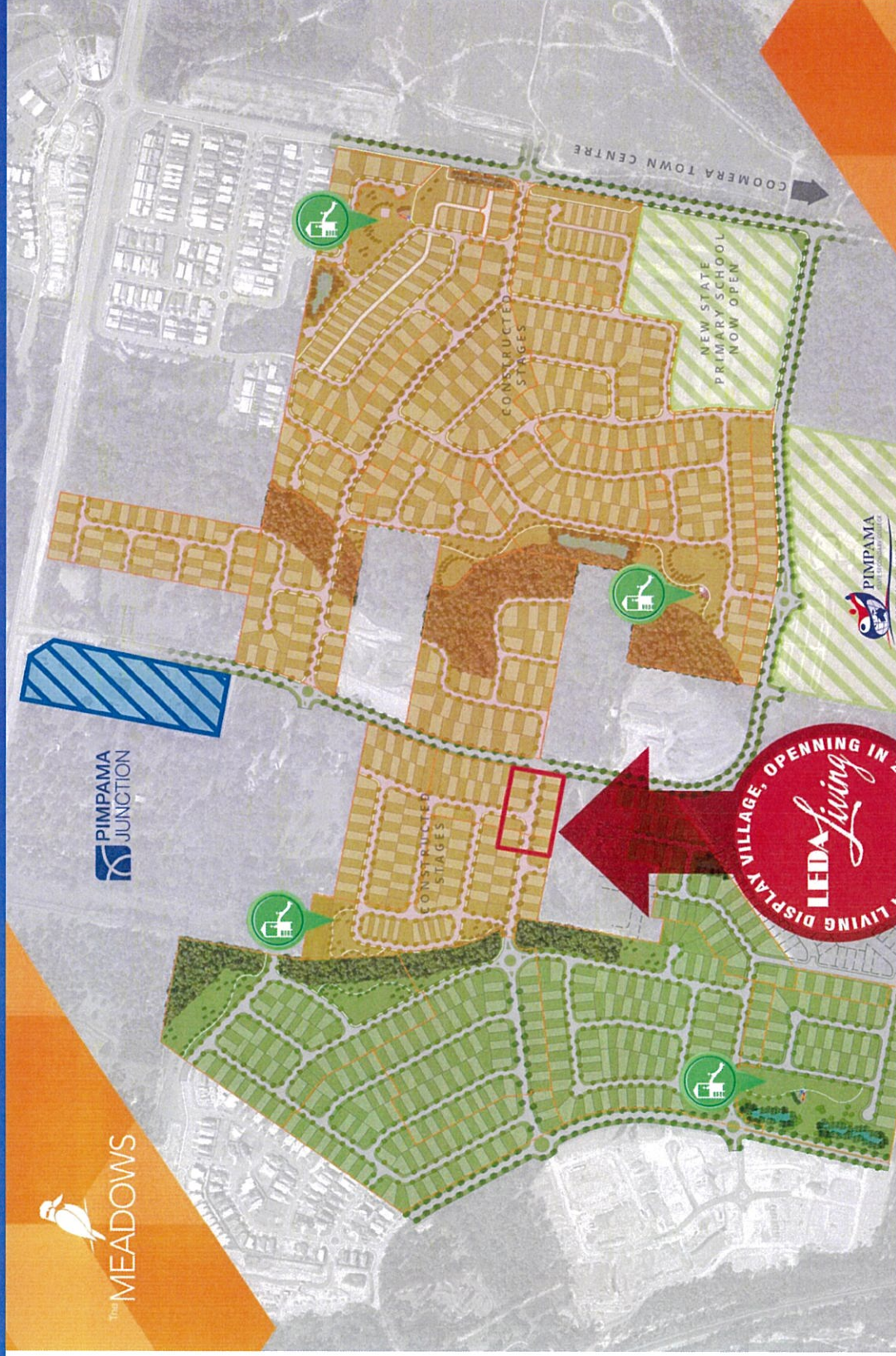


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THE MEADOWS

PIMPAMA, QLD



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PIMPAMA VILLAGE

COULTERS FARM, PIMPAMA QLD

Location

Wharf Street, Pimpama QLD

Description

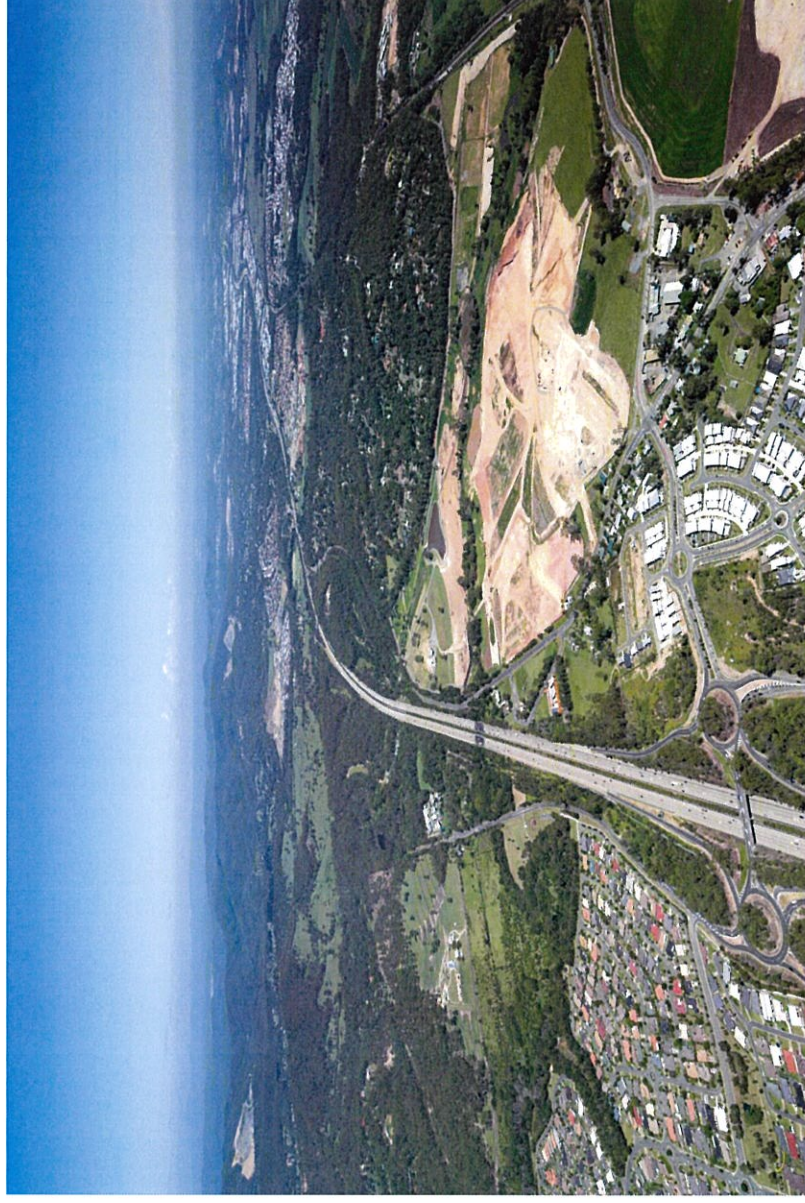
596 Lots

Area

52 ha

Status

Stage 1 (121 Lots) registered
Balance 475 Lots awaiting approval



IPSWICH RIVERLINK NORTH

IPSWICH QLD

Location

North of the Ipswich Riverlink
Shopping Centre

Area

25 ha

Description

690 Dwelling Residential Estate

Status

First Stage 118 lots
DA Approved



IPSWICH RIVERLINK NORTH

CONCEPT PLAN



DEVELOPMENT AREA 1
SITE AREA: 4.89PHG
DWELLINGS: 118 UNITS TOTAL

DEVELOPMENT AREA 2
SITE AREA: 4.89PHG
DWELLINGS: 120 TOWNHOUSES TOTAL

DEVELOPMENT AREA 3
SITE AREA: 4.60PHG UPTIDEK



CURIEL LEDA DEVELOPMENTS PTY LTD DATE: JUNE 2011 DRAWN: 2P CHECKED: BS BASE PROVIDED BY: KOWALSKI AND REICHS & ALAN REICHS		DRAWING NO: HOMINT-CP172L-01 SKETCHES: 01 OF 01 REV NO: 00 SCALE: NTS		PROJECT NO: 172L-01 PROJECT NAME: IPSWICH RIVERLINK NORTH PROJECT ADDRESS: 172L-01	
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PLANT
LOGO

MOBIL
LOGO

NORTH STREET, IPSWICH
CONCEPT PLAN

RESIDENTIAL DEVELOPMENTS

MAJOR LEDA RESIDENTIAL DEVELOPMENTS 1981-1997

YEAR	AREA M ²	DEVELOPMENT
1981	800	Queensboro, Rushcutters Bay NSW
1987	5,456	St Tropez, The Entrance NSW
1989	269,000	Island Quays, Robina QLD
1994	1,000	Miller St, North Sydney NSW (approval only)
1994	-	Lakes Estate, Forster NSW
1996	18,000	Victoria Tower, Sydney NSW
1996	30,000	Reynolds St, Balmain NSW (approval only)
1997	5,500	Breakwater Villas, Townsville QLD
1997	390,000	River Meadows Estate, Coomera QLD
TOTAL	368,756m² approx	

RIVER MEADOWS ESTATE

RIVER MEADOW DRIVE, UPPER COOMERA QLD

Year

1997 – 1999

Location

River Meadows Drive, Upper Coomera

Description

This totally planned Community will provide approximately 900 homes as well as around 45 luxury river front home sites

Area

390,000m²



ISLAND QUAYS

ROBINA, QLD

Year

1989

Location

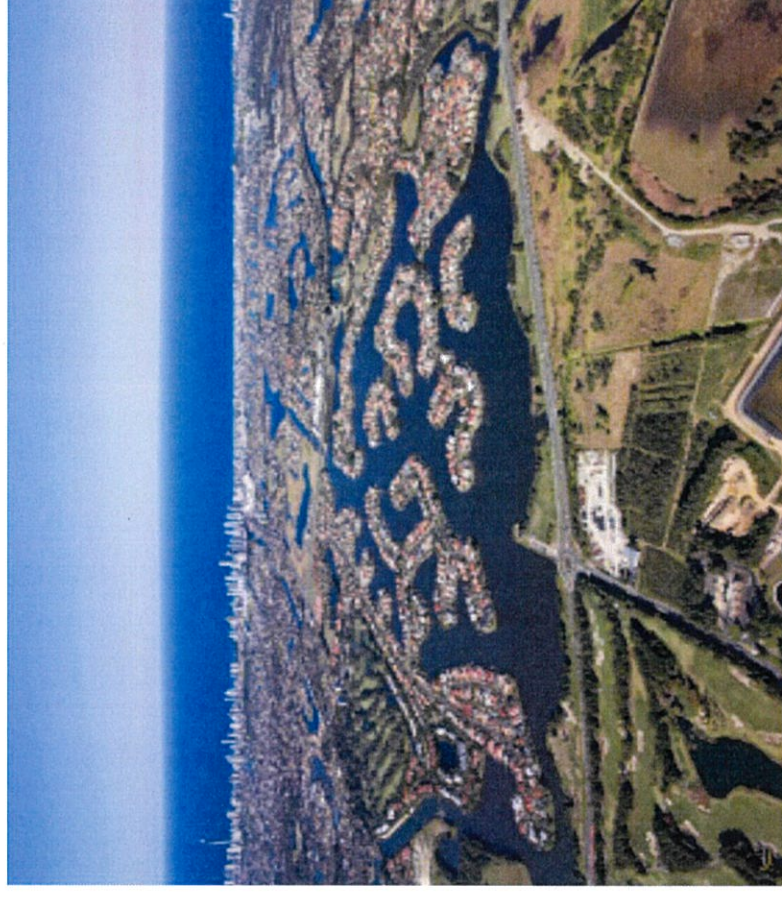
Clear Island Waters, Gold Coast

Description

Comprised a 544 lot Residential subdivision with emphasis on quality parks, street scaping, unique street lighting and village style shopping Centre featuring the use of sandstone and timber and wide boardwalks set around man-made waterways.

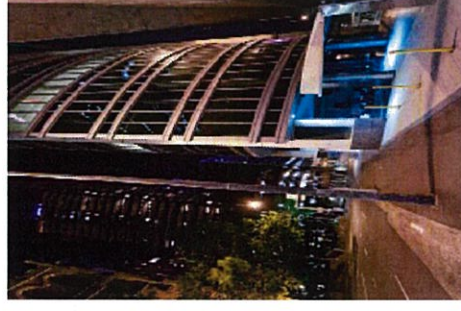
Area

269,000m²



LEDA COMMERCIAL

2016



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LEDA COMMERCIAL DIVISION

Astute purchasing combined with the creative development allows Leda to confidently guarantee substantial investment potential of its commercial projects. The Commercial Development Division has an enviable record for identifying and purchasing prime locations with developments and investments over \$590M (approx. 117,000sqm) in commercial property. Additionally, sites have achieved optimum occupier potential and investor return due to innovative conversions.

The division has focused on retaining existing tenants, maintaining the high quality of its buildings, adding value, and assessing the best opportunities for long-term investment.

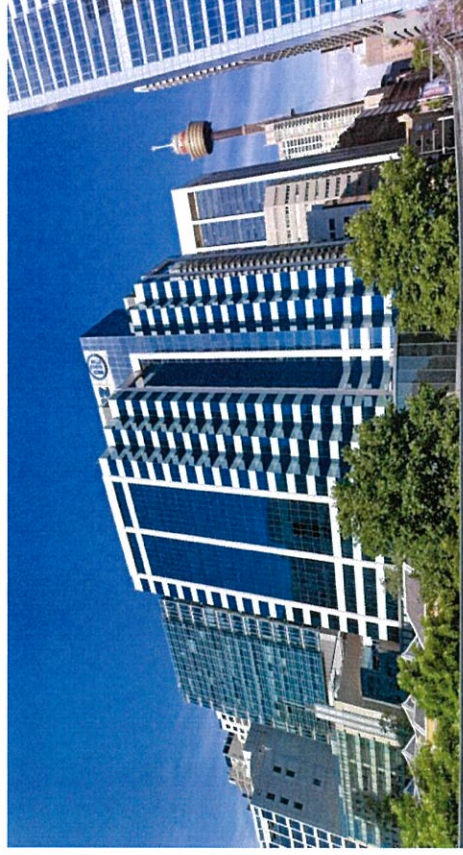
Excellent examples of the division's keen development potential sense are 2 Market Street, 20 Hunter Street, and 35 Clarence Street, Sydney. 2 Market Street is a 24-storey commercial office tower adjoining Sydney's emerging commercial and retail focus in Cockle Bay and Darling Harbour. 20 Hunter Street is a unique boutique-style office tower situated in the heart of Sydney's commercial district. 35 Clarence Street is a highly stylised contemporary commercial tower with an optimal location.

COMMERCIAL DEVELOPMENTS

PAST LEDA COMMERCIAL DEVELOPMENTS 1983 - 1999

1982	2,290m ²	98 Alfred Street, Milsons Point NSW
1983	1,675m ²	Gateway Court, 81-91 Military Road, Neutral Bay NSW
1988	5,750m ²	100 Pacific Highway, North Sydney NSW
1988	13,500m ²	Clocktower Square, 35 – 55 Harrington Street, The Rocks NSW
1990	3,806m ²	101 Sussex Street, Sydney NSW
1990	35,000m ²	2 Market Street, Sydney NSW
1993	3,863m ²	5 – 9 Harbourview Crescent, Milsons Point NSW
1995	2,192m ²	Hunter Connection, Sydney NSW
1998	10,147m ²	20 Hunter Street, Sydney NSW
1999	15,000m ²	35 Clarence Street, Sydney NSW
TOTAL	141,313m²	Approx

2 MARKET STREET, SYDNEY NSW



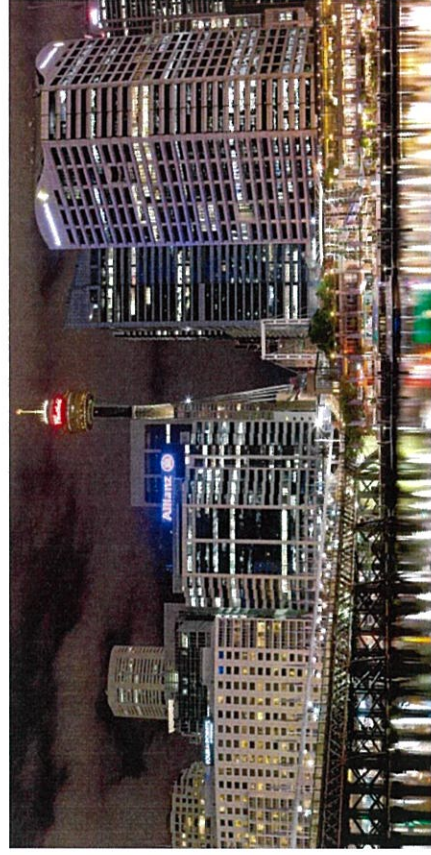
ALLIANZ CENTRE

Overview

- 24 Storey commercial office tower
- Developed by Leda Holdings

The Allianz Centre was completed in 1990, and comprises a high rise commercial office building incorporating multi level basement car parking, ground floor food court and service retail area and 17 upper levels of good quality office accommodation with floor plates in the order of 2,000m².

The building has a total net lettable area of approximately 35,021m². The basement and lower level parking is provided over 7½ levels with accommodation approved for approximately 300 vehicles.



20 HUNTER STREET, SYDNEY NSW



Overview

- Completed in 1998
- Developed by Leda Holdings

Situated in the heart of the CBD, this 'A' grade commercial building comprises of 16 storeys of quality office space with a total net lettable area of 10,147m². On either side of the foyer entries there are 3 retail areas totalling approximately 1,000m², in addition there are 2 levels of basement car parking accommodation approximately for 24 cars.

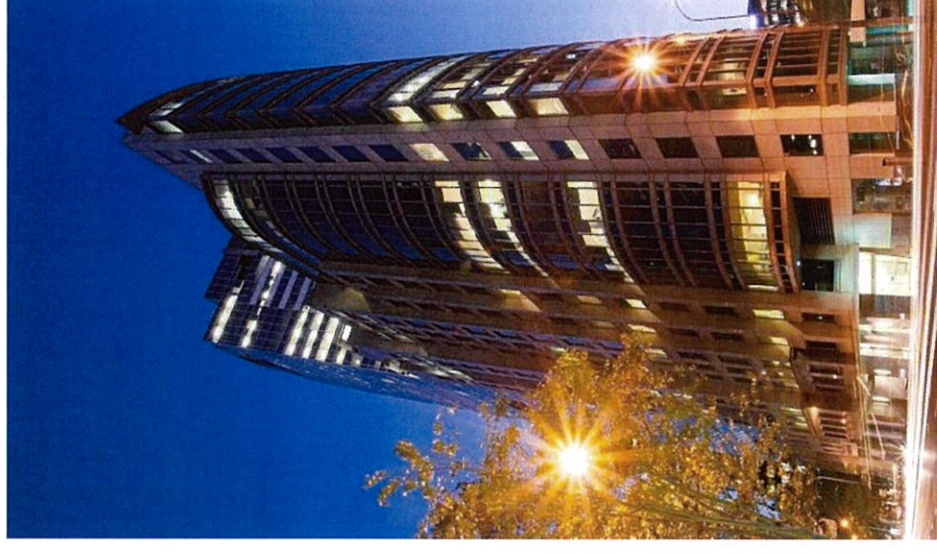
35 CLARENCE STREET, SYDNEY NSW



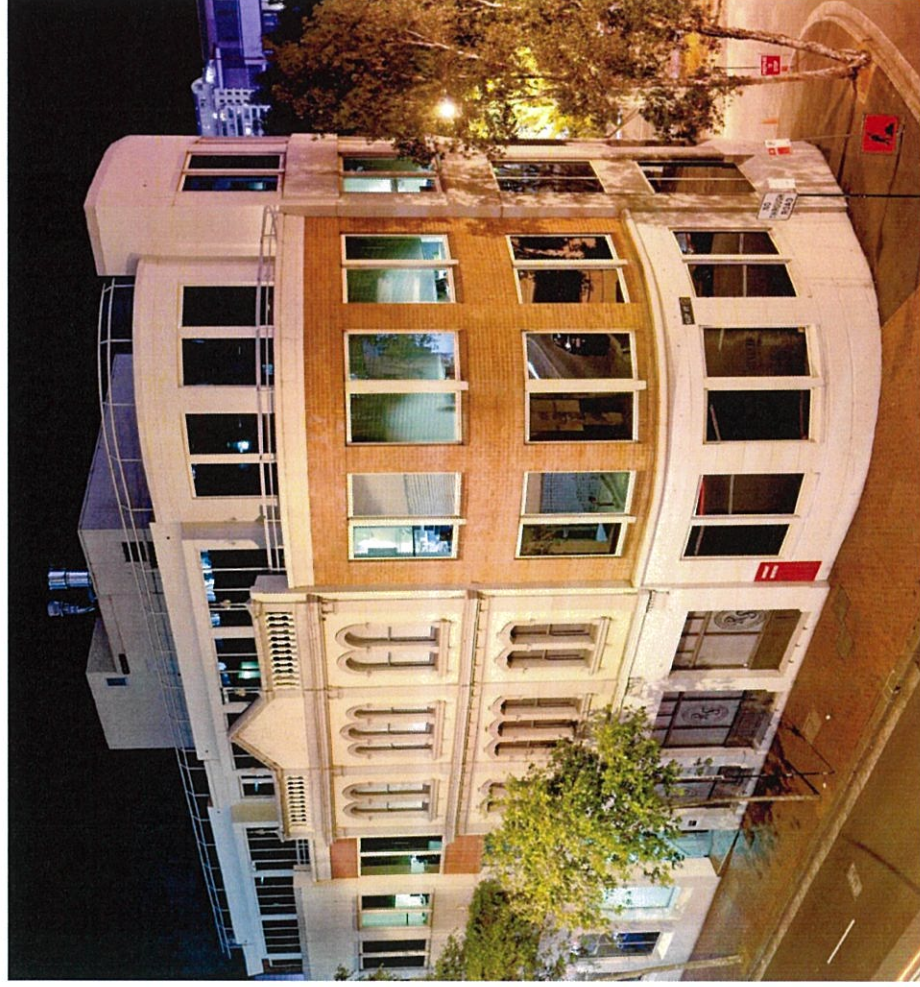
Overview

- Completed in 1999
- 16-storey commercial office tower
- 15,000m²
- Developed by Leda Holdings

35 Clarence is an innovatively designed and technically smart 16 level commercial building, conceived to offer its occupants a state of the art business environment second to none. A building which offers leading edge services, facilities and capabilities. Its flexible floor plate (942m²), and island like location, provides unequalled levels of natural light on three sides and maximises the impressive 270 degree views to the Harbour Bridge and Darling Harbour.



101 SUSSEX STREET, SYDNEY NSW



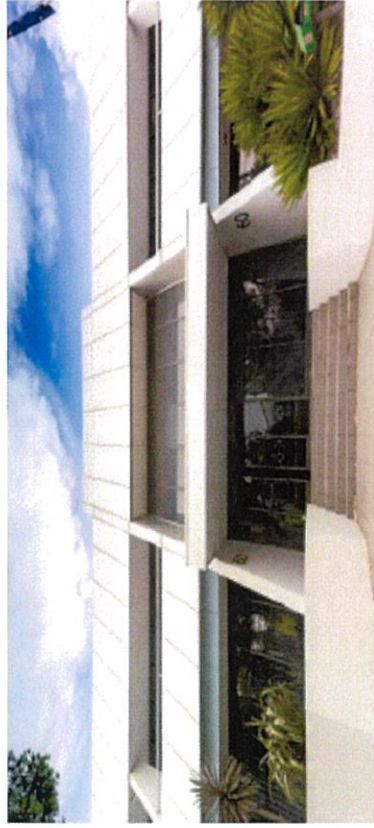
Overview

- 2,192m²
- Managed by Leda Management

This site is bound by Sussex Street and Slip Street, and the improvements comprise a 3 storey commercial building together with ground floor retail and a DA approved penthouse for the rooftop. The current net lettable area is 3,806m². Car parking is located in the basement and will accommodate 20 cars comfortably.

LEDA INDUSTRIAL

2016



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LEDA INDUSTRIAL DIVISION

Through Leda's Industrial Development Division's extraordinary knowledge of the Sydney market coupled with its skilfully implemented investment strategy, it has secured the reputation of – accomplished industrial investor and – developer.

The division remains focused on identifying demand and carefully avoids speculative acquisition that devalue its prime industrial assets. Directed toward consolidating Leda's position in proven markets, the division has been involved in approximately \$650 million investment and development of industrial property (approx. 600,000m²).

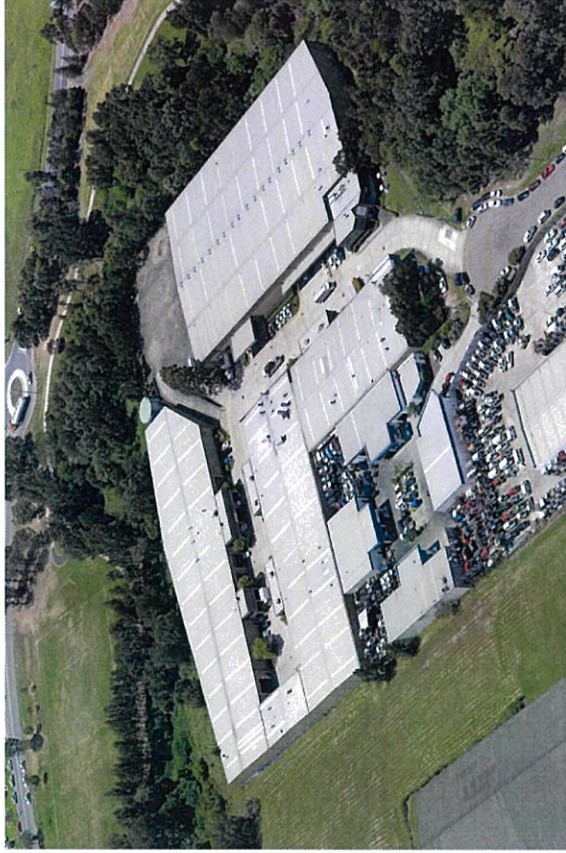
The division concentrates on select projects tailored to fulfil the demand of a broad spectrum of smaller manufacturing, distribution and service industries. These are predominantly medium – sized, privately owned companies.

Older holdings have been sold while prime holdings have been leased, improving income. The emphasis is on providing income to pre-lease projects and acquiring strong performing investment.

CURRENT INDUSTRIAL DEVELOPMENTS

YEAR	AREA	CENTRE
2011	26,630m ²	19 Chifley Street, Smithfield
Current	93,358m ²	32-40 Cawarra Road, Caringbah
Current	48,637m ²	31 Bay Road, Taren Point
Current	41,000m ²	Bankstown Business Estate
TOTAL	209,625 m²	approx.

19 Chifley Street, Smithfield



Overview

- 13 units providing NLA of 18,651 sqm
- Total site area : 26,630 sqm
- 100% owned by Leda Holdings
- Managed by Leda Management

The industrial estate comprises 13 units which are full height concrete panel. There are 1896 off street parking spaces on site with the bulk of the parking located in a two level car park.



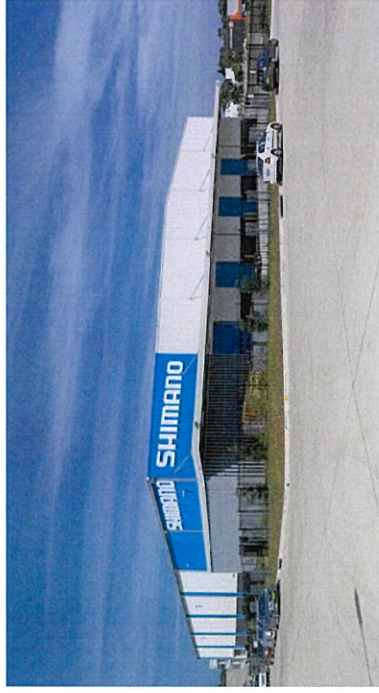
Each unit contains efficient warehousing component provision and internal clearances ranging from 6.0m-6.6m.

Strata

Strata approved units between 627m² and 1,804m² available now.

Note: This property wasn't developed by Leda however is owned and managed by Leda.

32-40 Cawarra Road, Caringbah



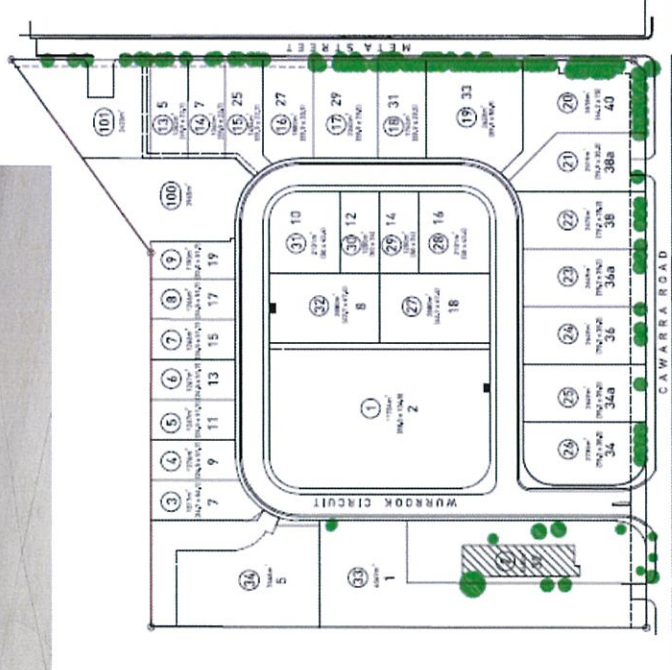
Overview

- 32 Lot industrial subdivision
- Site area of 93,358 sqm – lot sizes range from 1,200 – 24,086 sqm
- Due for completion early 2014
- Within close proximity to all major transport hubs servicing Sydney's key markets

32-40 Cawarra Road offers the rare opportunity to acquire a parcel of land within one of Australia's premier commercial and industrial property markets.

With lots ranging from 1,200sqm to 24,086sqm, this is the largest land release the Sutherland Shire has ever seen.

Given the tightly held nature of the Sutherland Shire property market and the fact that it is, arguably one of the premier industrial property markets of Australia, 32-40 Cawarra Road is sure to be highly sought after by occupiers, developers and investors.



32 Cawarra Road Caringbah Commercial Building

Location	32 Cawarra Road Caringbah adjoining LEDA Sutherland Sire Industrial Estate
Description	Adaptive reuse of former Jonson and Jonson Administration Building
Area	2,963m2 NLA
Status	DA Approved – In delivery

Tenants Include:

- ANZ Bank – 395m2
- Little Learning School – 708m2 plus outside play area 700m2
- Crunch Gym – 1,800m2
- Café



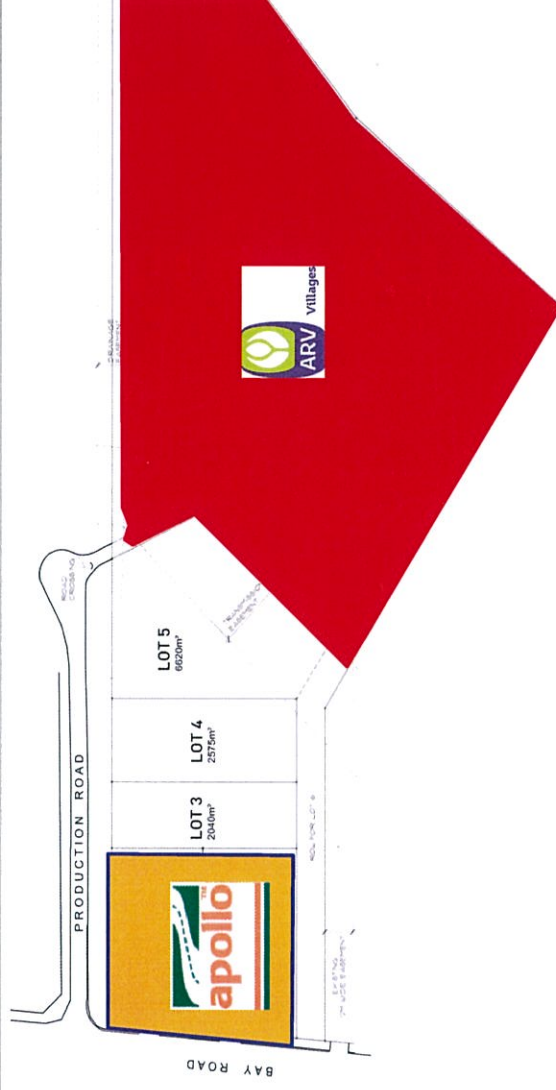
31 Bay Road Taren Point

Location

Sutherland Shire

Overview

- Industrial Subdivision
- Site area of 48,637 sqm – lot sizes range from 2040 sqm
- Presale of 3.18 ha to Anglican Retirement Village for a retirement village
- Presale to Apollo Motor Homes
- Expected completion December 2016
- Within close proximity to all major transport hubs servicing Sydney's key markets



MAJOR INDUSTRIAL DEVELOPMENTS 1980 - 1983

YEAR	AREA m ²	LOCATION
1980	1,800	3 River Street, Silverwater NSW
1981	14,000	Bowman Road, Padstow NSW
1981	4,400	23 Leeds St, Rhodes NSW
1982	6,374	507-515 Botany Road, Alexandria NSW
1982	6,400	511 Botany Road, Zetland NSW
1983	13,500	Fountain & Lawrence St, Alexandria NSW
1983	6,410	243-247 Parramatta Rd, Auburn NSW
1983	12,555	Forest View Estate, Frenchs Forest NSW
1983	1,200	18-22 Murray Street, Marrickville NSW
1983	836	24-28 Murray Street, Marrickville NSW
1983	3,000	200 Woodpark Road, Smithfield NSW
1983	1,500	Bourke & McEvoy St, Waterloo NSW
1983	1,600	Bourke & McEvoy St, Waterloo NSW

MAJOR INDUSTRIAL DEVELOPMENTS 1984 - 1986

1984	2,860	26 Mandible St, Alexandria NSW
1984	5,100	31-33 Sirius Rd, Lane Cove NSW
1984	6,800	2 Smidmore St, Marrickville NSW
1984	5,574	22 Gifnock Ave, North Ryde NSW
1984	5,000	Aderley St, Silverwater NSW
1985	8,300	23-29 Factory St, Clyde NSW
1985	5,000	111 Wicks Rd, North Ryde NSW
1985	910	57 Vore St, Silverwater NSW
1986	8,000	40-46 McEvoy St, Alexandria NSW
1986	4,500	60 O'Riordan St, Alexandria NSW
1986	8,187	49-53 Hotham Pde, Artarmon NSW
1986	3,082	1-7 Lyon Rd, North Ryde NSW
1986	34,500	Rydalmere Business Park, Rydalmere NSW
1986	8,000	118 Parraweena Rd, Taren Point NSW
1986	19,426	City South Business Centre, Rosebery NSW

MAJOR INDUSTRIAL DEVELOPMENTS 1987 - 1989

1987	1,500	43 Bowden St, Alexandria NSW
1987	3,500	10-20 McEvoy St, Alexandria NSW
1987	6,409	110 McEvoy St, Alexandria NSW
1987	5,000	23-27 Bourke St, Alexandria NSW
1987	6,700	Skyline Place, Frenchs Forest NSW
1987	37,000	St Leonards Corporate Centre, St Leonards NSW
1988	8,565	9-21 Bowden St, Alexandria NSW
1988	8,000	102-108 Bourke Rd, Alexandria NSW
1988	20,000	189 McCredie St, Guildford NSW
1988	2,400	51-55 Carrington St, Marrickville NSW
1988	4,600	17 Barclay St, Marrickville NSW
1988	23,000	Macquarie View Estate, North Ryde NSW
1989	17,700	28 & 30-32 Bowden St, Alexandria NSW
1989	25,000	66 Euston Rd, Alexandria NSW

MAJOR INDUSTRIAL DEVELOPMENTS 1989 - 1999

1989	4,500	Spencer St, Nerang QLD
1989	8,600	35 Foundry Rd, Seven Hills NSW
1989	9,000	904 Bourke St, Waterloo NSW
1990	42,000	100 O'Riordan St, Alexandria NSW
1990	5,600	30-32 Foundry Rd, Seven Hills NSW
1990	5,513	95-101 Silverwater Rd, Silverwater
1990	15,000	West Burleigh Business Park, West Burleigh QLD
1991	11,150	119 McEvoy St, Alexandria NSW
1991	8,000	72 Percival St, Smithfield NSW
1995	7,000	42 Church Ave, Mascot NSW
1995	10,000	32 Bourke St, Waterloo NSW
1995	6,000	15 O'Riordan St, Alexandria NSW
1998	14,000	30-40 Harcourt Parade, Rosebery NSW
1999	10,000	287 Victoria Rd, Rydalmere NSW
1999	7,500	Riverside Business Park, North Ryde NSW

TOTAL **532,051m² Approx.**

RIVERSIDE CORPORATE CENTRE

1 RICHARDSON PLACE, NORTH RYDE NSW

Year 1999

Area 7,500m²

Developer Leda Holdings

Located in Riverside Corporate Park. The building is situated just off Delhi Road. The Precinct Corporate Centre is now benefiting from the Rail link between Epping and Chatswood with its Station on Delhi Road. The Riverside Village offers convenient amenities including: - Cafes and Restaurants
- General store - Gymnasium, swimming pools and tennis courts - Business centre - Child care centre Areas.



12 JULIUS AVENUE, NORTH RYDE NSW

Year 1999
Area 7,500m²
Developer Leda Holdings

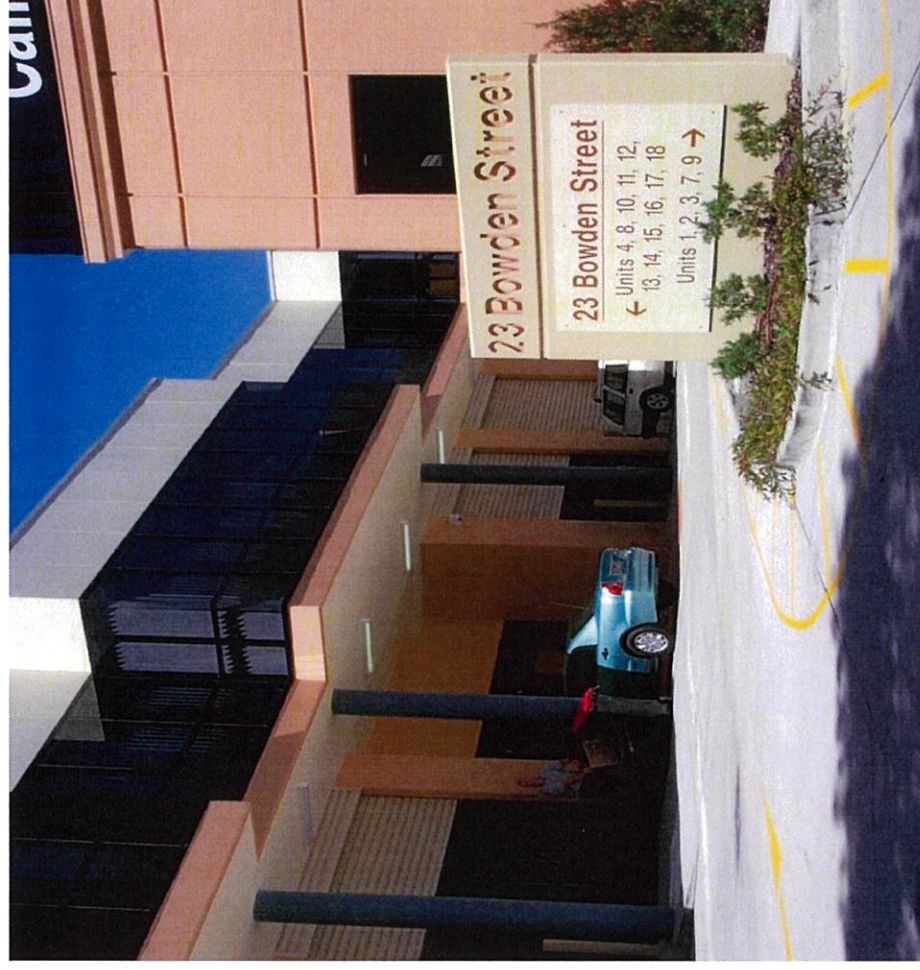
Located in Riverside Corporate Park, North Ryde with adjoining tenants including Oracle, BOC Gases, Fujitsu, Microsoft and Revlon. Nearby amenity is located at The Village complex with its shops, cafe, pool, tennis court and gymnasium. This modern building was built in 1999 and has accommodation arranged over 3 office levels, with basement and external hardstand car parking. 3.5 star NABERS Energy rating.



23 BOWDEN STREET, ALEXANDRIA NSW

Year	1999
Area	8,600m ²
Developer	Leda Holdings
Builder	RIC Constructions

The subject property is located on the eastern side of Bowden Street and the nearest intersection is Mandible Street. Green Square Station is located 1km to the Northeast. Quality office/warehouse units within a well-maintained corporate park offering great amenities and cafe within complex. Excellent access to the CBD, Sydney Airport, Port Botany and the M5 Motorway. A short walk to Green Square station.



ST LEONARDS CORPORATE CENTRE

39 HERBERT STREET, ARTARMON NSW

Year 1987

Area 37,000m²

Developer Leda Holdings

St Leonards Corporate Centre is a standout development. It is located on the corner of Herbert Street and Ella Avenue within easy walking distance of St Leonards station. The estate features on-site cafe, and crèche facilities and generous parking provisions. All units offer quality office space either over one or two levels with associated high clearance warehousing. With three street access points, generous driveways and wide roller shutter access - this estate is incredibly functional.



LEDAHOLDINGS.COM.AU

LEDA

LEDA BUSINESS CENTRE

30 – 40 HARCOURT PARADE, ROSEBERY NSW

Year 1998

Area 14,000m²

Developer Leda Holdings

Leda Business Centre is located on the corner of Harcourt Parade, Mentmore and Rothschild Avenues, Rosebery. Conveniently located close to Sydney Airport, Sydney Ports, Mascot Shopping precinct and the South Sydney bulky goods area. The building over looks park (Turrawul Park) and reserve and has direct access to major arterial roads. Excellent access to the CBD, Sydney Airport, Port Botany and the M5 Motorway. The nearby railway station is Mascot.



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LEDA

49 – 53 HOTHAM PARADE, ARTARMON NSW

Year 1986

Area 8,187m²

Developer Leda Holdings

Prominently situated in Hotham Parade, the subject property is well serviced by the train line and major arterials, only 10 minutes to Sydney CBD. This property offers a high clearance, clear span warehousing up to 7.5 metres high with semi-trailer access together with high quality mezzanine office space. The property is located 20 meters off the Pacific Highway with surrounding neighbours such as BMW, Sharp and Alto Group. The property benefits from substantial amounts of undercover parking, signage possibilities and a flexible offering in terms of size and office-warehouse ratio.



LEDAHOLDINGS.COM.AU

LEDA

5 – 15 DUNNING AVENUE, ROSEBERY NSW

Year 1986

Area 19,426m²

Developer Leda Holdings

This prominent office/warehouse complex offers eight high clearance warehouse/office units with container height roller door and air-conditioned fitted out mezzanine office space with offices, boardroom, kitchenette and amenities and ground floor showroom/office with amenities. Situated in the heart of Rosebery the site is approximately fifteen minutes from the Sydney CBD, while still close to M5 Motorway, the Airport and Port Botany. The site is surrounded with good public transport including Green Square which is within walking distance.



RIVERVIEW PARK

166 – 170 EPPING ROAD, LANE COVE NSW

Year 1991

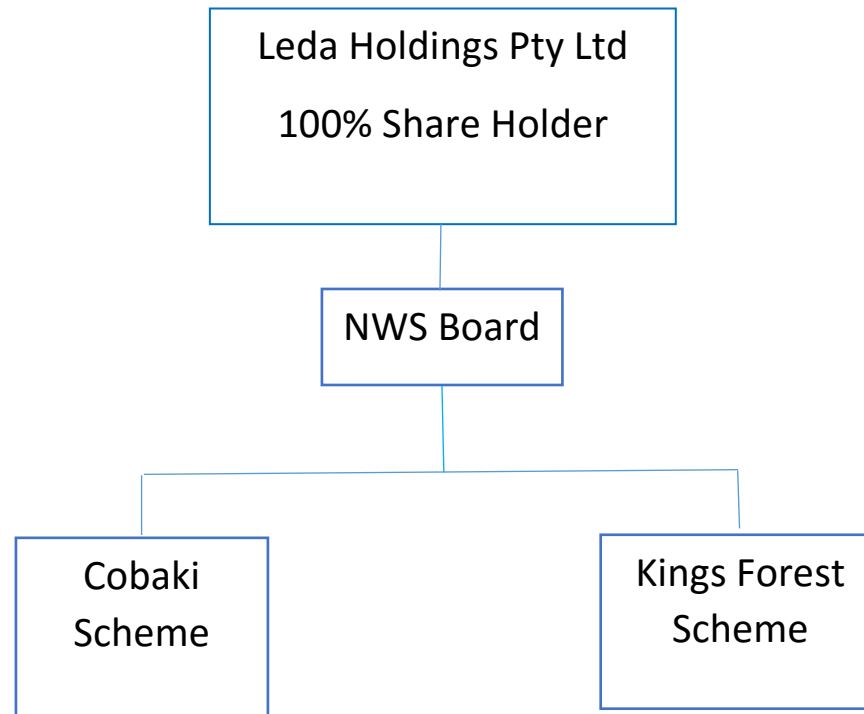
Area 7,206m²

Developer Leda Holdings

The improvements comprise 3 levels of office accommodation divided into 2 wings, which have separate service cores. The wings on the ground and first levels are connected by an external courtyard. Directly underneath the building there are 2 basement levels of car parking providing 242 car spaces, approximately 30 of which are stacked.



NWS Ownership Chart



POSITION DESCRIPTION

Position Title	Chief Executive Officer (CEO) Wayne Williamson
Reporting to	Board of Directors
Functional Team	Executive
Location	Gold Coast, QLD

Purpose of Role

The primary purpose of this role is to manage the NWS business senior executive staff, and key business relationships to implement the strategies required to achieve the corporate objectives as set out in the Business Plan.

	Internal	External
Relationships	<ul style="list-style-type: none"> – NWS Executive team – Board Members – Leda Holdings Executive 	<ul style="list-style-type: none"> – Clients/Developers – Government Departments – Regulatory Authorities – Public Water Utilities – Regulators (IPART, EPA) – Key contractors & suppliers – Media & Marketing

Accountabilities

- Executing a duty of care that ensures the health, wellbeing and safety to staff and others at all times,
- As a member of the Executive, demonstrating leadership in safe workplace practices consistent with WHS Policy and Management procedures,

Main Responsibilities

- Ensure ongoing appraisals and updating of the NWS Business Plan and annual budgets,
- Provide leadership and direction to the Executive management team to meet the Business direction,
- Follow that the key planned targets and objectives are being met,
- Review existing corporate policy and develop new policies in conjunction with the Board, legal counsel and major stakeholders,
- Manage the key strategic requirements in relation to the water utility schemes and the retail regulatory requirements,
- Oversee the preparation and delivery of reports, guidelines and decisions on matters relating to project delivery, network operations and the retail business,

- Implement strategic processes involving key stakeholders such as developers, customers, other regulators, government departments and ministers, and other interested parties,
- Provide assistance and input into the planning of the work programs undertaken by NWS,
- Oversee to the Executive team in budgeting, resource planning and management requirements to meet current and future targets,
- Oversee the NWS business is conducted in accordance with all relevant laws, regulations, and ethical standards in line with the market best practice,
- Represent NWS at meetings with Councils, State and Federal regulators when required,
- Responsible for organising media and attending political forums for the efficient use of drinking water, recycled water and pressure sewer applications, and the help the development of the private water utilities in Australia,
- Increase the profile of NWS products by monitoring any opportunities to promote NWS in the market place,
- Ensure company working capital budgets are met to a return nominated by the board,
- Immediately report to the board any abnormal variance or unbudgeted activity occurring,
- Immediately report to the board any increase in the company's financial risk profile,
- Immediately report to the board any threatened or pending litigation,
- Present a pleasant professional attitude at all times,
- Ensure role model behaviours are adhered to at all times by6 company staff and management,
- Ensure you and the teams adherence to legal and policy requirements , workplace health and safety policies, harassment and discrimination laws,
- Ensure expectations are clearly understood with current position descriptions and staff performance plans,
- Ensure management has an effective recruitment system in place,
- General duties as required to assist colleagues and company performance,
- Any other tasks that may be assigned from time to time which contributes to the overall success of the company.

Personal Skills:

- Minimum of 25 years' experience in the Water industry,
- At least 10 years' experience as an company operating CEO,
- Advanced Management Degrees,

Skills and Experience

- Understanding of water and sewerage Private Water industry,
- Understanding of the retail market place for Private Water utilities operating under the WIC Act,
- Experience in building community relationships which drive business model,
- Statutory & regulatory knowledge of the water industry and associated frameworks,
- The ability to work independently in an corporate enterprise environment,
- Improve the business performance through the change in management from time to time or when required,
- Skills in troubleshooting, problem-solving, and addressing conflicts when they arise in a timely manner,
- Being straight forward, confident and high self-awareness from day to day,



Experience:

- Must have at least 10 years' experience reporting to Company Boards,
- Managing staff in a medium size operation,
- Must have at least 15 years in the water industry or similar type utility service Industry as a CEO,

POSITION DESCRIPTION

Position Title	Design Manager; Andrew Wells
Reporting to	CEO
Functional Team	Executive
Location	Gold Coast, QLD

Purpose of Role

The primary purpose of this role is to manage the NWS business senior executive staff, and key business relationships to implement the strategies required to achieve the corporate objectives as set out in the Business Plan.

	Internal	External
Relationships	<ul style="list-style-type: none"> – CEO – NWS Executive team – Board Members – Project Manager – Operations Manager 	<ul style="list-style-type: none"> – Clients/Developers – Government Departments – Regulatory Authorities – Public Water Utilities – Regulators (IPART, EPA) – Key contractors & suppliers

Accountabilities

- Executing a duty of care that ensures the health, wellbeing and safety to staff and others at all times,
- As a member of the Executive team, demonstrating leadership in safe workplace practices consistent with WHS Policy and Management procedures,

Main Responsibilities

- Ensure that detailed design parameters are being met in the NWS Business Plan,
- Design and annual budgets are being met,
- Provide leadership and direction to the Executive management team to meet the Business direction,
- Follow that the key planned targets and objectives are being met,
- Review existing corporate policy and develop new policies in conjunction with the Board, legal counsel and major stakeholders where design criteria is required,
- Oversee the design requirements to key strategic requirements in relation to the water utility schemes and the regulatory requirements are being met,
- Oversee the preparation and design reports, guidelines and decisions on matters relating to project design delivery and network operations,

- Implement strategic design processes involving key stakeholders such as developers, Councils, other regulators and other interested parties,
- Provide assistance and input into the planning of the work programs undertaken by NWS,
- Oversee to the Executive team in budgeting, resource planning and management requirements to meet current and future targets,
- Oversee the NWS design business is conducted in accordance with all relevant laws, regulations, and ethical standards in line with the market best practice,
- Represent NWS at meetings with Councils, State and Federal regulators when required,
- Immediately report to the board any abnormal variance or unbudgeted activity occurring,
- Immediately report to the board any increase in the company's financial risk profile,
- Immediately report to the board any threatened or pending litigation,
- Present a pleasant professional attitude at all times,
- Ensure role model behaviours are adhered to at all times by company staff and management,
- Ensure you and the teams adherence to legal and policy requirements , workplace health and safety policies, harassment and discrimination laws,
- Ensure expectations are clearly understood with current position descriptions and staff performance plans,
- Ensure management has an effective recruitment system in place,
- General duties as required to assist colleagues and company performance,
- Any other tasks that may be assigned from time to time which contributes to the overall success of the company.

Personal Skills:

- Minimum of 15 years' experience in the Water industry,
- At least 10 years' experience as a design engineer,
- Engineering Degree,
- Advanced Management Degrees,

POSITION DESCRIPTION

Position Title	Environmental/Planning Manager
Reporting to	CEO
Functional Team	Executive
Location	Gold Coast, QLD

Purpose of Role

The primary purpose of this role is to manage the NWS Planning and Environmental responsibilities and implement the reports, management plans, assessments and strategies required to achieve the objectives as set out in the Business Plan.

	Internal	External
Relationships	<ul style="list-style-type: none"> – CEO – NWS Executive team – Board Members – Project Manager 	<ul style="list-style-type: none"> – Clients/Developers – Government Departments – Regulatory Authorities – Public Water Utilities – Regulators (IPART, EPA)

Accountabilities

- Executing a duty of care that ensures the health, wellbeing and safety to staff and others at all times,
- As a member of the Executive, demonstrating leadership in safe workplace practices consistent with WHS Policy and Management procedures,

Main Responsibilities

- Ensure ongoing appraisals and updating of the NWS Environmental and Planning requirements,
- Provide reports and assessments for license applications,
- Making the necessary planning modifications where required,
- Provide leadership and direction to the Executive management team,
- Follow that the key planned targets and objectives are being met,
- Review existing environmental and planning policy and develop new policies in conjunction with the Board, legal counsel and major stakeholders,
- Manage the key strategic requirements in relation to the water utility schemes and the retail regulatory requirements,



- Oversee the preparation and delivery of reports, guidelines and decisions on matters relating to project delivery, network operations and the retail business,
- Implement strategic processes involving key stakeholders such as developers, customers, other regulators, government departments and ministers, and other interested parties,
- Provide assistance and input into the planning of the work programs undertaken by NWS,
- Oversee the NWS business is conducted in accordance with all relevant laws, regulations, and ethical standards in line with the market best practice,
- Represent NWS at meetings with Councils, State and Federal regulators when required,
- Assist organising media and attending political forums for the efficient use of drinking water, recycled water and pressure sewer applications,
- Immediately report to the board any threatened or pending litigation,
- Present a pleasant professional attitude at all times,
- Ensure role model behaviours are adhered to at all times by company staff and management,
- Ensure you and the teams adherence to legal and policy requirements , workplace health and safety policies, harassment and discrimination laws,
- Ensure expectations are clearly understood with current position descriptions and staff performance plans,
- Any other tasks that may be assigned from time to time which contributes to the overall success of the company.

Personal Skills:

- Minimum of 15 years' experience in the planning Industry,
- At least 10 years' experience as an company Environmental Manager,
- Advanced Management Degrees,

POSITION DESCRIPTION

Position Title	Environmental/Planning Manager
Reporting to	CEO
Functional Team	Executive
Location	Gold Coast, QLD

Purpose of Role

The primary purpose of this role is to manage the NWS Planning and Environmental responsibilities and implement the reports, management plans, assessments and strategies required to achieve the objectives as set out in the Business Plan.

	Internal	External
Relationships	<ul style="list-style-type: none"> – CEO – NWS Executive team – Board Members – Project Manager 	<ul style="list-style-type: none"> – Clients/Developers – Government Departments – Regulatory Authorities – Public Water Utilities – Regulators (IPART, EPA)

Accountabilities

- Executing a duty of care that ensures the health, wellbeing and safety to staff and others at all times,
- As a member of the Executive, demonstrating leadership in safe workplace practices consistent with WHS Policy and Management procedures,

Main Responsibilities

- Ensure ongoing appraisals and updating of the NWS Environmental and Planning requirements,
- Provide reports and assessments for license applications,
- Making the necessary planning modifications where required,
- Provide leadership and direction to the Executive management team,
- Follow that the key planned targets and objectives are being met,
- Review existing environmental and planning policy and develop new policies in conjunction with the Board, legal counsel and major stakeholders,
- Manage the key strategic requirements in relation to the water utility schemes and the retail regulatory requirements,

- Oversee the preparation and delivery of reports, guidelines and decisions on matters relating to project delivery, network operations and the retail business,
- Implement strategic processes involving key stakeholders such as developers, customers, other regulators, government departments and ministers, and other interested parties,
- Provide assistance and input into the planning of the work programs undertaken by NWS,
- Oversee the NWS business is conducted in accordance with all relevant laws, regulations, and ethical standards in line with the market best practice,
- Represent NWS at meetings with Councils, State and Federal regulators when required,
- Assist organising media and attending political forums for the efficient use of drinking water, recycled water and pressure sewer applications,
- Immediately report to the board any threatened or pending litigation,
- Present a pleasant professional attitude at all times,
- Ensure role model behaviours are adhered to at all times by company staff and management,
- Ensure you and the teams adherence to legal and policy requirements , workplace health and safety policies, harassment and discrimination laws,
- Ensure expectations are clearly understood with current position descriptions and staff performance plans,
- Any other tasks that may be assigned from time to time which contributes to the overall success of the company.

Personal Skills:

- Minimum of 15 years' experience in the planning Industry,
- At least 10 years' experience as an company Environmental Manager,
- Advanced Management Degrees,

POSITION DESCRIPTION

Position Title	Finance Officer; Shane Corbell
Reporting to	Chief Executive Officer (CEO)
Functional Team	Executive
Location	Gold Coast, QLD

Primary Purpose of Position

Responsible and accountable for the complete financial and reporting standards of NWS. The reporting standards will maximise the business transparency through robust systems supporting the implementation of the total private water utility solution. This position will identify and assist with the elimination of risk and enhance the profit producing opportunities and set a clear guidance path for the NWS team.

The level of experience required to hold this position, the role will require a large degree of accountability, autonomy combined with shareholder and board support to achieve the defined quality and financial company objectives. It is a position that reflects a message of fair but strong leadership with unconditional necessity to implement successful management strategies and disciplines.

	Internal	External
Key Relationships	<ul style="list-style-type: none"> – CEO – Board – Office & Administration Staff – Project Manager – Operations Manager – Retail Manager – Executive Management team 	<ul style="list-style-type: none"> – The Clients – Legal Counsel – Accountants – Auditors – Regulators (IPART, EPA) – Insurance Brokers – Sub-Contractors & Suppliers

Key Measurable

- Report to the board on approved budget sales and EBIT plans,
- Report to the board on approved budgeted returns on Capital Investment,
- Report on NWS performance and achievements of financial guidelines,
- Providing a high level of customer satisfaction through delivery and processes that are in place,
- Provide accounting records and reporting to no less than company nominated standards,
- Provide accounting records and reporting to no less than Australian Tax Office standards,
- Producing live accurate reports providing a clear guidance to NWS management,
- Maintain an internal accounting system that provides full transparency to the board,
- Providing financial modelling with accurate projections and outcomes,
- Providing elimination of financial risk in all aspects of NWS company day to day operations,

Key Responsibilities

- Ensure all company operations are within the board approved budget guidelines,
- Ensure company working capital targets are met to return as nominated by the board,
- To ensure all periodical reporting is supplied to the board accurate and final when due,
- To ensure all ATO compliance is met and any report, tax return is lodged on time,
- Maintain an internal accounting systems that has adequate entry and allowance for succession planning and authorised third party visibility,
- To develop and maintain systems to allow the prompt transfer of records,
- To ensure that all finance associated staff have a clear understanding of company policy and a complete understanding of all required ATO or legal accounting compliance,
- Immediately report to the CEO any increase in the company's financial risk profile,
- Report to the CEO any threatened or pending litigation,
- Setting up new projects and establishing capital requirements and potential returns,
- To continue to improve the process of the company financial planning and specific project modelling,
- Ensure all entities and individual projects have the correct legal structure in place as nominated by the company prior to any risk exposure,
- Ensure all entities and individual projects have the correct insurance cover in place prior to any risk exposure,
- Internally audit individual entities and projects to guarantee all legal and insurance guidelines are in place,
- Immediately report any increase in the risk profile as a result of any potential noncompliance under an insurance policy or obligation,
- Ensure adequate policies are in place at all times,
- Complete regular audits of the work place to ensure compliance,
- Ensure all current staff are adequately trained in all areas of workplace health and safety,
- Maintain a clean safe work environment at all times,

Skills and Experience

- Entrepreneurial with ability to assist CEO in a dynamic growth environment,
- Minimum of 15 years' experience in senior management,
- Relevant Bachelor Degree,
- A member of a professionally recognised accounting body,
- Memberships with CPA/CA; ACID

POSITION DESCRIPTION

Position Title	Legal Counsel;
Reporting to	CEO & Board of Directors
Functional Team	Executive
Location	Gold Coast, QLD

Purpose of Role

The primary purpose of this role is to manage the NWS business legal advice on regulatory rules and regulations, Contracts and implement the strategies required to achieve the corporate objectives as set out in the Business Plan.

	Internal	External
Relationships	<ul style="list-style-type: none"> – CEO – NWS Executive team – Board Members 	<ul style="list-style-type: none"> – Clients/Developers – Government Departments – Regulatory Authorities – Public Water Utilities – Regulators (IPART, EPA) – Key contractors & suppliers

Accountabilities

- Providing legal advice to the NWS business as a whole when required,
- Executing a duty of care that ensures the health, wellbeing and safety to staff and others at all times,
- As a member of the Executive, demonstrating leadership in safe workplace practices consistent with WHS Policy and Management procedures,

Main Responsibilities

- Providing legal advice on regulatory issues, contracts and any litigation when required,
- Review existing corporate policy and develop new policies in conjunction with the Board and major stakeholders,
- Manage the key strategic requirements in relation to the water utility schemes and the retail regulatory requirements,
- Provide assistance and input into the planning of the future works undertaken by NWS,
- Oversee the NWS business is conducted in accordance with all relevant laws, regulations, and ethical standards in line with the market best practice,
- Represent NWS at meetings with Councils, State and Federal regulators when required,



- Responsible for organising media and attending political forums for the efficient use of drinking water, recycled water and pressure sewer applications, and the help the development of the private water utilities in Australia,
- Immediately report to the board any abnormal variance or unbudgeted activity occurring,
- Immediately report to the board any increase in the company's financial risk profile,
- Immediately report to the board any threatened or pending litigation,
- Present a pleasant professional attitude at all times,
- Ensure role model behaviours are adhered to at all times,
- Ensure you and the teams adherence to legal and policy requirements , workplace health and safety policies, harassment and discrimination laws,
- Any other tasks that may be assigned from time to time which contributes to the overall success of the company.

Personal Skills:

- Minimum of 15 years' experience in the Legal Profession,
- At least 10 years' experience in the development and or water Industry ,
- Legal degrees,
- Advanced Management Degrees,

POSITION DESCRIPTION

Position Title	Risk & Compliance Officer
Reporting to	Chief Executive Officer (CEO)
Functional Team	Construction Delivery
Location	Gold Coast, QLD

Role Description

The primary purpose of this role is to manage NWS Risks Assessments and meeting compliance requirements during the Project Construction Delivery of the NWS business operations, Procurement, Contract Management, Construction, and operations management of all new Water Utility Schemes and network infrastructure delivered by NWS and meeting all future risks and compliance issues with operating the networks in the future.

	Internal	External
Relationships	<ul style="list-style-type: none"> – NWS Executive Team – CEO – Project Manager, – Operations Manager – Retail Manager 	<ul style="list-style-type: none"> – Property Developers – Other clients (e.g. Councils) – Contractors & Suppliers – Public Utilities – Regulators (IPART, EPA)

Key Accountabilities

- Ensuring the health, wellbeing and safety of self and others at all times,
- As a member of the Executive team , demonstrating leadership in safe workplace practices consistent with NWS WHS Policy and Management System policies,
- Identifying unsafe workplace conditions and/or practices and taking preventive and corrective actions,
- Ensuring workplace safety, particularly in relation to infrastructure design, construction and commissioning procedures,

Key Responsibilities

- Overseeing the risk and compliance and project delivery and input to business development and being involved in day to day operations,
- Determine the resources needed to achieve meeting project time lines and deliverables,
- Effectively communicate the risk and compliance expectations to team members and other stakeholders,
- Prepare and present assessments to management that concisely and accurately provide relevant information concerning the risk and compliance requirements,

- Maintain a close relationship with Operations Manager and Retail Manager and their teams to provide advice during to project construction phase and advise any issues that may occur after handover to Operations & Retail by the Project team. This is an ongoing requirement,
- Develop the systems, standards, policies and procedures required to enable and support industry best practice in all Project Construction procedures,
- Provide education courses to all onsite staff and contractors to ensure implementation of NWS standard systems, policies and procedures to meet WHS, HSE and QA requirements,
- Coordination of all regulatory compliance monitoring and reporting associated with the design and construction of NWS WWTP facilities and network infrastructure,

Skills and Experience

- Experience in risk analysis and compliance management of large contracts,
- Experience in identify and mitigating risks associated with the delivery of Water Utility infrastructure,
- Have a general understanding of activities and sequencing associated with the design and construction of water industry schemes in meeting regulatory and contract requirements in validation of processes necessary to meet industry and the regulator required standards,
- Experience and ability to work independently in an corporate environment,
- Have skills in troubleshooting, problem-solving, and conflict resolution associated with the construction industry,
- Must have a straight forward attitude and be self-confident and have a high self-awareness of oneself,

Qualifications

- A strong background and understanding of the risk and compliance in the private water industry,
- Have an advanced knowledge of statutory and regulatory requirements for the design and construction of water industry infrastructure,
- At least 10 years' experience in providing risk analysis and compliance requirements on infrastructure projects,
- At least 5 years' experience in the role of compliance officer,
- Relevant tertiary qualifications and experience,



Retail Service
Provider Systems
March 2017



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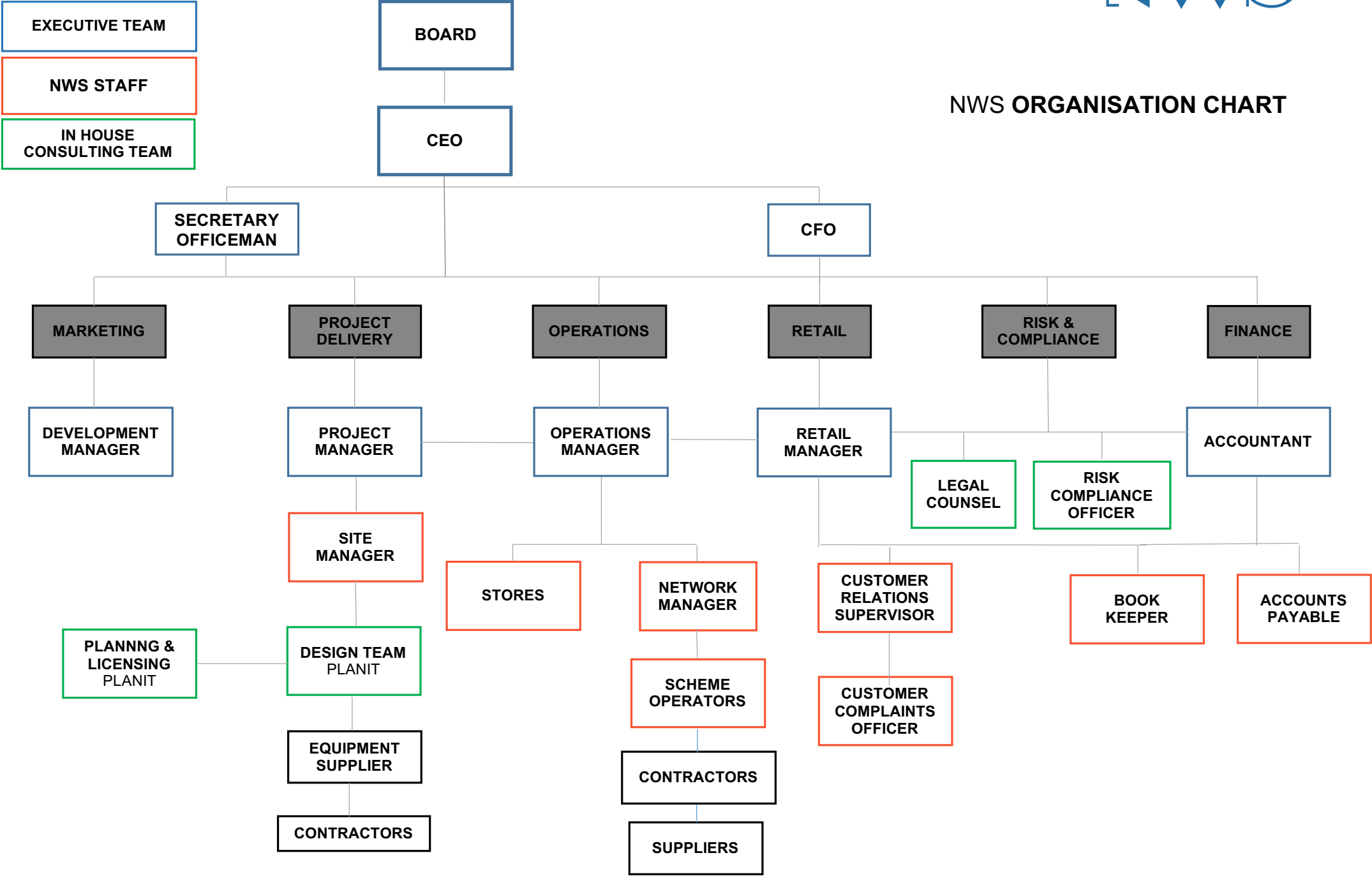
LEGEND

EXECUTIVE TEAM

NWS STAFF

IN HOUSE CONSULTING TEAM

NWS ORGANISATION CHART



POSITION DESCRIPTION

Position Title	Customer Complaints Manager
Reporting to	Customer Relations Manager & Retail Manager
Functional Team	Retail Team
Location	

Purpose of Role

The purpose of this role is to support and assist in the development of the customer model, ensuring that the customer experience runs smoothly on a day to day basis.

	Internal	External
Key Relationships	Retail Manager, Retail & Operations, Executive Management team	Customers Developers Local Councils Other businesses

Accountabilities

- To manage all day to day customer complaints and queries requirements and the interactions between NWS and the customer,
- To perform the daily, weekly, monthly analysis and reporting of customer queries and complaints,
- Track and monitor all network and service requests and feedback any issues to network operations,
- Work with Network Operations and Communications in the event of any unplanned fault or emergency. Enact NWS response procedures and manage customer experience the correct standards throughout the event.
- Manage customer ongoing credit control requirements. Working closely with the finance team to report on any outstanding payments and the issue of notices to customers as required.
- To provide support to the Custom Relations Supervisor when required.
- Handle retail operations of the outsourced partner to ensure that the NWS customers standards are maintained when a complaint is received and follow up,
- Create and maintain an ongoing feedback process to ensure the outsource partnership is kept updated on complaints in regards to the service they providing on behalf of NWS,

- Manage all EWON Investigations and continuously look to improve customer interactions.
- To assist with ensuring Work Health & Safety policies are followed in this area.

Skills and Experience

- Understanding of water and sewerage Private Water industry,
- Understanding of the retail market place for Private Water utilities operating under the WIC Act,
- Experience in building community relationships which drive business model,
- Statutory & regulatory knowledge of the water industry and associated frameworks,
- The ability to work independently in an corporate enterprise environment,
- Improve the business performance through the change in management from time to time or when required,
- Skills in troubleshooting, problem-solving, and addressing conflicts when they arise in a timely manner,
- Being straight forward, confident and high self-awareness from day to day,

Experience:

- Must have at least 10 years' experience servicing and handling customer relations,
- Managing staff in a medium size operation,

POSITION DESCRIPTION

Position Title	Customer Relations Manager
Reporting to	Retail Manager
Functional Team	Retail Team, Operations and Marketing
Location	

Purpose of Role

The purpose of this role is to support and assist in the development of the customer model, ensuring that the customer experience runs smoothly on a day to day basis.

	Internal	External
Key Relationships	Retail Manager, Retail, Operations & Marketing Executive Management team	Customers Developers Local Councils Other businesses Service Contractors

Accountabilities

- To manage all day to day customer requirements and interaction between developer and council,
- To perform the daily, weekly, monthly analysis and reporting of customer queries and complaints,
- Track and monitor all network and service requests and feedback any issues to network operations,
- Working with Network Operations and Marketing Media Manager to ensure that any known Network outages or planned maintenance is notified to customers via the websites, print media and via proactive customer communications letter drops etc,
- Work with Network Operations and Media Communications in the event of any unplanned fault or emergency. Enact NWS response procedures and manage customer experience standards throughout the event.
- Manage customer billing runs and all ongoing credit control requirements. Working closely with the finance team to report on any outstanding payments and the issue of notices to Network Operations as required.
- Create and manage staff rosters,
- Develop training material and produce training modules to continuously update and train staff,



- To provide support to the Executive Management and Retail Operations when required.
- Handle operations of the outsourced partners to ensure that the NWS customer standards are maintained,
- Create and maintain an ongoing feedback process to ensure the outsource partnership is kept updated,
- Manage all EWON Investigations and continuously look to improve customer interactions.
- To assist with ensuring Work Health & Safety policies are followed in this area.

Skills and Experience

- Understanding of water and sewerage Private Water industry,
- Understanding of the services and responsibilities to customers that a Private Water Utility operating under the WIC Act must provide,
- Experience in building community and customer relationships which drive business model,
- Statutory & regulatory knowledge of the water industry and associated frameworks,
- The ability to work independently in an corporate enterprise environment,
- Improve the business performance through the change in management from time to time or when required,
- Skills in troubleshooting, problem-solving, and addressing conflicts when they arise in a timely manner,
- Being straight forward, confident and high self-awareness from day to day,

Experience:

- Must have at least 10 years' experience servicing and handling customer relations,
- Managing staff in a medium size operation,

POSITION DESCRIPTION

Position Title	Marketing and Media Manager (Peter Chapman)
Reporting to	CEO
Functional Team	Executive
Location	NWS

Purpose of Role

The primary purpose of this role is to manage the NWS business Marketing and Media requirements to customers, general public, regulators, key business relationships to provide information to all forms of Media outlets to help implement the strategies required to achieve the corporate objectives as set out in the Business Plan.

	Internal	External
Relationships	<ul style="list-style-type: none"> – NWS Executive team – CEO – Retail Manager – Operations Manager 	<ul style="list-style-type: none"> – Clients/Developers – Government Departments – Regulatory Authorities – Public Water Utilities – Regulators (IPART, EPA) – Customers – Media Outlets

Accountabilities

- To provide communications both external and internal on the NWS business products,
- To support both the retail and project team in marketing the NWS services to its customers and community at large,

Main Responsibilities

- Ensure responsible information is being provided to the customers, general public,
- Provide Media & Marketing direction to the Executive management team when required,
- Follow that the key marketing objectives are being met,
- Review any media and marketing developed meets with the Board, legal counsel and major stakeholders requirements before being issued,
- Review the strategic requirements of the water utility schemes and the retail regulatory requirements are being met with any Media Releases or Advertising,
- Oversee the preparation of any release on matters relating to project delivery, network operations and the retail business issues,

- Advise key stakeholders such as developers, customers, other regulators, government departments and ministers, and other interested parties,
- Provide assistance and input into the planning of Media and Marketing material undertaken by NWS,
- Represent NWS at meetings with Councils, State and Federal regulators when required,
- Responsible for organising media and attending political forums for the use of drinking water, recycled water and pressure sewer applications, and the help the development of the private water utilities in Australia,
- Increase the profile of NWS products by monitoring any opportunities to promote NWS in the market place,
- Immediately report to the board any threatened or pending litigation,
- Present a pleasant professional attitude at all times,
- Ensure you and the teams adherence to legal and policy requirements , workplace health and safety policies, harassment and discrimination laws,
- Any other tasks that may be assigned from time to time which contributes to the overall success of the company.

Skills and Experience

- Understanding of water and sewerage Private Water industry,
- Understanding of the retail market place for Private Water utilities operating under the WIC Act,
- Experience in building community relationships,
- The ability to work independently in an corporate enterprise environment,
- Skills in troubleshooting, problem-solving, and addressing conflicts when they arise in a timely manner,
- Being straight forward, confident and high self-awareness from day to day,

Experience:

- Must have at least 10 years' experience in the Media and Marketing Industry,
- Managing staff in a medium size operation,

POSITION DESCRIPTION

Position Title	Retail Manager
Reporting to	CEO and Operations Manager
Functional Team	Retail
Location	Head Office

Purpose of Role

The purpose of this role is to develop the NWS retail model and strategy. With overall accountability for Customer management from the start to end retail model.

	Internal	External
Relationships	CEO Executive Management team Retail Staff Marketing and Media Manager	Customers Local Councils Regulatory Bodies Businesses

Key Accountabilities

- Executing a duty of care that ensures the health, wellbeing and safety of self and others at all times
- As a member of the Executive team, demonstrating leadership in safe workplace practices and procedures.
- Customer Relations promoting fair play and maintaining the company image in the marketing place.

Key Responsibilities

- To develop strong customer relationship,
- To manage the NWS model and focus to improve customer service,
- Manage the customer experience that it meets the aims and objectives of the NWS product,
- Ensure the NWS customer experience is a better overall package to our competitors in the market,
- Manage the systems and processes including third party arrangements for service, billing, CRM, etc
- Help formulate business development growth,



- Be involved in the ongoing development of on-going relationships with the regulatory and legislative bodies as required,
- Oversee marketing requirements and media releases to inform its customers and others,
- Educate staff and contractors to ensure NWS corporate systems, standards, policies and procedures are implemented to meet HSE and QA requirements,
- Coordination of regulatory compliance monitoring and reporting associated with the Retail Supply License under the WIC Act (2006) NSW,
- Maintaining and improving the NWS brand to all stakeholders including staff, clients, customers, suppliers, contractors and regulators,

Skills and Experience

- Understanding of water and sewerage Private Water industry,
- Understanding of the retail market place for Private Water utilities operating under the WIC Act,
- Experience in building community relationships which drive business model,
- Statutory & regulatory knowledge of the water industry and associated frameworks,
- The ability to work independently in an corporate enterprise environment,
- Improve the business performance through the change in management from time to time or when required,
- Skills in troubleshooting, problem-solving, and addressing conflicts when they arise in a timely manner,
- Being straight forward, confident and high self-awareness from day to day,

Experience:

- Must have at least 10 years' experience servicing and handling customer relations,
- Managing staff in a medium size operation,
- Must have at least 15 years in the water industry or similar type utility service as a retail manager,



Business Systems

QA,

CMS, Complaints

Assets,

GIS,



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Appendix 6.2.5(b)

Northern Water Solution Pty Ltd

Kings Forest Pre: Commercial Operation Stage Audit Plans

For Network Operations & Retail Supply

March 2017



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