

Lake Maintenance



Values are so
important to us,
we measure ourselves
against them

Capability Statement
Lake Maintenance
January 2023



Lake Maintenance – The Perfect Partner

Lake Maintenance is Australia's largest privately-owned residential property facilities management provider. The business has been active in the market for over 20 years. Lake Maintenance is large enough to be trusted and reliable, yet agile enough to respond at speed to the needs of clients and the tenants that they support. Clients could not ask for a better partner for the provision of home modification, maintenance and repair services than Lake Maintenance. Lake Maintenance's financial strength and strategic drive means that it is now expanding in new markets and regions. New Zealand is its top priority for the next stage of its growth plans. We are particularly proud of the fact that we remain a large, private business, taking on the foreign owned, multi-national companies and listed competitors and beating them on attentive service, nimble adaptability and value for money. We have helped to ensure that the Australian market remains competitive and healthy for our clients.

This is brought to life and evidenced by our:

- ❖ Blue chip clients from the government segment;
- ❖ Delivery of over 75,000 property inspections;
- ❖ Great, long-term relationships with over 3,000 skilled subcontractors to complete more than 1,000 work orders every day (work orders are made up of many Vendor Purchase Orders);
- ❖ Well-developed, rich data and adaptive systems to help clients manage assets using our proprietary Spyderware and Trade App technology. This empowers best of breed reporting and total accountability;
- ❖ Ability to mobilise at speed for new and existing customers, regardless of the remoteness of the area or difficulty of the job. We successfully mobilised our 2 large Community Housing Providers contracts in 4 weeks and 2 weeks respectively; 24 hours a day/ 7 days a week call centre, supporting our performance initiatives and successes;
- ❖ Regular community initiatives and innovative tenant employment programs;
- ❖ Numerous memberships, accreditations, awards and endorsements; and
- ❖ The most experienced leadership team in the Australian market. Key personnel each have over 20 years in the specific maintenance services industry: a seasoned team with a "pure play" sector focus.

We have highly valued government, private and community-based clients nationally, spanning east and west coasts and these agencies will attest to the high level of service that our KPI performance demonstrates.

Clients could be anywhere in Australia and New Zealand and they may not own the properties in which we will deliver works. We always respect the properties in which we work and support all stakeholders locally



Our model to support clients is proven and comprises of:

- 🔹 Centralised control through a proven operations centre;
 - 🔹 State and Regional-based supervision and quality control;
 - 🔹 A deep focus on contracting principles aligned with our clients; and
- A network of over 3,000 trusted local subcontractors to deliver any works, anywhere.

Using this model, we provide timely, local support to our clients and customers, assured by our certified quality systems and proven, best of breed technology.

This links to the strength of our people, importantly, too: our team lives and breathes in an environment of efficient systems and processes. We are extremely confident in our ability to meet and exceed our client's requirements and expectations.

We really look forward to working with new prospective clients to provide these important services.

Client's requirements met by Lake?	How?
Large Scale Property & Facilities Management Experience	✓	Facilities specialist with established operations centre and management team
Trusted Provider with Multiple Trades Expertise	✓	Trusted provider to government and other well respected and blue chip clients across a diverse array of trade types
Financial Stability	✓	In excess of AUD\$100m revenue Annually, \$20m of Net Assets and very low gearing. 12% compound annual growth rate in the period, FY15 to FY19
Nationwide Clients	✓	Network of nationwide coverage, proving Lake's ability to mobilise and retain services in new areas, even if remote



Lake Maintenance – History

Lake Maintenance was established in 1999 by **Ricci Schwarzler** and **Darren Nicholson** with a vision to serve customers and tenants better by having the scale of a larger company but remaining true to the philosophy of entrepreneurial flare and speed of adaptability.

Growing from an original contract with LaHC (NSW State Gov) in 2002 Lake Maintenance now manages a national business serving many of the largest councils, government entities and NGO's in the Southern Hemisphere.

Company Overview

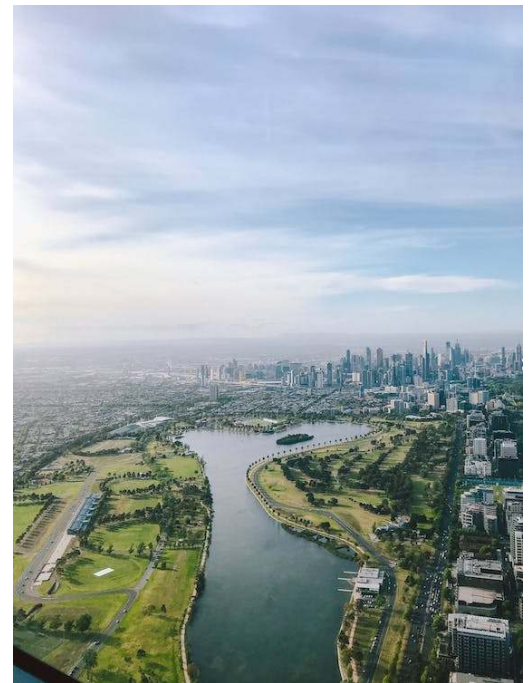
Lake Maintenance is a facilities management company operating specifically in the social housing sector. Lake Maintenance is currently contracted to the State government & NGO's housing authorities for major maintenance services in:

- ◆ Western Australia – Regional
- ◆ NSW – Metropolitan areas
- ◆ South Australia – Metropolitan Adelaide and Regional
- ◆ Queensland – Metropolitan and SE Regional

Lake Maintenance has history of management of remote and regional work projects, and has undertaken major social housing contracts within the last ten years in NSW, WA, Tasmania and Victoria. Lake Maintenance maintains ongoing working relationships with subcontractors from previous contracts and projects in the following localities:

- ◆ Metropolitan and Regional Victoria
- ◆ Riverina, Murray and Darling River basins, and Broken Hill
- ◆ NSW North and central Coast regions
- ◆ Albury/Wodonga
- ◆ Northern Territory
- ◆ Tasmania
- ◆ South Australia
- ◆ Western Australia

In total, these contracts require maintenance service provision for over 55,000 residential properties.



A total of over 30,000 properties serviced across our service regions



Lake Maintenance has a strong network of offices, supporting this important, dispersed client base:

◆ **Head Office** – 2A/8 Reliance Drive,
Tuggerah NSW 2259

◆ **National Call Centre** - 2A/8 Reliance
Drive, Tuggerah NSW 2259

◆ **Warners Bay Office** –298 Hillsborough
RdWarners Bay, NSW 2282

◆ **South Australia Head Office** – 65 Greenhill
RoadWayville, 5034

◆ **Queensland Office** – 11 Blanck St,
Ormeau, QLD 4208

◆ **WA Office** – Ocean View Apartments, 27/52
Rollinson Rd, North Coogee, WA 6163

The single source of works management has allowed these providers to re-task existing staff and leverage critical mass purchasing to ensure they are gaining value for money in their asset management.

Lake Maintenance's long history and experience delivering high quality, timely service provides the end user with comfort in knowing their assets and their clients assets are being maintained to the highest standards possible. Due to our many years' experience in many different styles of contracts we can help organisations choose the right style of contract for them.

By understanding your pain points and your ultimate requirements, we can develop the best aspects of national contracts to meet your needs.



" Big enough to deliver, close enough to care, always innovating "



Lake Maintenance has a strong understanding of a property portfolio's condition and the standard to which it should be maintained, to provide a reliable, valuable, yet easily understandable asset.

To this end, Lake Maintenance can conduct Property Assessment Surveys (PAS) on the entire portfolio, to set a benchmark in time for the condition of your assets. We will work with you to understand your needs and provide a long-term maintenance plan and budget.

Lake Maintenance – Capabilities

Lake Maintenance currently employs over 100 full-time staff and 3,500 subcontract workers to provide a vast range of residential maintenance services 24 hours a day, 365 days of the year. What sets Lake Maintenance apart from other providers is the proprietary work order management system which is wholly owned and maintained by the Lake Maintenance group and the flexibility to meet the varying business needs of clients both large and small.

Lake Maintenance has experience in mobilising efficiently and effectively in new regions where the business did not have prior “feet on the ground”. The below table demonstrates an example of two occasions where Lake Maintenance was able to mobilise quickly.

Client	CHP 1	CHP 2
Location	Queensland / New South Wales	South Australia
Weeks taken to mobilise	4 weeks	2 weeks
Number of properties	5,000	1,000+
Number of trade companies engaged	149	48

Service offerings

1. Responsive Maintenance Work

Responsive Maintenance Work is urgent, unplanned and reactive work to restore an item or an area to a condition consistent with the Client’s Accommodation Standards and Technical Specification and includes repairing damage to ensure the safety and health of the occupants.

2. Vacant Property Upgrades

Properties requiring the usual works to repair and clean the property for re-allocation and where major structural work is not required. A short timeframe of approximately 5-15 Business days is provided. Lake Maintenance understands the scope of works required, program the relevant trades and perform a series of inspections for QA purposes to ensure the property is delivered back to the Client in the shortest timeframe ready for immediate occupation.

3. Minor Maintenance/Building Work

Lake Maintenance provides detailed design and documentation, scoping of works, developing of work schedules and managing upgrades i.e. renovations, repairs to termite/fire damaged properties, major disability works, home conversions or extensions.





Lake Maintenance – Capabilities

Service offerings

4. Major Planned Maintenance/Building Work

With the aim of maintaining an asset's condition or to improve the property, planned major work can come as a result of the data obtained from a Property Assessment Surveys (PAS) programme or from the client's own inspections.

This work will involve more trades at one time, so planning is necessary to ensure there is minimal disruption to tenants. This work is usually performed in small geographic areas e.g. street, unit block etc. where possible, to concentrate the workforce in the one area to maximise the efficiency and ensure rapid completion of the project

Over time, this type of work will endeavour to reduce responsive maintenance. These programs can comprise of, but are not limited to:

- ◆ Entire building upgrades
- ◆ External Painting Program (EPP)
- ◆ Bathroom and Kitchen Upgrade Program
- ◆ Routine Lift Maintenance
- ◆ Air Conditioner Servicing
- ◆ Smoke Detector Replacement Program
- ◆ Retrofitting dual flush cisterns
- ◆ Replacing Exhaust Fans
- ◆ Ground Maintenance and Rubbish Removal from Vacant Land
- ◆ Light Modification/Upgrades
- ◆ Servicing of Hot Water Systems

5. Property Assessment Surveys

Lake Maintenance has become a leader across Australia in conducting Property Assessment Surveys (PAS) which allows the business to provide meaningful maintenance recommendations to its clients. This, in turn, allows the Client to better understand their asset and to be able to forecast planned maintenance costs on a priority/OHS system.

The PAS inspections are carried out using Lake Maintenance's propriety software which has been developed in conjunction with Spyderware and compliments the suite of services on offer. This software merges seamlessly with the software package to provide the end user with robust data that can be relied upon when formulating asset management plans.

The highly configurable system can be adapted to be utilised for a range of condition assessments and also as an on-site scoping tool with several built in 'smarts' to ensure all information is captured, accurately and first time without the need for administration input to submit the data, this is simply completed by uploading data to the environment which is then available for all stakeholders to review.

6. Regular Asset Compliance

Another worthwhile programme is conducting regular inspections as a cyclical 'run' to inspect and repair certain critical items in the properties. These items are discussed and determined with the Client to form a list. A programme is set and the 'runs' are performed.

The items are checked and repaired immediately if required. For instance, failed tap washers, failed smoke alarms, failed door hinges, missing doorstops, glazing, etc. This proactive programme aids in the reduction of responsive maintenance by repairing minor items before they create further damage.

Lake Maintenance – Capabilities

Other Quality Assurance, Memberships and Accreditations

Lake Maintenance is proud to have been re-accredited in January 2021 for ISO 9001 Quality Management Systems, ISO14001 Environmental Management System and ISO4801 Occupational Health and Safety Management Systems until 2024.

Lake Maintenance is a member of the Australasian Housing Institute (AHI). AHI is an industry peak body who advocate on behalf of CHP's and the social and public housing industry.

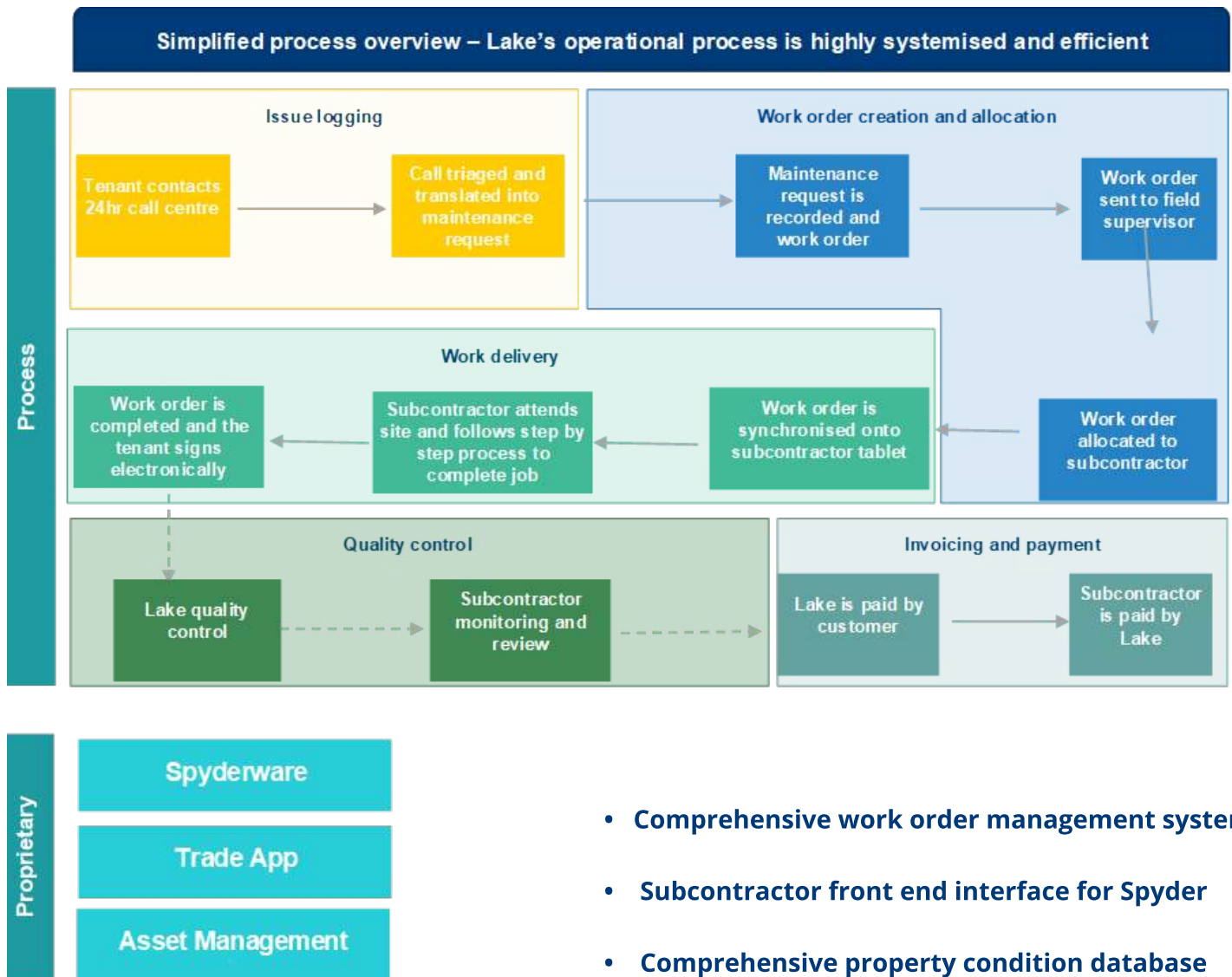
Lake Maintenance is also a member of Facility Management Association of Australia (FMA) and Asset Management Council (AMC). It has also recently been accepted as the only asset management, branded affiliate of peak body PowerHousing Australia, a member of the international housing partnership (which brings together several international housing associations).



Lake Maintenance – Capabilities

Service Management Process

The chart below demonstrates how Lake Maintenance manages work orders, issues, delivery, quality control and invoicing and payment:





Lake Maintenance – Capabilities

Systems

Spyderware is a proprietary IT system developed by Lake Maintenance in house for the end-to-end management of maintenance service provision, data recording, client interface and reporting. It is a proven tool for enhancing the operational efficiency and performance of its clients, for the benefit of tenants. The system also ensures the secure exchange of information with clients.

Lake Maintenance has developed Spyderware over five years with significant investment. The IT system was borne out of Lake Maintenance's initial work order management platform 'Spyder' which was created in 2002 and had seen significant investment to the point it was superseded by Spyderware. Spyder will be phased out in 2021 at the completion of the current Asset Maintenance Services contract in NSW. Lake Maintenance will then be operating 100% within the Spyderware environment.

It is used as a high-end tool to triage work requests, allocate work orders, manage work in progress reporting, record all aspects of works, define work items undertaken, record client and property occupant interface in problem, record quality inspections and audits, claims validation, electronic invoice and payments for subcontractors and clients, generate reports and maintain data securely for audit and contractual requirements.

Data for each job is recorded on several integrated bases including, date of initiation and completion, client, works property address, occupant/entitled person name, type of work undertaken.

Quality systems activities are also undertaken using the Spyderware system including pre-work, work in progress, post work site inspections, work health and safety, material compliance validation and audit. All are recorded and available for audit by the client.

The intuitive system prompts site staff to complete job specific safe work method statements (SWMS) and Take 5 risk assessments prior to any work commencing, these are completed within the system and upon completion are immediately available for review on site or from an office. This provides comfort that these important safety steps are completed at the correct time and not post an incident. The Spyderware system is highly flexible and can be configured on an individual client basis to provide appropriate data reporting to allow management to prepare accurate and detailed reports on contract KPI and overall performance in timely manner to the client.

All data stored within the Spyderware system is protected from unauthorised access or accidental disclosure. Lake Maintenance operates under a detailed Privacy Policy and adheres to the national privacy principles.

Lake Maintenance – Capabilities

Systems

As one of Lake Maintenance's values states, 'Always Innovating', a further enhancement to the Spyderware system has been released in July 2021 whereby LM can now offer clients the ability to receive a 3D digital scan version of a project. This can be used to refer to property conditions at a set time and date or can even be used as a marketing tool when showing potential new customers a property virtually.

Below is a selection of screen shots from previously completed projects



Lake Maintenance – Capabilities

Trade App

Lake Maintenance's proprietary work order management system and integrated subcontractor 'Trade App' was developed over more than 15 years and has been continuously improved. The software has several certifications including ISO9001, ISO14001 and ISO45001.

Lake Maintenance is currently building a commercially available work order management system, supported by other platforms such as a contractors app, finance package etc to offer a full wrap round platform to enable organisations such as Community Housing Providers, Aged Care Providers, Body Corp's etc to leverage off Lake Maintenance's knowledge and years of experience.

Below is a selection of screen shots from previously completed projects

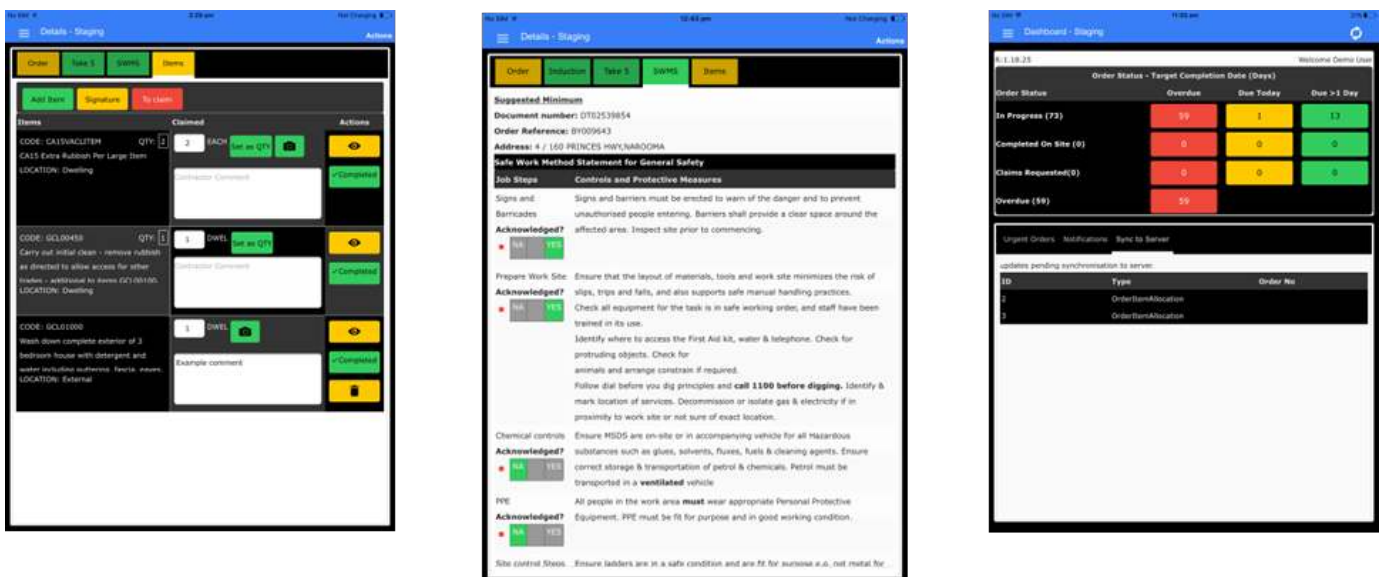


Figure: Trade App screenshot examples



Lake Maintenance – Capabilities

Trade App

Features	Benefits
Tightly defined schedule of rates codes	<ul style="list-style-type: none">• Reduced variations
Workplace health and safety checkpoints enforced by Trade App	<ul style="list-style-type: none">• Reduced workplace health and safety risk• High KPI compliance levels
Photographic evidence collection	<ul style="list-style-type: none">• Helps to ensure accurate claiming of work and minimises disputes
Automatic claiming and invoicing	<ul style="list-style-type: none">• Reduces administrative burden for subcontractor and turnaround time for subcontractor payment• Increases subcontractor willingness to work with Lake Maintenance, helping ensure pool of subcontractor availability in contract areas
Subcontractor work delegation	<ul style="list-style-type: none">• Helps subcontractors manage employees, driving efficiency
Highly functional and customised reporting	<ul style="list-style-type: none">• Customised reporting for customers• Trend analysis• Overdue reporting

Our Team

Successfully delivered programmed and planned maintenance work must be underpinned by a strong and capable service delivery team. Lake Maintenance has a very senior team with a deep understanding of clients, contracts and tenants.

The Lake Maintenance team is drawn from many facets of the maintenance industry from trades to asset management professional, all of whom are extremely competent and have extensive experience in project delivery. They are supported and have access to state-of-the-art management tools and software that has been developed in-house for this purpose (Spyderware Management System- as described above).

Ricci Schwarzler Group Director: Executive General Manager

Ricci plays a key leadership role at Lake Maintenance, overseeing management systems to deliver HACCS service, oversight of the call centre and customer service, and the mentoring and development of the management team. Ricci has over 20 years' experience in social housing and was co-founder of Lake Maintenance. She also holds an Advanced Diploma in Business Management.

Darren Nicholson Chairman of the Board of Directors

Darren acts as high level liaison with Contract Principles to successfully deliver contract requirements. He also oversees corporate governance, audit, social and environmental commitment. Darren has over 20 years' experience in facilities management and was co-founder of Lake Maintenance. He also holds a Diploma in Building and Construction.

Michael Shade Business Development Manager

Michael is a long-term employee of Lake Maintenance having worked in Queensland, NSW (both MRP08 and AMS contracts), South Australia and Tasmania, as well as at corporate level within Lake Maintenance Senior Management Team as State Coordinator & A/ National Operations Manager (SA & Tas). He engages in consultative selling to clients in Lake Maintenance's field of expertise and associated areas. Michael is a Certified Associate in Project Management (CAPM).

Darrin Hackett Head of ICT

Darrin has over 30 years' experience in designing, developing, delivering, and managing technology for business outcomes. Darrin has led technology teams in local and global private enterprise corporations as well as in public sector agencies. Darrin has significant skills and experience in the business change management needed to create value from technological innovation.

David Bell National Risk & Compliance Manager

David has 25 years private sector experience in contract, project and asset management and site supervision of works. His role at Lake Maintenance includes developing and implanting quality management frameworks, develops audit plans and audit programs for contracts, and inspects regimes on completed works, LM field supervisors and audits of sub-contractors businesses to ensure quality services compliance and continual improvement of practices.

Max Foran HR Manager

Max has over 10 years' experience in the heavy industrial sector. Previously with Downer EDI Engineering for 10 years as part of the HR team, carrying out the HR/ IR and recruitment activities for approximately 1000 employees for the East Coast businesses.