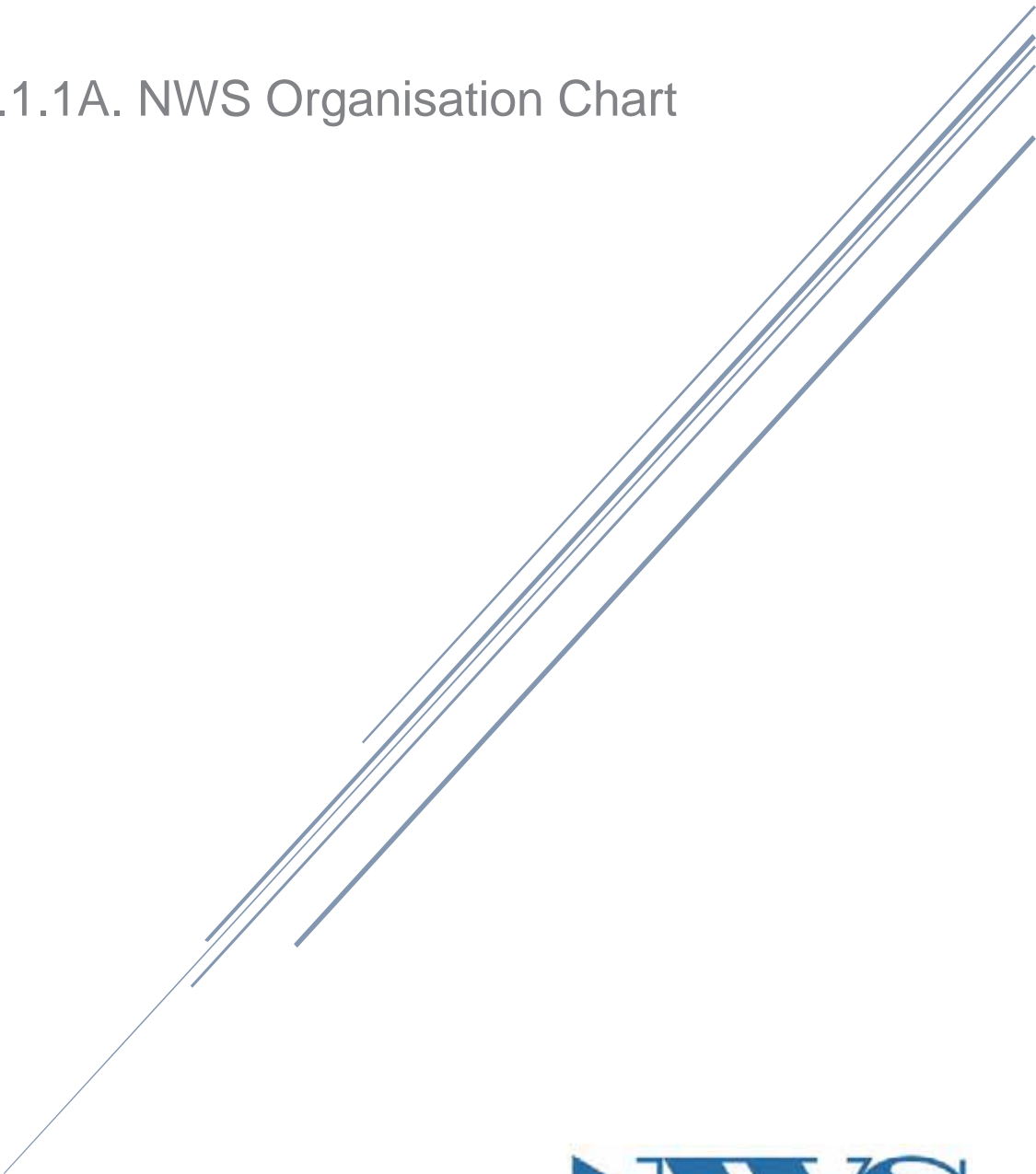


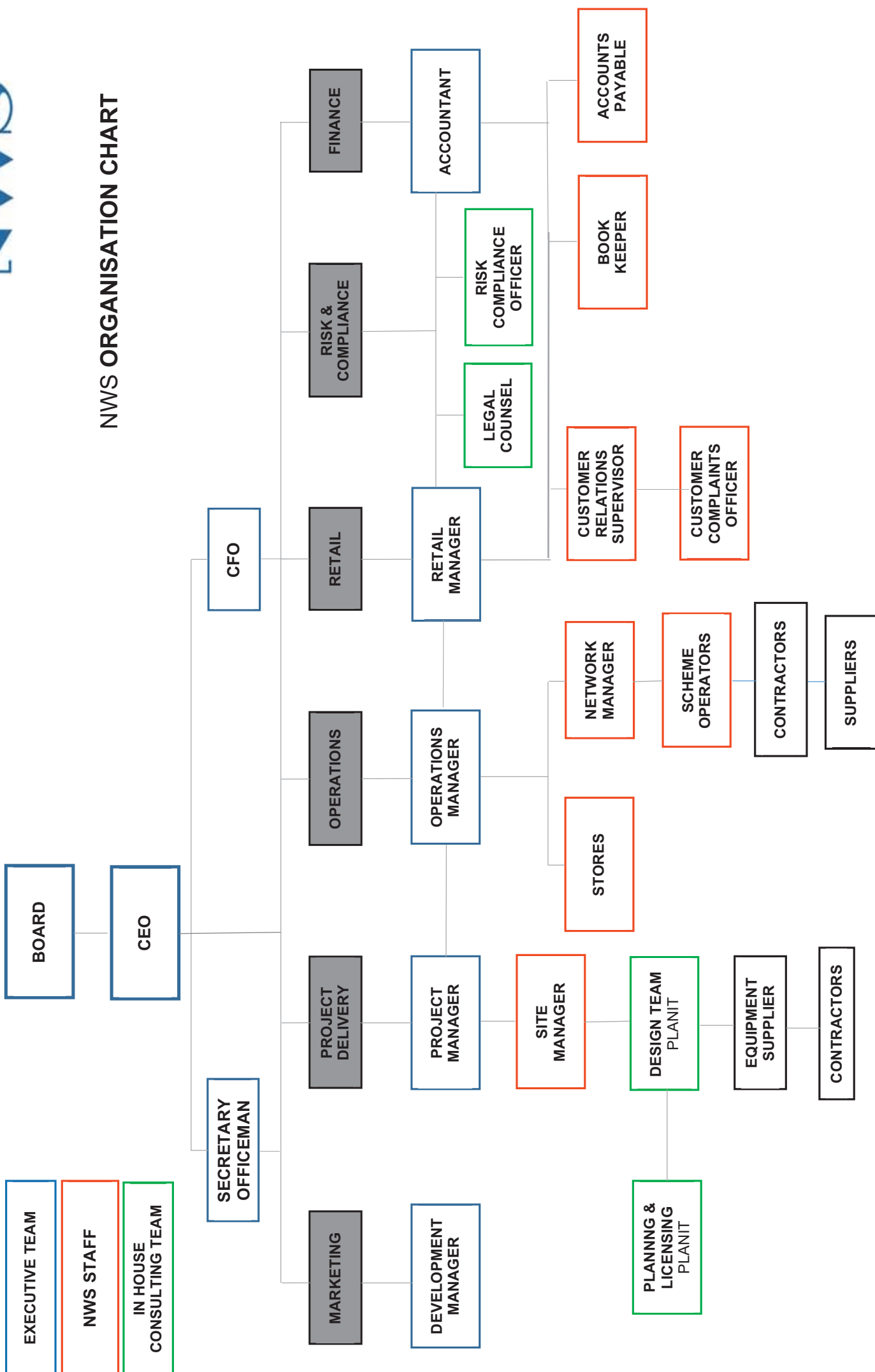
Appendix 6.1.1A. NWS Organisation Chart



LEGEND



NWS ORGANISATION CHART



## Appendix 6.1.1B. Leda Holdings Company Profile



# THE LEDA GROUP 2016



LEDA

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# LEDA OFFICES

GOLD COAST AND SYDNEY

**Sydney Head Office:**  
**Leda Holdings Pty Ltd**  
Level 11, 5 Hunter Street  
SYDNEY NSW 2000  
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](http://www.ledaholdings.com.au)

# LEDA

# THE LEDA GROUP

WELCOME TO THE LEDA GROUP OF COMPANIES

Established in 1976 by Executive Chairman Bob Ell, 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.

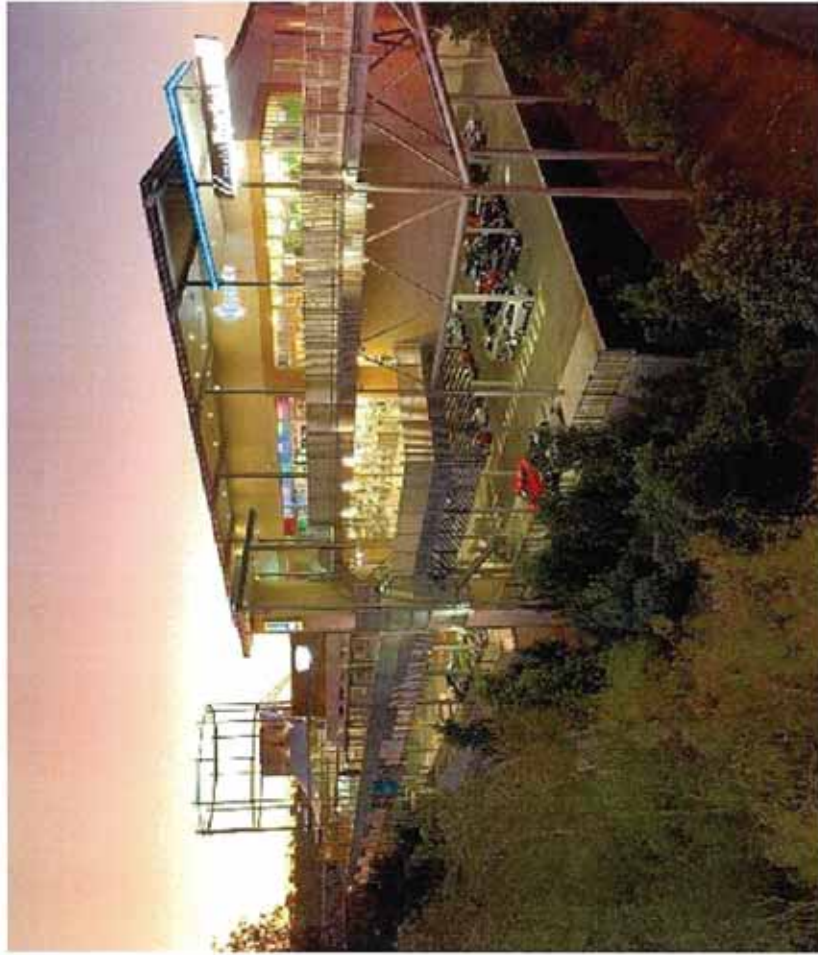
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**LEDA**



# LEDA RETAIL

2016



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**LEDA**



# 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 <sup>2</sup>	*Tuggeranong Hyperdome, ACT
1988	6,000m <sup>2</sup>	*Tuggeranong House & Home, ACT
1997	58,753m <sup>2</sup>	Morayfield Shopping Centre, QLD
1997	6,359m <sup>2</sup>	Morayfield Village, QLD
2001	26,850m <sup>2</sup>	Victoria Point Shopping Centre, QLD
2006	53,207m <sup>2</sup>	Ipswich Riverlink Shopping Centre, QLD
<b>TOTAL</b>	<b>221,169m<sup>2</sup></b>	<b>approx.</b>

\* 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 <sup>2</sup>
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 <sup>2</sup>
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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**LEDA**



# MORAYFIELD SHOPPING CENTRE

171 MORAYFIELD ROAD, MORAYFIELD QLD

**Year** 1987

**Area** 65,236m<sup>2</sup>

**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**



*Leda currently owns & manages this Centre*



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**LEDA**



# VICTORIA POINT SHOPPING CENTRE

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

Year	2001 & 2004
Area	26,862m <sup>2</sup>
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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**LEDA**



# MAJOR PAST PROJECTS 1976 - 2013

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

# MAJOR PAST PROJECTS 1976 - 2013

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

**TOTAL**    **544,960m<sup>2</sup> approx.**



# LOGAN HYPERDOME

CORNER OF PACIFIC HIGHWAY AND BRYANTS ROAD, LOGANHOLME QLD

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



**MYER**



**BIGW**





# GRAND PLAZA SHOPPING CENTRE

27 - 49 BROWNS PLAINS ROAD, BROWNS PLAINS QLD



Year	1994
Area	44,000m <sup>2</sup>
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 <sup>2</sup>
Developer	Leda Holdings Pty Ltd
Architect	Kunn Kanas Architects
Builder	Leda Design & Construction

## Major Tenants

**BIGW**



**BEST & LESS**





# TAIGUM SHOPPING CENTRE

CORNER CHURCH & BEAMS ROAD, TAIGUM QLD

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

**BIGW**

**DICK & SMITH**  
ELECTRONICS



**CRAZY CLARK'S**  
HINDS EVERYONE GETS A HAND



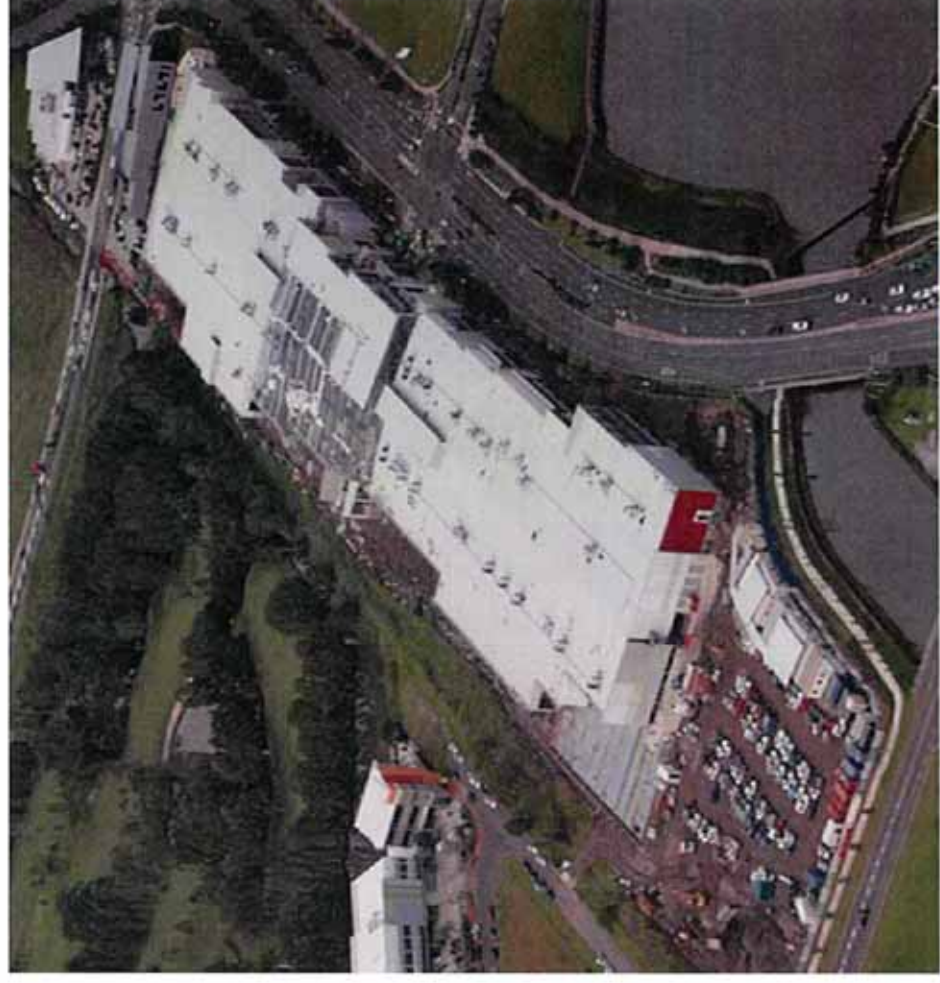
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**LEDA**



# SUNSHINE HOMEMAKER CENTRE

MAROOCHYDORE ROAD, MAROOCHYDORE QLD



Year	2002
Area	19,250m <sup>2</sup>
Developer	Leda Holdings Pty Ltd
Architect	Interworks Architects
Builder	Leda Design & Construction

## Major Tenants



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**LEDA**



# CAPALABA CENTRAL SHOPPING CENTRE

38 – 62 MORETON BAY ROAD, CAPALABA NSW



Area	31,000m <sup>2</sup>
Year	1994
Developer	Leda Holdings Pty Ltd
Builder	Leda Design & Construction
Architect	GHD Architects
Major Tenant	 
Logos	

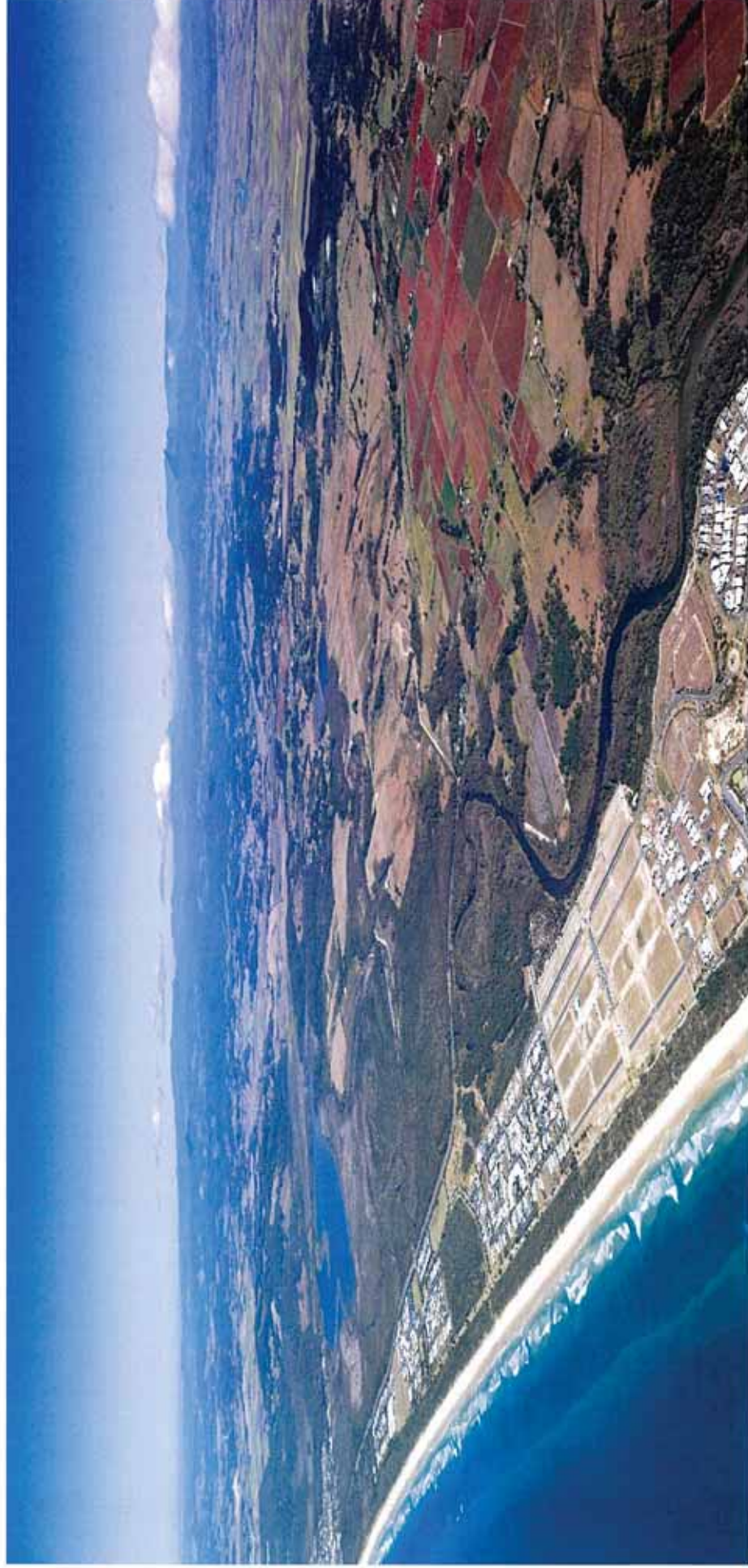
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**LEDA**



# LEDA RESIDENTIAL

2016



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**LEDA**



# 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

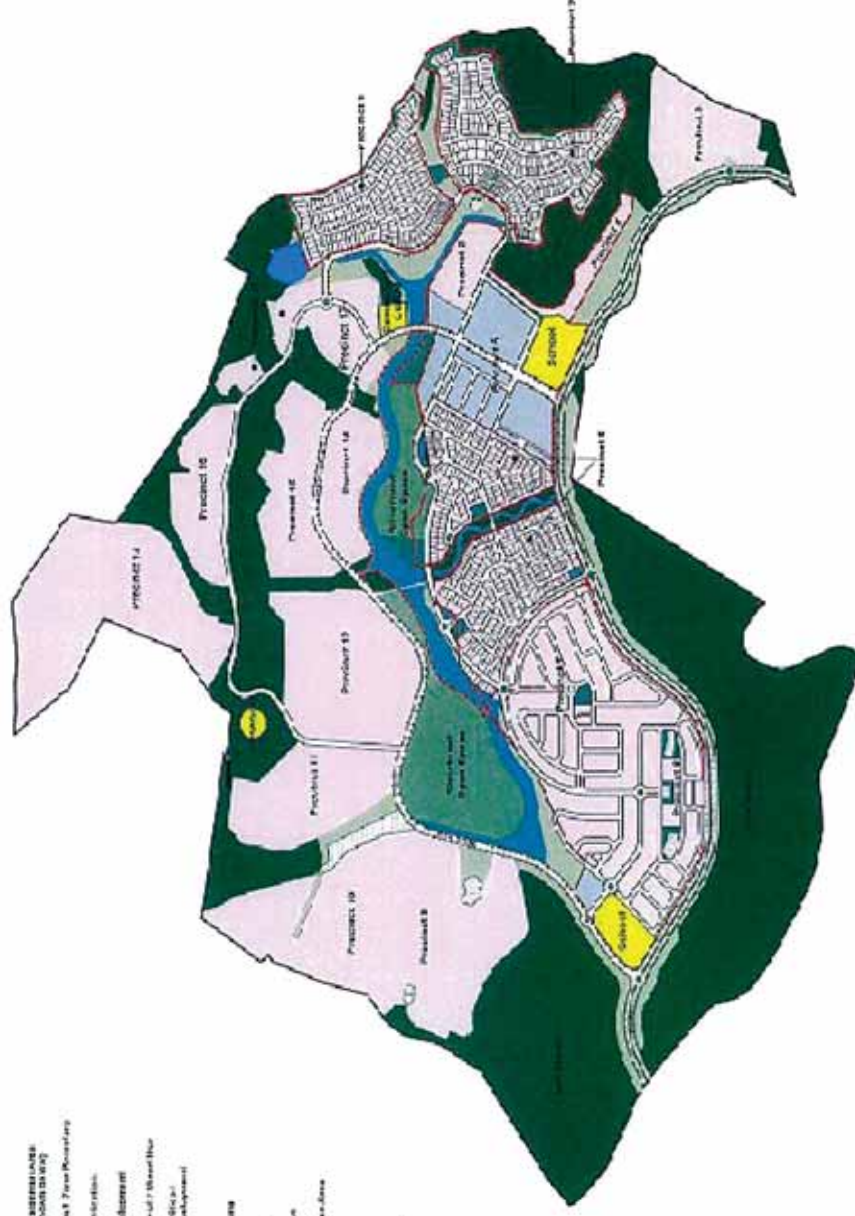
## Status

Concept Plan  
Approved December 2010

DA for first 1,000 dwellings  
Approved May 2011





[illegible]

# 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

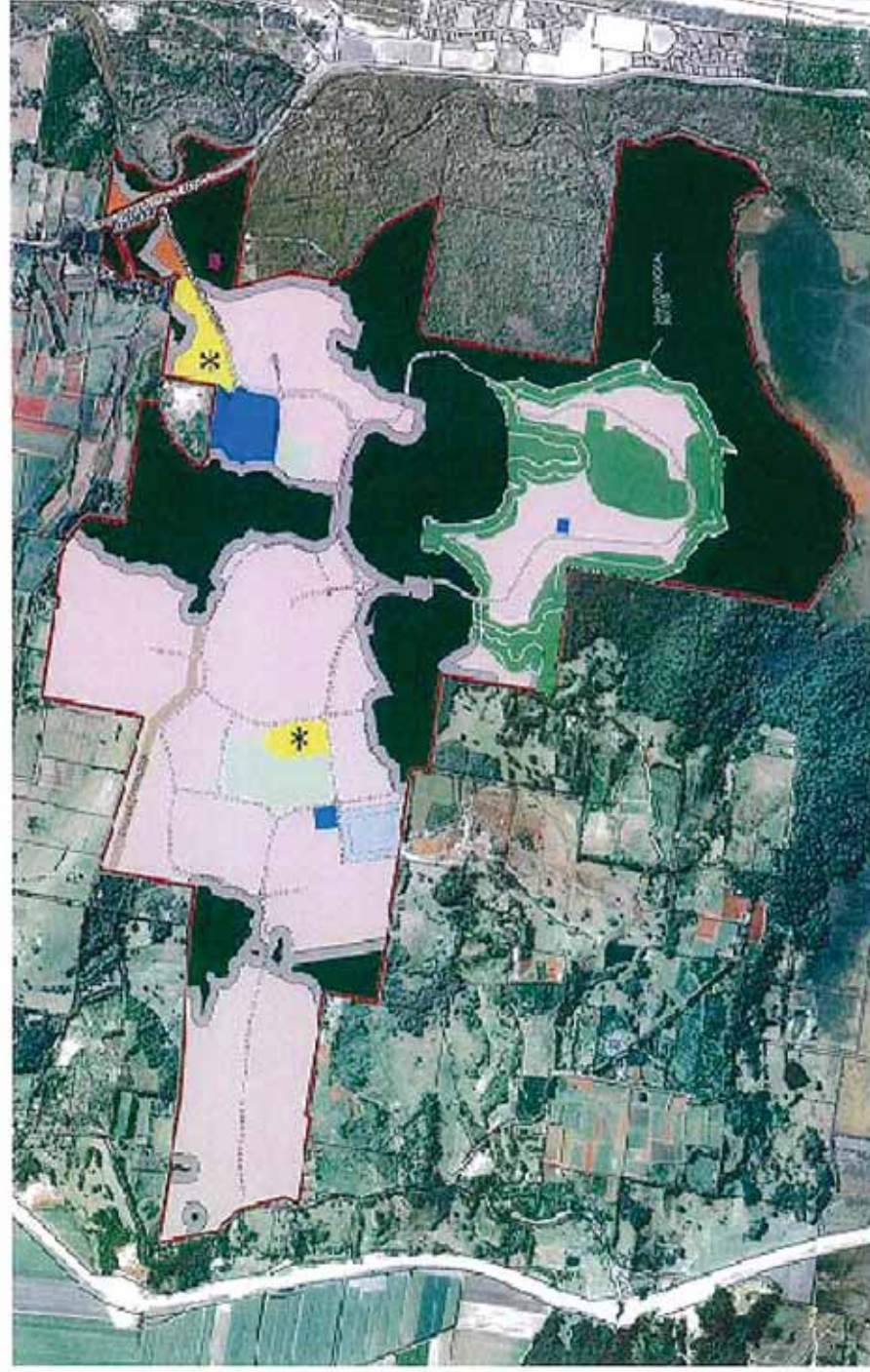
Concept Plan  
Approved





# KINGS FOREST

## MASTER PLAN



- TOWN CENTRE / HIGH COURSE CENTRES
- RESIDENTIAL
- COMMUNITY FACILITIES / EDUCATION
- EMPLOYMENT LAND
- STRUCTURED OPEN SPACE ACTIVITY  
(PASSIVE OPEN SPACE TO DRINK STANDARDS  
Locations subject to urban design)
- ENVIRONMENTAL PROTECTION AREA  
(NO DEVELOPMENT ALLOWED)
- 20m ECOLOGICAL BUFFER  
(Includes 10m Roadside Buffer where approved)
- STATE SCHOOL SITE
- PROPOSED ZONE DEDICATION  
(Subject to Landy Energy final approval)
- PRIVATE OPEN SPACE  
(PRIVATE OPEN SPACE  
To comply with evolving standards  
where indicated)
- PRIVATE OPEN SPACE INCLUDING LAKE

# 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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**LEDA**



# THE MEADOWS

PIMPAMA, QLD



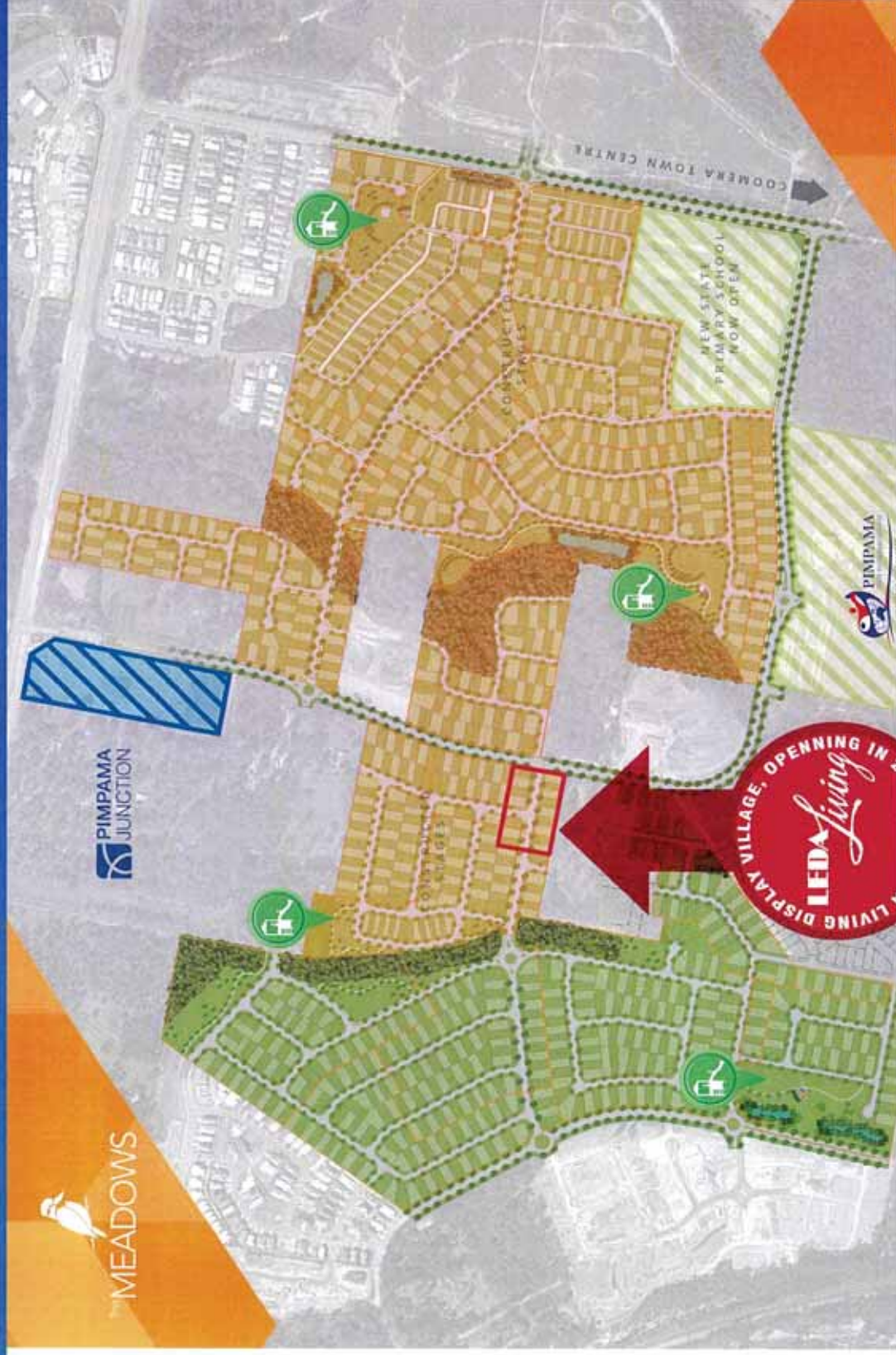
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# THE MEADOWS

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



**NORTH STREET, IPSWICH**  
CONCEPT PLAN

CLIENT: LEDA DEVELOPMENTS PTY LTD  
DATE: JUNE 2011  
DRAWN: JH  
CHECKED: BK  
SCALE: AS SHOWN  
REVISIONS: 01 - REVISIONS AND NOTES & MARK REVISIONS

ISSUED FOR: LEDA  
BY: JH  
DATE: 01/06/11



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**LEDA**  
GROUP OF COMPANIES



# RESIDENTIAL DEVELOPMENTS

MAJOR LEDA RESIDENTIAL DEVELOPMENTS 1981-1997

YEAR	AREA M <sup>2</sup>	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
<b>TOTAL</b>	<b>368,756m<sup>2</sup> approx</b>	

# 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

390,000m<sup>2</sup>





# 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

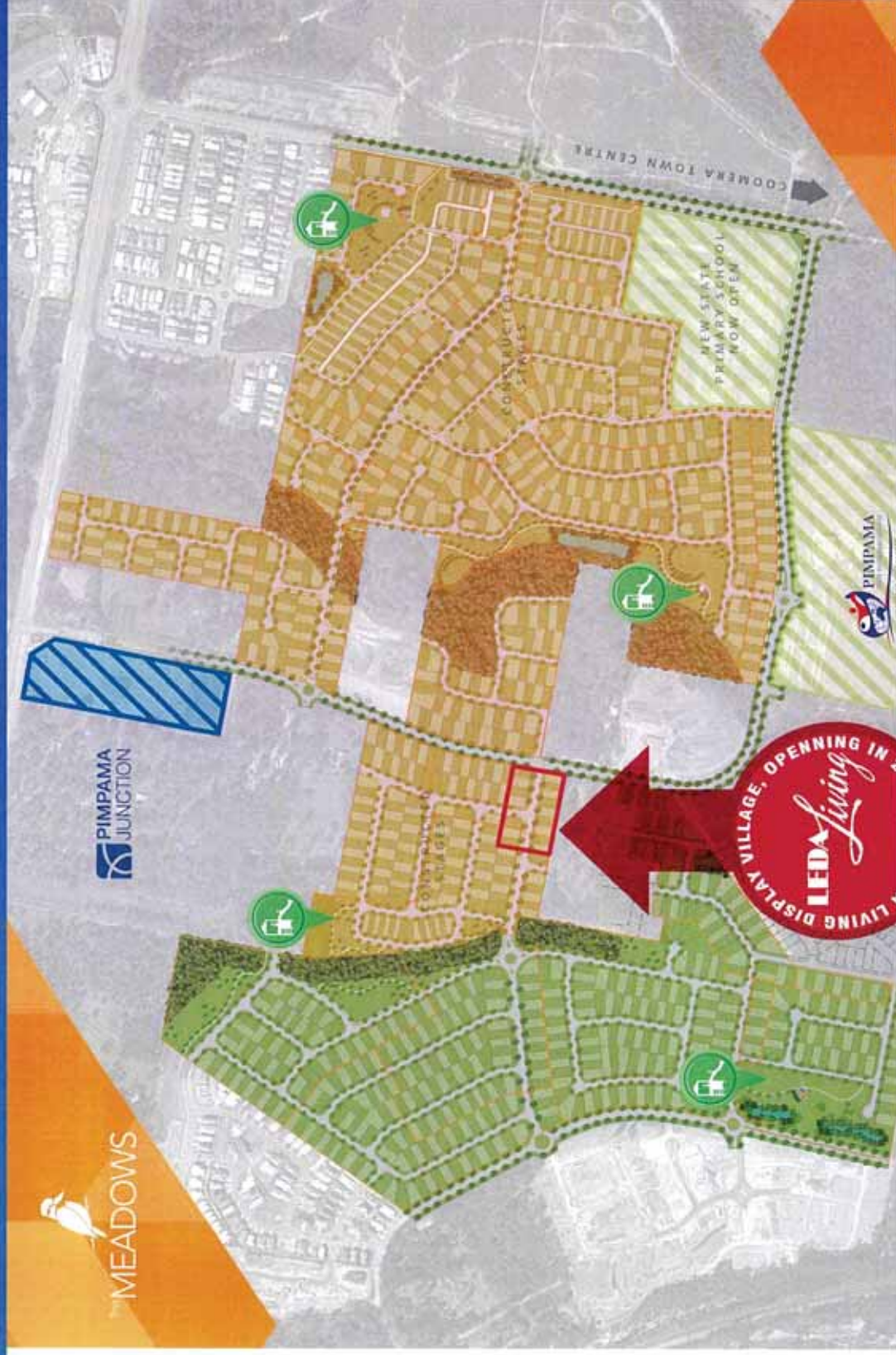
269,000m<sup>2</sup>





# THE MEADOWS

PIMPAMA, QLD



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**LEDA**



# 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





# CONCEPT PLAN



DEVELOPMENT AREA 3



LEDA



# RESIDENTIAL DEVELOPMENTS

MAJOR LEDA RESIDENTIAL DEVELOPMENTS 1981-1997

YEAR	AREA M <sup>2</sup>	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
<b>TOTAL</b>	<b>368,756m<sup>2</sup> approx</b>	



# 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

390,000m<sup>2</sup>



# 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

269,000m<sup>2</sup>





# LEDA COMMERCIAL

2016



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LEDA



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

# 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 2,000m<sup>2</sup>.

The building has a total net lettable area of approximately 35,021m<sup>2</sup>. The basement and lower level parking is provided over 7½ levels with accommodation approved for approximately 300 vehicles.





# 20 HUNTER STREET, SYDNEY NSW



## Overview

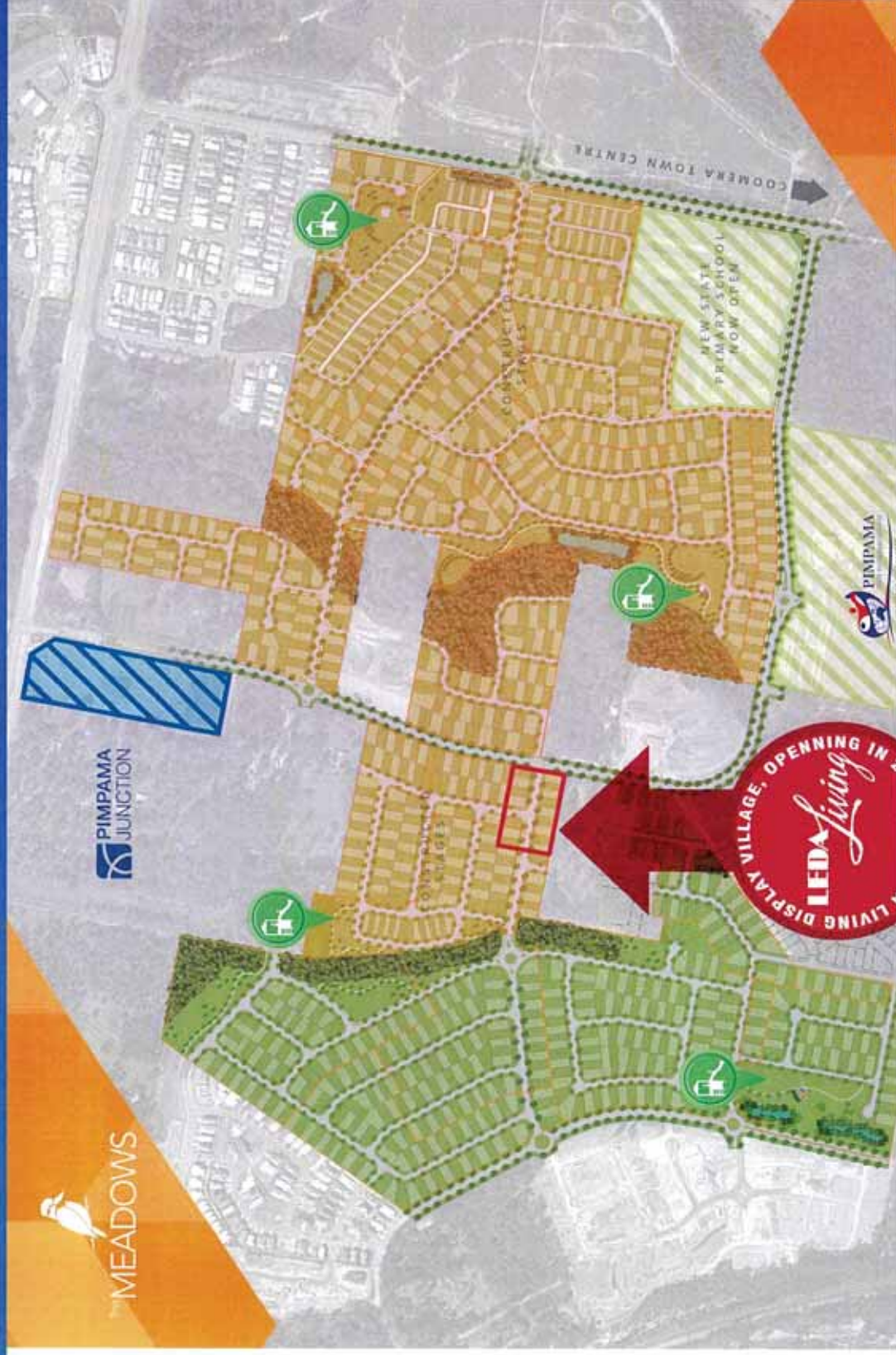
- Completed in 1998
- Developed by Leda Holdings

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 10,147m<sup>2</sup>. On either side of the foyer entries there are 3 retail areas totalling approximately 1,000m<sup>2</sup>, in addition there are 2 levels of basement car parking accommodation approximately for 24 cars.



# THE MEADOWS

PIMPAMA, QLD



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**LEDA**



# 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





**DEVELOPMENT AREA 1**  
SITE AREA: 1.1 HECTARES TOTAL  
DWELLINGS: 14 UNITS TOTAL

**DEVELOPMENT AREA 2**  
SITE AREA: 1.8 HECTARES  
DWELLINGS: 120 TOWNHOUSES TOTAL

**DEVELOPMENT AREA 3**  
SITE AREA: 1.6 HECTARES

**LOCALITY MAP**

CONSTITUTIONAL COURT

Client:	MTA Development PVT LTD	ISSUES NO:	MODNET_C01FALL11
Date:	June 2011	ISSUES NO:	81 OF 81
Details:	29	RTY NO:	00
Checked:	88	SCALE:	N/A
END FILED BY: KORNAL ARCHER & ALAN BIRROW			



100



LEDA



# RESIDENTIAL DEVELOPMENTS

MAJOR LEDA RESIDENTIAL DEVELOPMENTS 1981-1997

YEAR	AREA M <sup>2</sup>	DEVELOPMENT
1981	800	Queensboro, Rushcutters Bay NSW
1987	5,456	St Tropez, The Entrance NSW
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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
<b>TOTAL</b>	<b>368,756m<sup>2</sup> approx</b>	



# 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

390,000m<sup>2</sup>



# 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

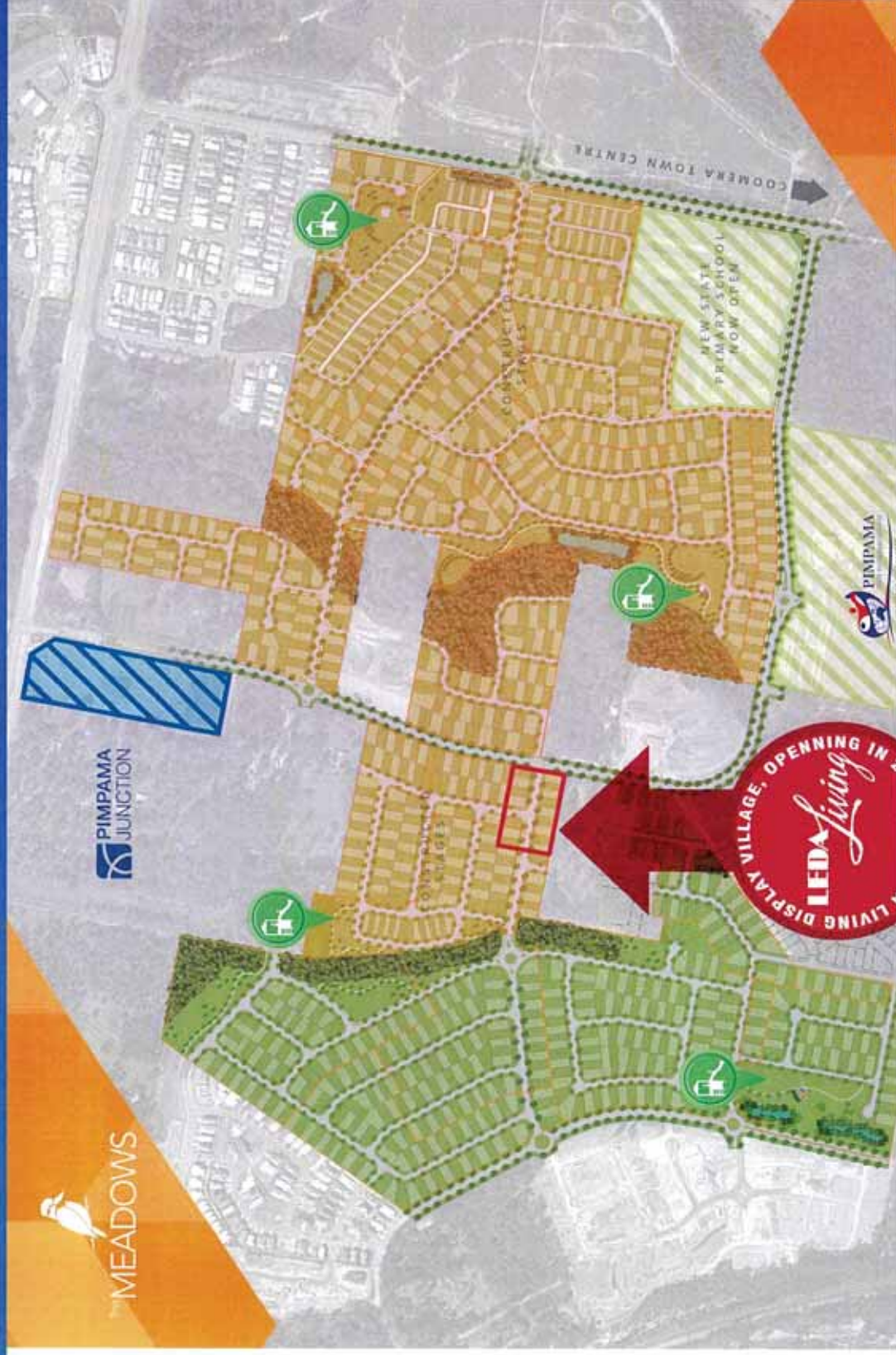
269,000m<sup>2</sup>





# 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: 4.88HA  
CHALLENGES: 1.8 UNITS TOTAL

**DEVELOPMENT AREA 2**  
SITE AREA: 4.88HA  
CHALLENGES: 1.8 UNITS TOTAL

**DEVELOPMENT AREA 3**  
SITE AREA: 4.88HA TOTAL

**NORTH STREET, IPSWICH**  
CONCEPT PLAN

CURR: LEDA DEVELOPMENTS PTY LTD  
DATE: JUN 2011  
DRAWN: JH  
CHECKED: BK  
SCALE: AS SHOWN  
REVISIONS: 01  
REVISIONS AND NOTES: 01  
SCALE: 1:1000

ISSUED FOR: 01/2011  
BY: JH  
DATE: 01/2011  
SCALE: 1:1000



LEDA HOLDINGS PTY LTD  
100 RIVERLINK DRIVE  
IPSWICH QLD 4701  
AUSTRALIA  
TEL: 07 5511 1111  
WWW.LEDAHOLDINGS.COM.AU



[LEDAHOLDINGS.COM.AU](http://LEDAHOLDINGS.COM.AU)

**LEDA**



# RESIDENTIAL DEVELOPMENTS

MAJOR LEDA RESIDENTIAL DEVELOPMENTS 1981-1997

YEAR	AREA M <sup>2</sup>	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
<b>TOTAL</b>	<b>368,756m<sup>2</sup> approx</b>	

# 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

390,000m<sup>2</sup>





# 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

269,000m<sup>2</sup>



# 20 HUNTER STREET, SYDNEY NSW



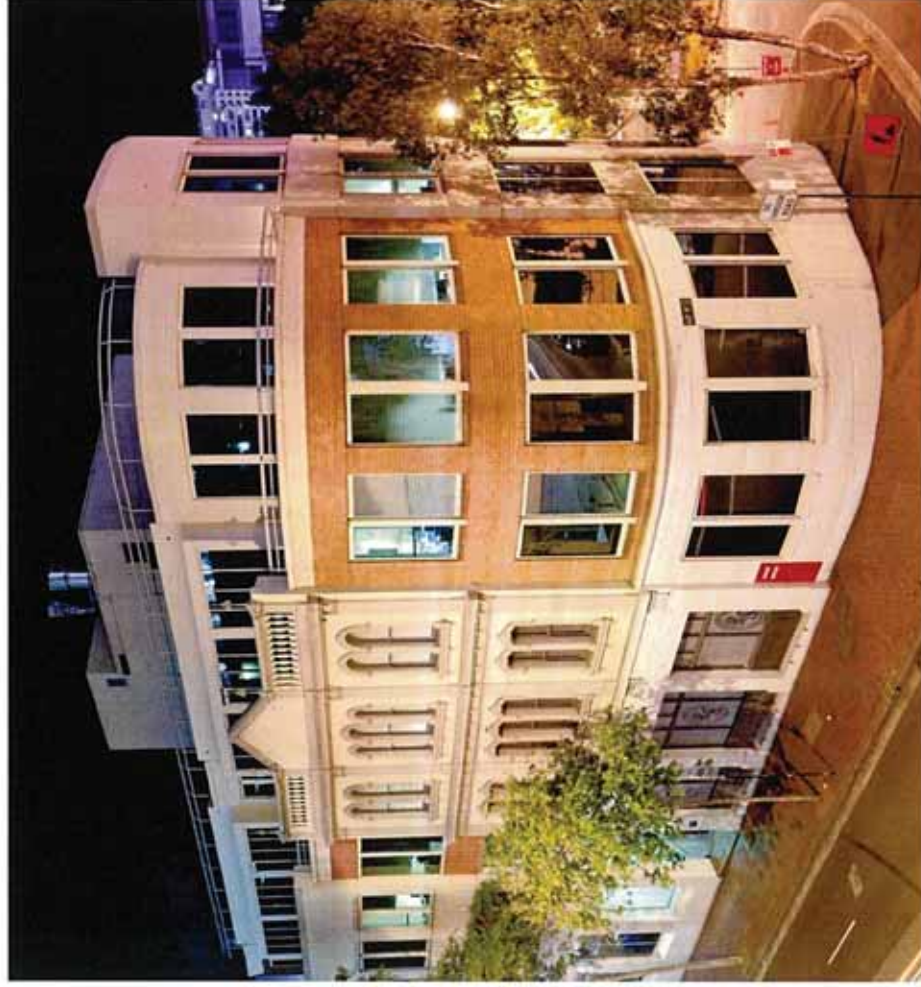
## Overview

- 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 10,147m<sup>2</sup>. On either side of the foyer entries there are 3 retail areas totalling approximately 1,000m<sup>2</sup>, in addition there are 2 levels of basement car parking accommodation approximately for 24 cars.



# 101 SUSSEX STREET, SYDNEY NSW



## Overview

- 2,192m<sup>2</sup>
- 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 3,806m<sup>2</sup>. Car parking is located in the basement and will accommodate 20 cars comfortably.



# 35 CLARENCE STREET, SYDNEY NSW



## Overview

- Completed in 1999
- 16-storey commercial office tower
- 15,000m<sup>2</sup>
- 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 (942m<sup>2</sup>), 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.





# 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. 600,000m<sup>2</sup>).

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 <sup>2</sup>	19 Chifley Street, Smithfield
Current	93,358m <sup>2</sup>	32-40 Cawarra Road, Caringbah
Current	48,637m <sup>2</sup>	31 Bay Road, Taren Point
Current	41,000m <sup>2</sup>	Bankstown Business Estate
<b>TOTAL</b>	<b>209,625 m<sup>2</sup></b>	<b>approx.</b>

# 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 627m<sup>2</sup> and 1,804m<sup>2</sup> 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

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

## Tenants Include:

- ANZ Bank – 395m<sup>2</sup>
- Little Learning School – 708m<sup>2</sup> plus outside play area 700m<sup>2</sup>
- Crunch Gym – 1,800m<sup>2</sup>
- Café





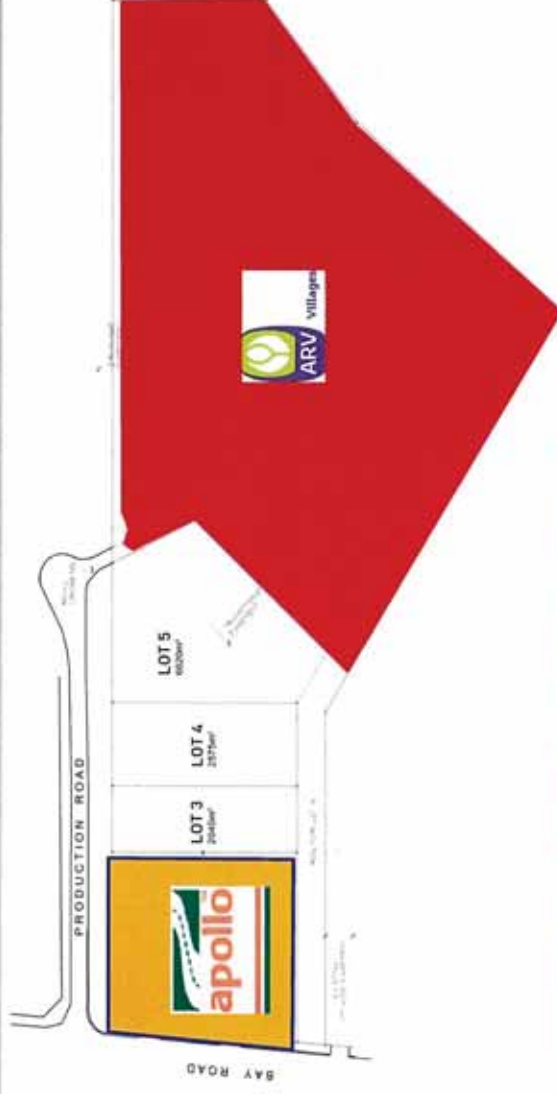
# 31 Bay Road Taren Point

## 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 <sup>2</sup>	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
<b>TOTAL</b>	<b>532,051m<sup>2</sup></b>	<b>Approx.</b>

# RIVERSIDE CORPORATE CENTRE

1 RICHARDSON PLACE, NORTH RYDE NSW

**Year** 1999

**Area** 7,500m<sup>2</sup>

**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.





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- General store - Gymnasium, swimming pools and tennis courts - Business centre - Child care centre Areas.





# 12 JULIUS AVENUE, NORTH RYDE NSW

**Year** 1999  
**Area** 7,500m<sup>2</sup>  
**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.

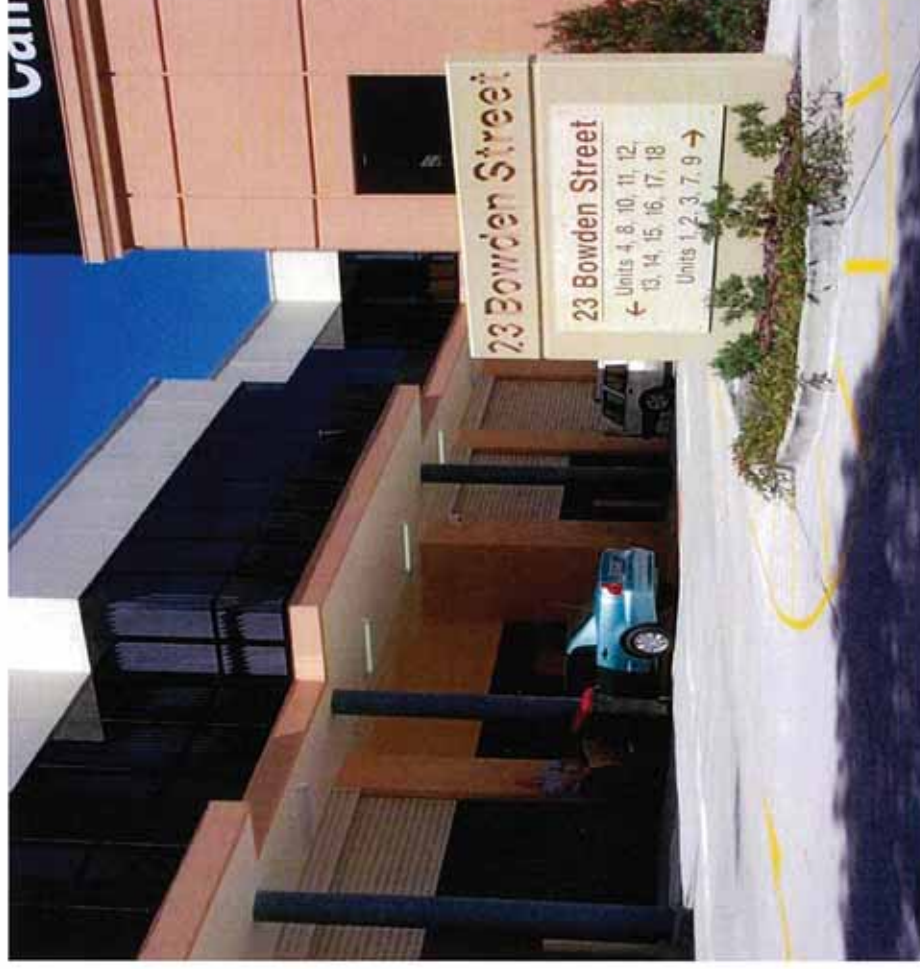




# 23 BOWDEN STREET, ALEXANDRIA NSW

<b>Year</b>	1999
<b>Area</b>	8,600m <sup>2</sup>
<b>Developer</b>	Leda Holdings
<b>Builder</b>	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** 37,000m<sup>2</sup>

**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.



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# LEDA BUSINESS CENTRE

30 – 40 HARCOURT PARADE, ROSEBERY NSW

**Year** 1998

**Area** 14,000m<sup>2</sup>

**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** 8,187m<sup>2</sup>

**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.



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**LEDA**



# 5 – 15 DUNNING AVENUE, ROSEBERY NSW

**Year** 1986

**Area** 19,426m<sup>2</sup>

**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** 7,206m<sup>2</sup>

**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.





# 12 JULIUS AVENUE, NORTH RYDE NSW

**Year** 1999

**Area** 7,500m<sup>2</sup>

**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

<b>Year</b>	1999
<b>Area</b>	8,600m <sup>2</sup>
<b>Developer</b>	Leda Holdings
<b>Builder</b>	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.





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**Area** 37,000m<sup>2</sup>

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**LEDA**



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**LEDA**



# 5 – 15 DUNNING AVENUE, ROSEBERRY NSW

**Year** 1986

**Area** 19,426m<sup>2</sup>

**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** 7,206m<sup>2</sup>

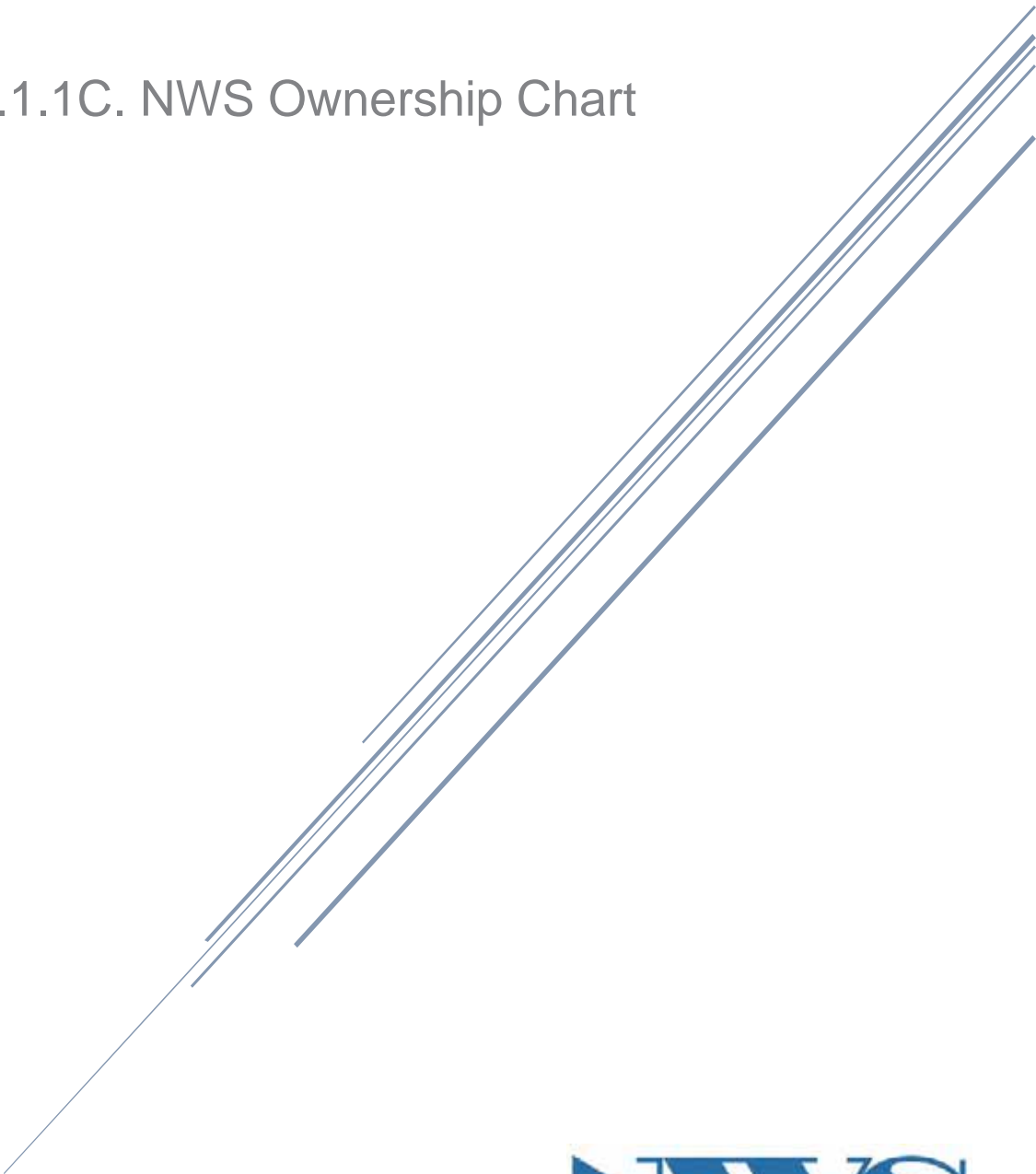
**Developer** Leda Holdings

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.

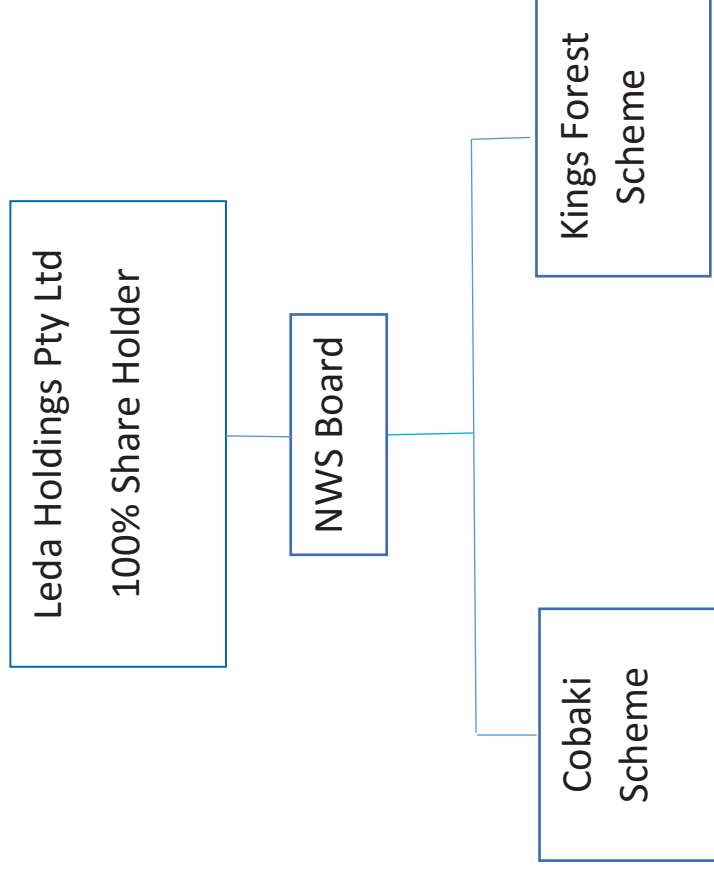


Appendix 6.1.1C. NWS Ownership Chart





# NWS Ownership Chart



## Appendix 6.1.3A. Position Description of Key Personnel





## POSITION DESCRIPTION

<b>Position Title</b>	Risk & Compliance Officer
<b>Reporting to</b>	Chief Executive Officer (CEO)
<b>Functional Team</b>	Construction Delivery
<b>Location</b>	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
<b>Relationships</b>	<ul style="list-style-type: none"> <li>– NWS Executive Team</li> <li>– CEO</li> <li>– Project Manager,</li> <li>– Operations Manager</li> <li>– Retail Manager</li> </ul>	<ul style="list-style-type: none"> <li>– Property Developers</li> <li>– Other clients (e.g. Councils)</li> <li>– Contractors &amp; Suppliers</li> <li>– Public Utilities</li> <li>– Regulators (IPART, EPA)</li> </ul>

### 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,



## POSITION DESCRIPTION

<b>Position Title</b>	Design Manager;
<b>Reporting to</b>	CEO
<b>Functional Team</b>	Executive
<b>Location</b>	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
<b>Relationships</b>	<ul style="list-style-type: none"> <li>– CEO</li> <li>– NWS Executive team</li> <li>– Board Members</li> <li>– Project Manager</li> <li>– Operations Manager</li> </ul>	<ul style="list-style-type: none"> <li>– Clients/Developers</li> <li>– Government Departments</li> <li>– Regulatory Authorities</li> <li>– Public Water Utilities</li> <li>– Regulators (IPART, EPA)</li> <li>– Key contractors &amp; suppliers</li> </ul>

### 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

<b>Position Title</b>	Environmental/Planning Manager
<b>Reporting to</b>	CEO
<b>Functional Team</b>	Executive
<b>Location</b>	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
<b>Relationships</b>	<ul style="list-style-type: none"> <li>– CEO</li> <li>– NWS Executive team</li> <li>– Board Members</li> <li>– Project Manager</li> </ul>	<ul style="list-style-type: none"> <li>– Clients/Developers</li> <li>– Government Departments</li> <li>– Regulatory Authorities</li> <li>– Public Water Utilities</li> <li>– Regulators (IPART, EPA)</li> </ul>

### 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

<b>Position Title</b>	Legal Counsel; FUSE lawyers
<b>Reporting to</b>	CEO & Board of Directors
<b>Functional Team</b>	Executive
<b>Location</b>	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
<b>Relationships</b>	<ul style="list-style-type: none"><li>– CEO</li><li>– NWS Executive team</li><li>– Board Members</li></ul>	<ul style="list-style-type: none"><li>– Clients/Developers</li><li>– Government Departments</li><li>– Regulatory Authorities</li><li>– Public Water Utilities</li><li>– Regulators (IPART, EPA)</li><li>– Key contractors &amp; suppliers</li></ul>

### 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

<b>Position Title</b>	<b>Operations Manager Water Utilities</b>
<b>Reporting to</b>	Chief Executive Officer (CEO), (CFO)
<b>Functional Team</b>	Utility Operations
<b>Location</b>	Gold Coast, QLD

### Role

This role is to manage the Water Utility Operations area of the NWS business, with overall accountability for the commissioning, hand over from construction, operating and maintaining the NWS Private Water Utilities WWTP and network infrastructure and liaise with both the Project team and Retail team on issues that may arise from time to time.

	Internal	External
<b>Relationships</b>	<ul style="list-style-type: none"> <li>– NWS CEO &amp; CFO,</li> <li>– Executive team,</li> <li>– Project team,</li> <li>– Retail Team,</li> <li>– Operations team,</li> </ul>	<ul style="list-style-type: none"> <li>– Property Developers,</li> <li>– Public Utilities,</li> <li>– Local Councils,</li> <li>– Regulatory Authorities,</li> <li>– Contractors &amp; Suppliers,</li> <li>– Servicing Customers requirements</li> </ul>

### 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, demonstrating leadership in safe workplace practices consistent with WHS Policy and NWS Management System procedures,
- Proactively being involved in identifying unsafe workplace conditions and/or practices and taking preventive and corrective actions when required,
- Be a leading contributor to workplace safety improvements, particularly in relation to commissioning, validation, operations and maintenance activities,

### Responsibilities

- Be responsible for providing operational input to the design, construction, commissioning, validation and handover of all NWS WWTP and network infrastructure,
- Be responsible for the handover, acceptance and ownership of all NWS infrastructure upon completion and inspection of quality assurance sheets, ITP/test/commissioning sheets and signing off after any validation period,

- The coordination of day to day operations and maintenance of all NWS WWTP facilities and network infrastructure,
- Form a close relationship with Retail Operations functional team in providing support to the customer enquiries of when it is relation to technical issues,
- Ensure the coordination of all regulatory compliance, monitoring and reporting associated with the operations and maintenance of all NWS assets and infrastructure,
- Develop and support business relationships,
- Maintaining and improving the NWS product to all stakeholders including clients, customers and regulators,

### Skills and Experience

- Experienced in workforce management, organisational and delegation skills to oversee activities carried out across multiple water scheme operational sites,
- The ability to identify, implement and manage all forms of technology associated with NWS water industry infrastructure,
- The understanding of project delivery activities and sequencing so as to provide a timely handover of all relevant input into future commissioning, operations and maintenance of new NWS assets,
- Extensive experience in customer relations and service delivery,
- The ability to work independently in a corporate environment,
- The ability to improve the NWS business performance through strong leadership and management,
- Experienced in skills with troubleshooting, problem-solving, and providing conflict resolution,
- The ability to contribute to a workplace environment that encourages learning, teaching, personal and professional growth,
- Must be straight forward, self-confident and high self-awareness of one self,

### Qualifications

- A strong technical background and understanding of the water industry assets in how they operate,
- Good knowledge and be familiar with SCADA online monitoring and control systems,
- Technical qualifications in electrical & controls, plumbing industry,
- Advanced knowledge of statutory and regulatory frameworks for the operating in the water industry,
- At least 15 years' experience in the operation and maintenance of sewage and recycled water treatment facilities,
- At least 10 years' experience in the operation and maintenance of water and sewerage reticulation networks,
- Relevant tertiary qualifications,



## POSITION DESCRIPTION

<b>Position Title</b>	<b>Project Manager Construction Delivery</b>
<b>Reporting to</b>	Chief Executive Officer (CEO)
<b>Functional Team</b>	Construction Delivery
<b>Location</b>	Gold Coast, QLD

### Role Description

The primary purpose of this role is to manage the Project Construction Delivery of the NWS business operations, with the overall accountability for Project Programming, Overall design assessment, Procurement, Contract management, Construction, and project management of all new Water Utility Schemes and network infrastructure delivered by NWS.

	Internal	External
<b>Relationships</b>	<ul style="list-style-type: none"> <li>– NWS Executive Team</li> <li>– CFO</li> <li>– CEO</li> </ul>	<ul style="list-style-type: none"> <li>– Property Developers</li> <li>– Other clients (e.g. Councils)</li> <li>– Contractors &amp; Suppliers</li> <li>– Public Utilities</li> <li>– Regulators (IPART, EPA)</li> </ul>

### 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 cost estimating and project delivery and program input to business development and being involved in proposals to clients,
- Determine the resources needed to achieve project time lines and deliverables,
- Oversee the project works program, cost reporting and risk controls to maintain the budgeted margin,
- Provide project management to protect the company's commercial position with both client, contractors, suppliers and consultants,
- Effectively communicate the project expectations to team members and other stakeholders,

- Prepare and present management cost reports on a monthly basis that concisely and accurately provide relevant information concerning the status of each individual project during the delivery construction phase, commissioning phase and validation period to the CEO and CFO,
- 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,
- Develop and support the business relationships vital to the success of NWS projects,
- Provide the Leadership for maintaining/improving the NWS brand to all stakeholders including clients, customers/end-users, consultants, regulators, suppliers and contractors involved in delivering the NWS products to the market,

### Skills and Experience

- In project management, programing, estimating, organisational and delegation skills to oversee the activities required to be carried out across a of multiple project sites,
- Experience in procurement and commercial 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 from meeting regulatory requirements, design, contracts, ordering of major equipment, work programming, commissioning and validation 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 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 project management of water infrastructure projects,
- At least 5 years' experience in the role of Project Managing design and construction of water infrastructure,
- Relevant tertiary qualifications and experience,



## POSITION DESCRIPTION

<b>Position Title</b>	Risk & Compliance Officer
<b>Reporting to</b>	Chief Executive Officer (CEO)
<b>Functional Team</b>	Construction Delivery
<b>Location</b>	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
<b>Relationships</b>	<ul style="list-style-type: none"> <li>– NWS Executive Team</li> <li>– CEO</li> <li>– Project Manager,</li> <li>– Operations Manager</li> <li>– Retail Manager</li> </ul>	<ul style="list-style-type: none"> <li>– Property Developers</li> <li>– Other clients (e.g. Councils)</li> <li>– Contractors &amp; Suppliers</li> <li>– Public Utilities</li> <li>– Regulators (IPART, EPA)</li> </ul>

### 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,





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

### 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 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 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 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,

Appendix 6.1.5. List Business System that are in  
Place or will be in Place (Table of Contents Only)







Retail Service  
Provider Systems  
September 2016

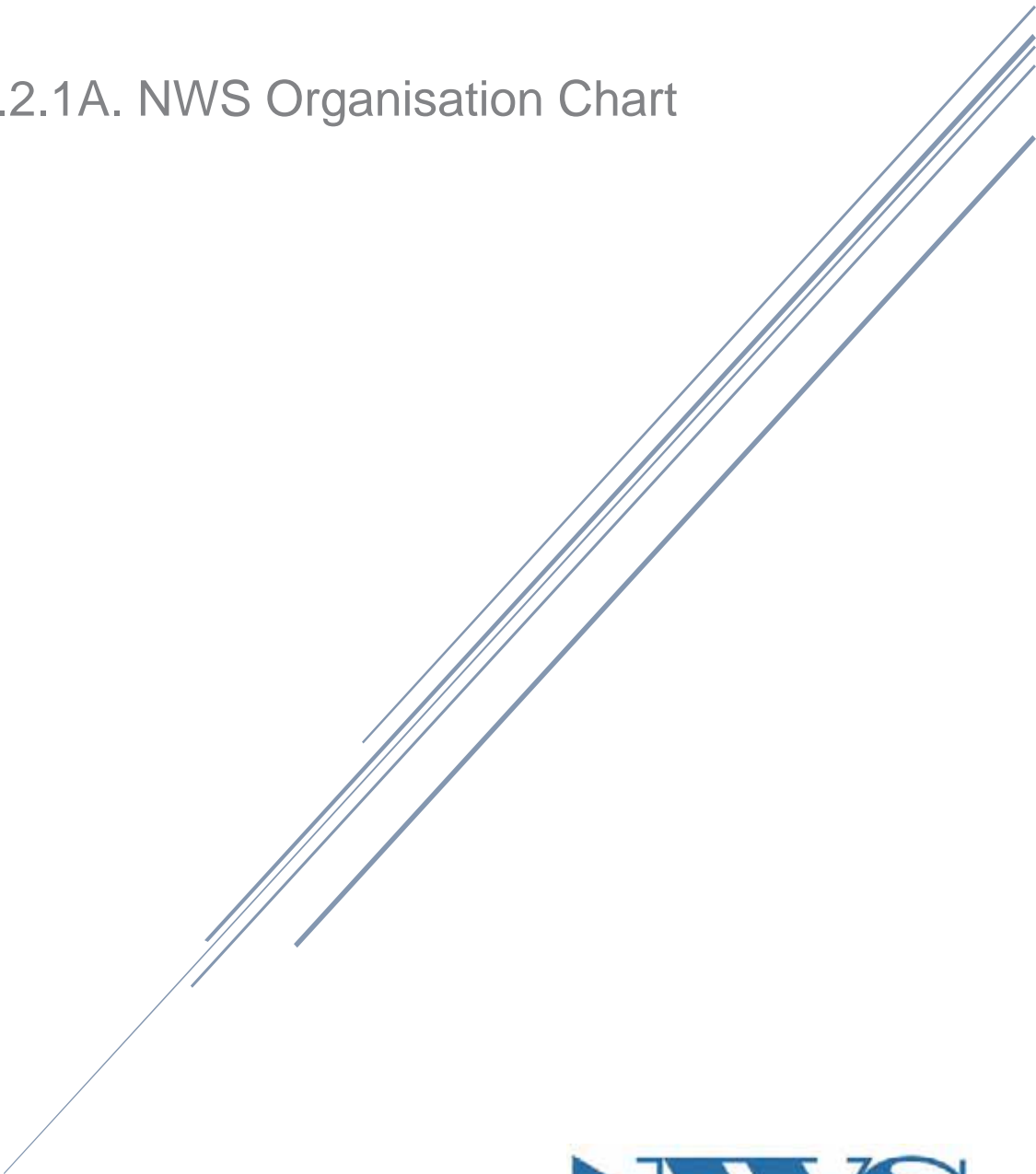


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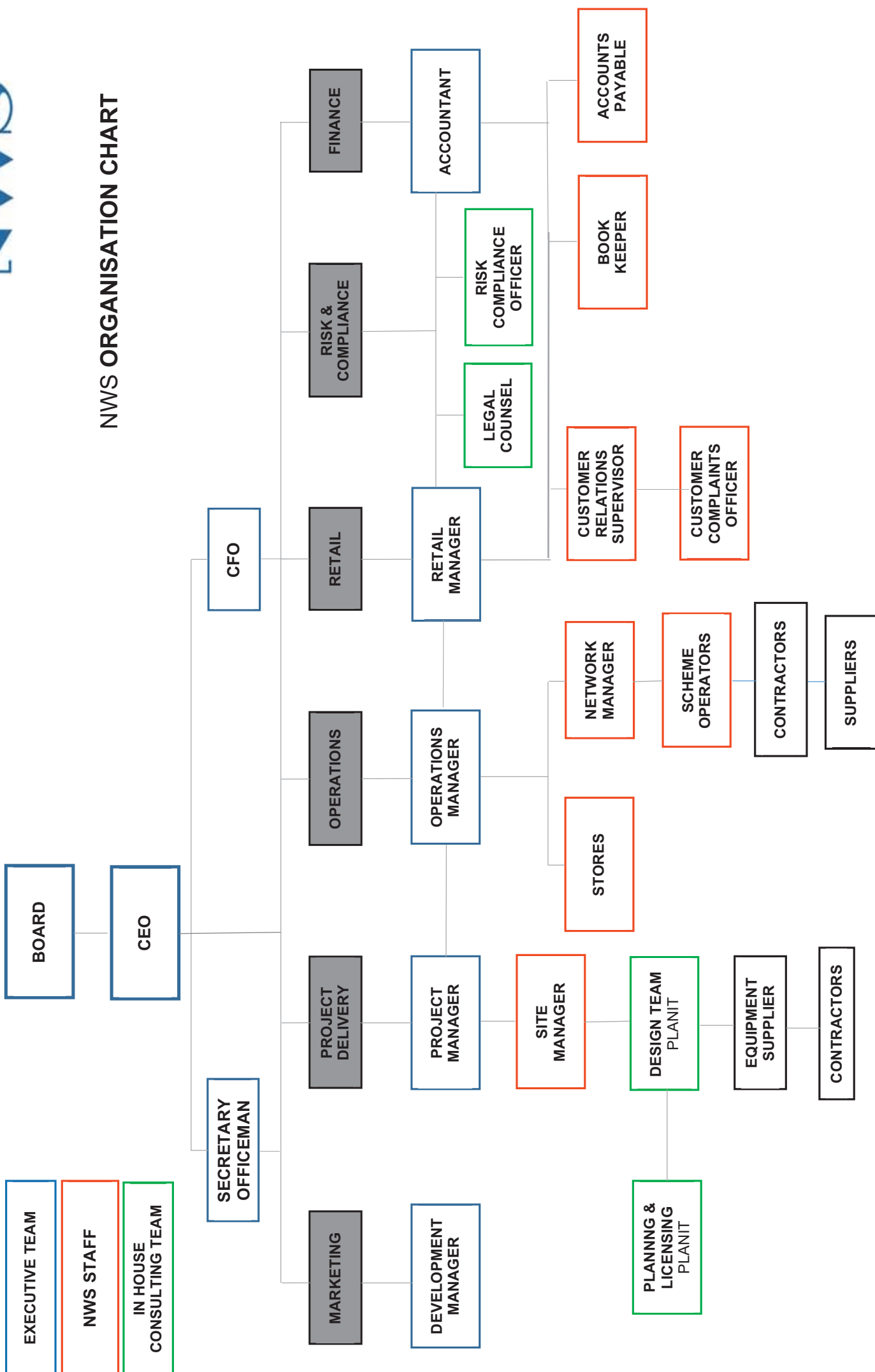
Appendix 6.2.1A. NWS Organisation Chart



LEGEND



NWS ORGANISATION CHART





## Appendix 6.2.3A. Retail Staff Position Descriptions



## POSITION DESCRIPTION

<b>Position Title</b>	Customer Complaints Manager
<b>Reporting to</b>	Customer Relations Manager & Retail Manager
<b>Functional Team</b>	Retail Team
<b>Location</b>	

### 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
<b>Key Relationships</b>	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,

## Appendix 6.2.5A. Business Systems QA Complaints Management (Table of Contents Only)







Retail Service  
Provider Systems  
September 2016



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## Appendix 6.2.5B. Pre-Commercial Operations & Retail Audits (Table of Contents Only)





Appendix 6.2.5(b)

**Northern Water Solution Pty Ltd**

**Pre: Commercial Operation Stage Audit Plans**

**For Network Operations & Retail Supply**

**September 2016**





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