

# RoselSherwood

PROPERTY SOLUTIONS & OUTCOMES

## PROJECT DELIVERY

The Real Deal.  
Property Outcomes  
on Time, on Budget,  
and on Purpose

## PROPERTY ASSET

## PERFORMANCE

## ANALYSIS

HOW DOES YOUR  
PROPERTY STACK UP?

## A CONDUIT TO SUCCESS

Be empowered to create  
opportunities for success in  
property development

6 REASONS WHY  
ROSEL SHERWOOD  
STANDS APART

## FEASIBILITY ANALYSIS

Are you getting the  
return you should be?

# CONTENTS

A Note from the Founders.....	2
Property Consulting – Knowledge.....	3
Project Delivery – Outcomes.....	5
Property Solutions - Empowerment.....	7
A Conduit to Success.....	10
6 Reasons Why.....	11
Project Delivery – The Real Deal.....	12
Property Asset Performance Analysis.....	13
Due Diligence.....	15
Feasibility Analysis.....	17
Energy, Water, Environment.....	19
Finance Structuring.....	21
Construction Superintendence.....	23
Clients Representative.....	23
Some Of Our Solutions.....	24
A Few Of Our Outcomes.....	25



# A NOTE FROM THE FOUNDERS

Property is a cornerstone of the Australian economy. Did you know it is the largest industry in the Australian economy in terms of GDP and it is the second largest employer in Australia behind the Health Care sector? Its development, construction and investment provides for over 1.1m full time jobs and over 1.5m flow on full-time jobs.

Property development and investment has become a complex minefield of legislation, compliance, funding structures, investment vehicles, and analysis methods. However it never ceases to amaze how little knowledge is often applied by even those considered ‘experts’ in the industry; Investment decisions made with a distinct lack of qualified due diligence analysis; Development feasibility analysis that covers tangible but ignores all the intangible risks; and Construction procurement methodologies that continue to perpetuate a combative working relationship as the only way to do things because “That’s the way it’s always been done”.

Prior to the GFC in 2008 property development and investment delivery methods had remained largely untouched for decades. Since then the world of investment, development and construction has changed dramatically. No longer is the old way the right way and is in fact very far from being the best way. As players in this game of ‘Property’ it is important that we understand the changes, adapt our methods, and continually keep ourselves at the forefront of cutting edge analysis and investment methodologies, or we will find our properties and projects left behind to flounder in mediocrity with diminishing returns and lost value.

With over 30+ years of knowledge in the property industry, we have been extremely fortunate to have experienced and learnt from some of the best. Through finance, development, construction, and investment analysis we have seen the changes and have adapted and produced new and exciting delivery methodologies and analysis processes.

It is our goal to keep our clients ahead of the evolving property game through a growth in KNOWLEDGE, achieving best practice OUTCOMES, and by providing a platform for future growth through EMPOWERMENT.

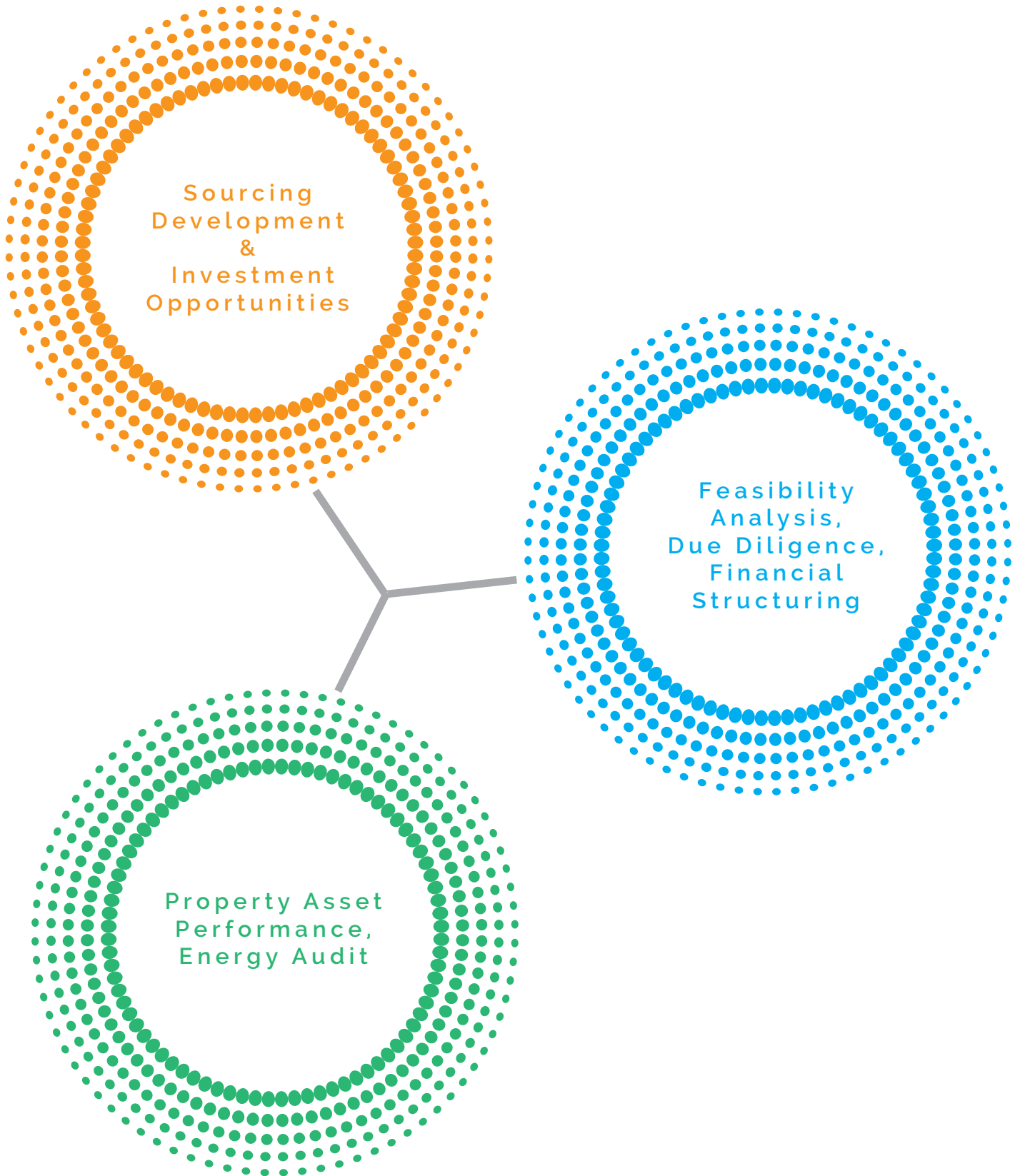
We look forward to working with you to achieve the maximum potential of your future projects.

*John Rosel*  
Director and Co-Founder  
B.Bus (Property), MAIPM, AAPI

*Chris Sherwood*  
Director and Co-Founder



# PROPERTY CONSULTING



# KNOWLEDGE

## The Key to Value

If knowledge is power, then a lack of knowledge is vulnerability. But you know what's even worse, not knowing what you don't know.

Our primary aim is to assist you in maximising the value of your future projects and property investments. With our combined knowledge and years of experience, we are experts in the property field, which means we can achieve goals in a proactive and positive manner.

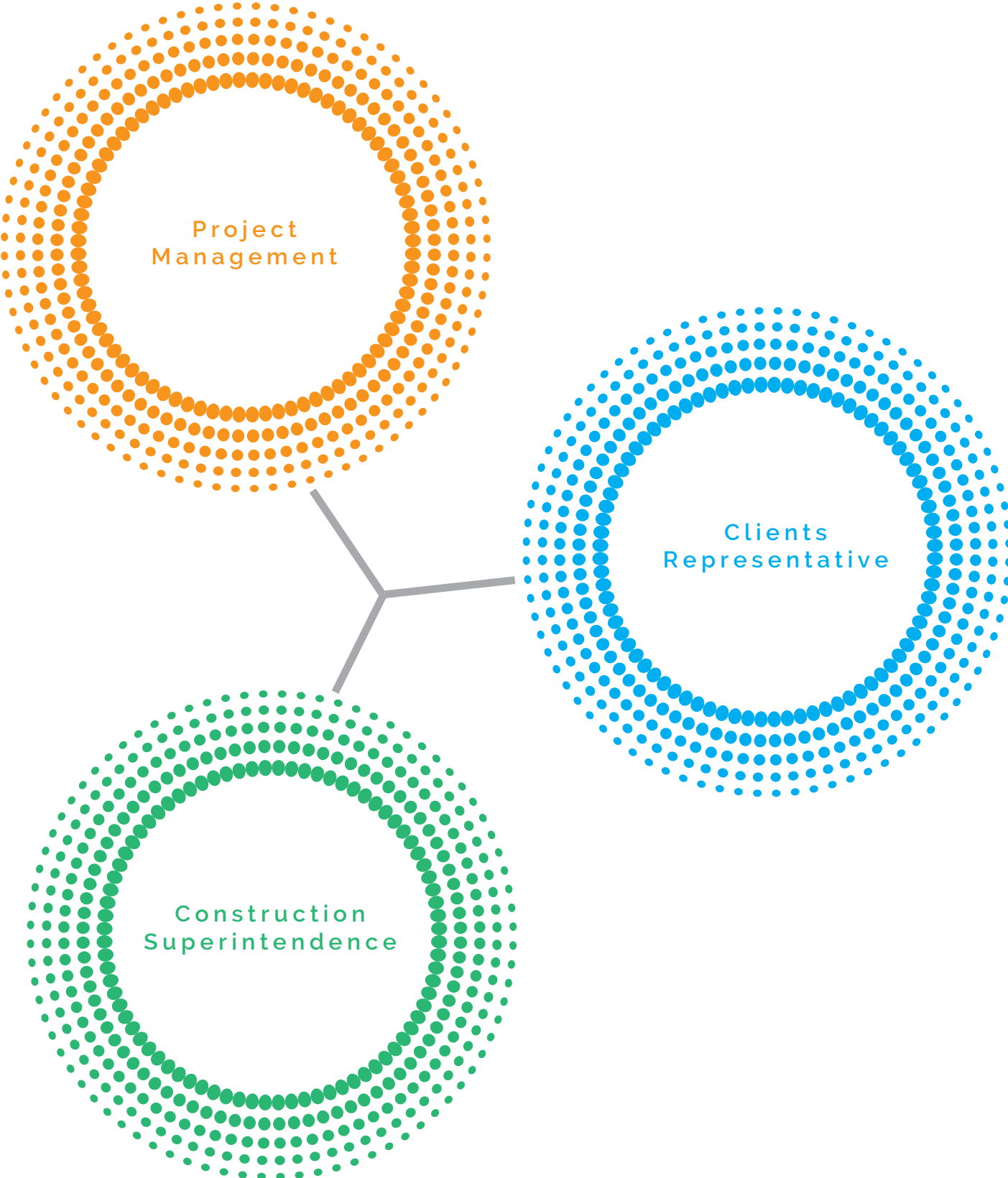
As Directors and Founders, Chris Sherwood and John Rosel have been involved in the property industry through Development, Investment, Analysis and Construction for over 30 years. They have learnt from some of the best and have accumulated an incredible knowledge base within the property industry.

“We know property and we have also partnered with industry leaders in specialist fields to bring our clients the most comprehensive and most trending property knowledge available”.

All this combines to provide Rosel Sherwood's clients with KNOWLEDGE and ensures their Property Developments and Investments are performing at their peak, not just now, but also ensuring Value Growth into the future.



# PROJECT DELIVERY



# OUTCOMES

## Knowledge, Innovation, Leadership

It's one thing to talk a good game as a Development or Project Manager but to actually deliver outcomes is another thing entirely. One of the major problems with this is that anyone and everyone can say they are a Project Manager, it's the most overused term in the industry.

But what separates the good from the bad, and even from the ugly? What prevents the 'Management by Crisis' approach, lurching from one urgent risk to another.

The first step is education and ensuring as a Project Manager you have the right education. However a little education can often be a dangerous thing. What you quickly find is that project delivery is a fluid beast, often held to ransom by the different agendas and decisions of a multitude of stakeholders. This is where the second step, the management of people, really takes project management to another level.

At its core, Project Management is the management of personalities and agendas.

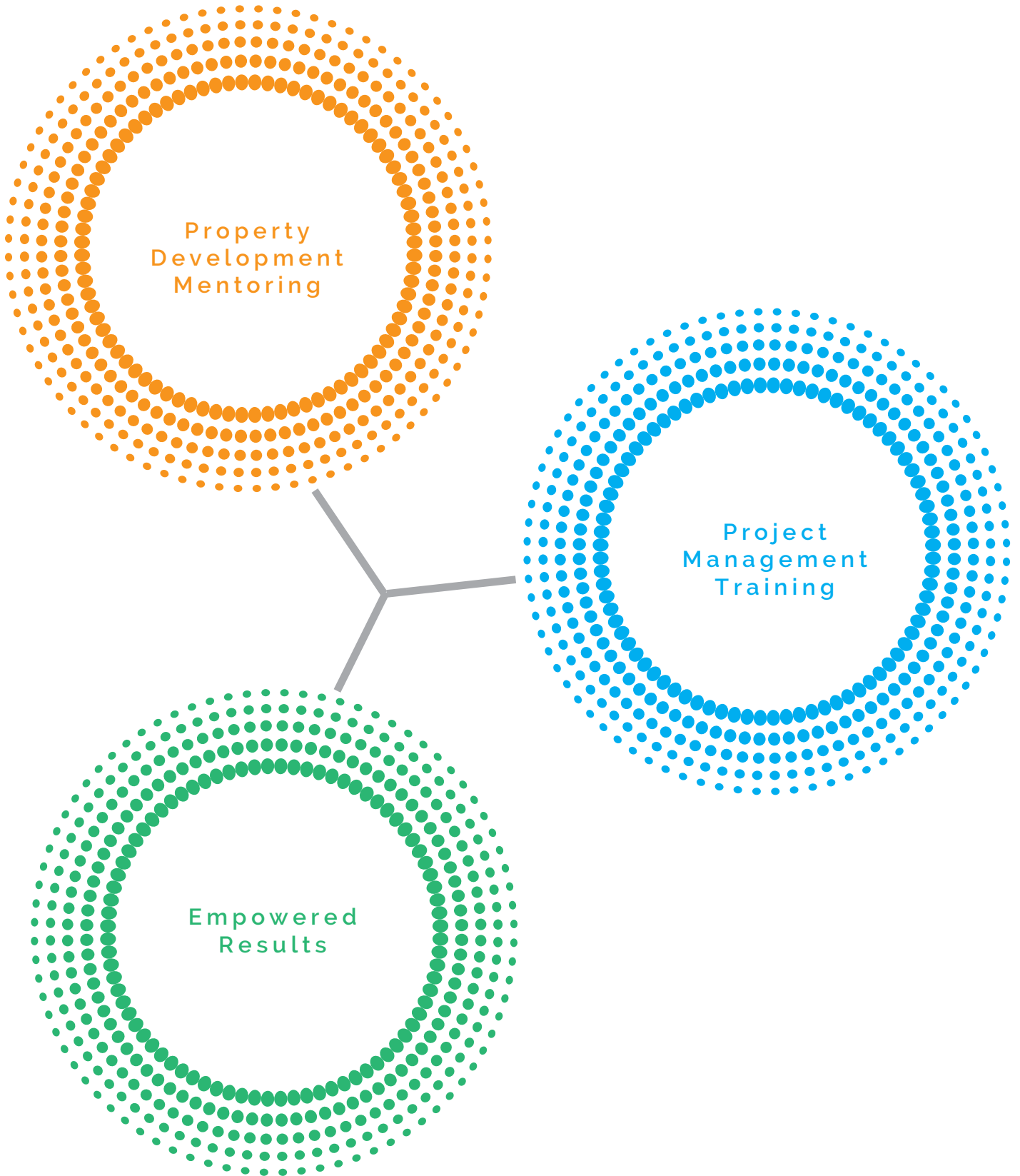
You can have all the technical skill in the world, but if you cannot manage people and personalities... then find another career. The ability to uncover what is at the core of an issue, to be able to understand the situation from the stakeholder's point of view, and to find solutions to the core issues is what will stand a great Project Manager apart from the crowd.

And the final step in the evolution of the Project Manager is gaining a diversity of experience. By making mistakes and experiencing success, on many different types of projects, is what turns a good Project Manager into an industry leader.

There are very few Project Managers who have the 3 key elements all wrapped up, and those that tell you they have, generally don't. When you do bring all 3 elements together over a long career you immediately understand that you are forever learning and adapting to a changing industry and you must always be reviewing and improving the way you deliver.

**Will your next project be delivered proactively with knowledge, innovation and leadership?**

# PROPERTY SOLUTIONS





# EMPOWERMENT

## Understanding, Education, Results

WRITTEN BY JOHN ROSEL

Over the last 30 + years Chris and I have seen some significant changes in the property industry. From interest rates near 20% in the late 1980's to the lowest interest rates in history following the Global Financial Crisis. Changes in the demand from the market in terms of shopping experiences, technological advances, and residential expectations, have meant those who don't work with change will get left behind.

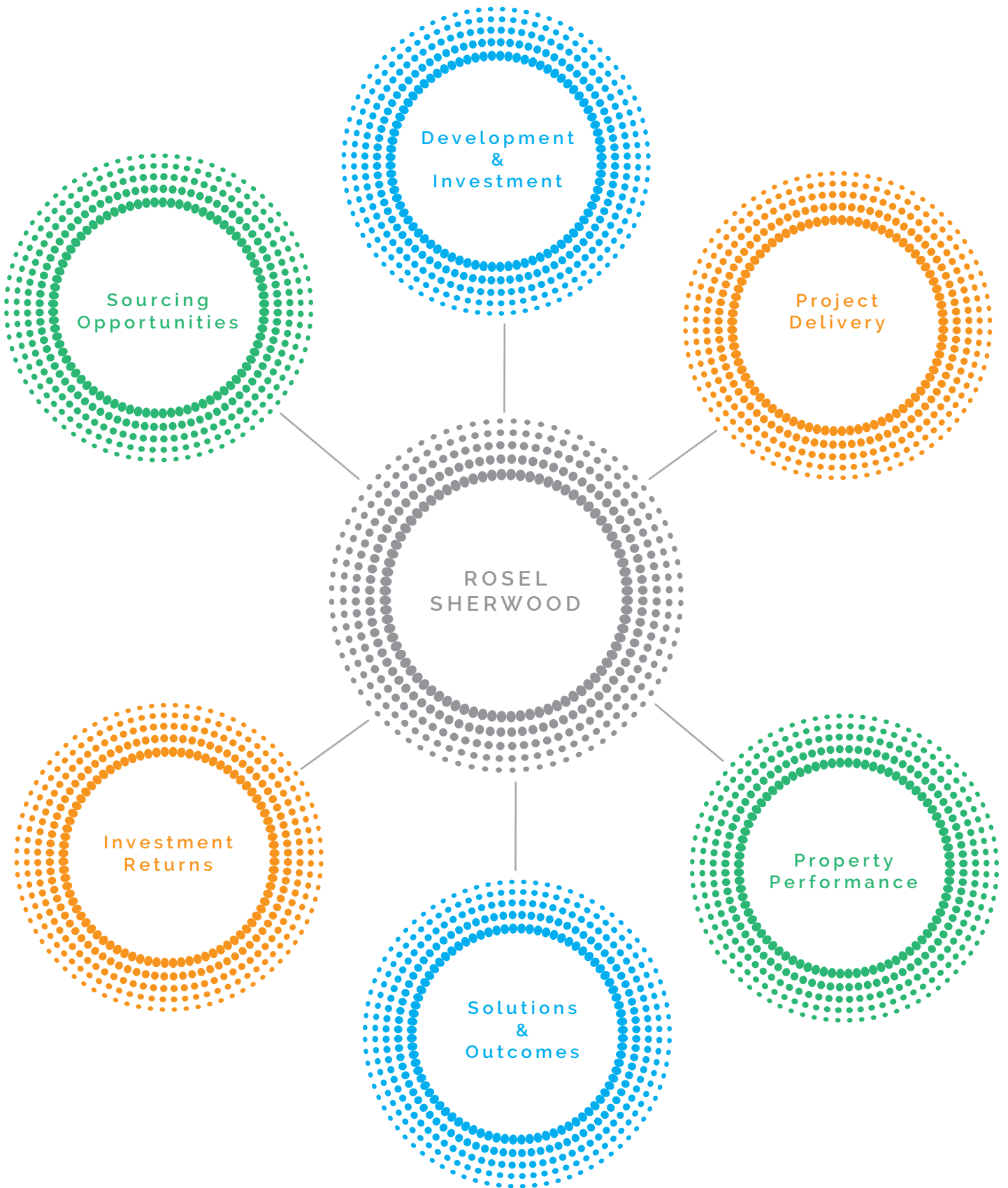
We've experienced some significant events including the 1987 economic crash, the boom of the late 90's and early 2000's and of course the Global Financial Crisis.

We've been employed by two major property industry players in the Lancini Group and the Honeycombes Group and delivered projects across Queensland from major shopping centres and bulky goods retail outlets, to retail, commercial, mixed use and large scale residential apartment developments.

We are proficient in dealing with complex delivery scenarios and our focus is always on decisive and speedy outcomes. We have established a unique level of experience and commitment in the property industry, and as such, we are willing to share our knowledge with others to assist in creating disciplined and strong project outcomes.

Through our Coaching and Mentoring business we aim to empower our clients with knowledge and confidence so they can navigate their way to a successful career or help them improve an already promising business.



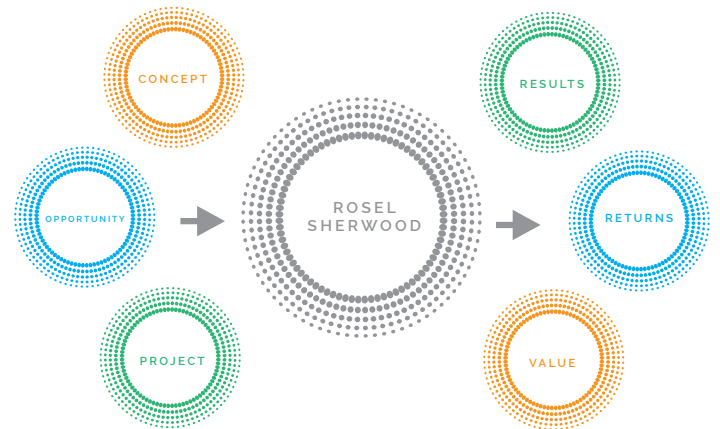


WRITTEN BY CHRIS SHERWOOD

Originating in Townsville North Queensland and spreading our wings across Queensland and then into Brisbane in the early 2000's has culminated in our 30+ years involvement in the property industry.

That experience has brought with it a unique level of contacts and partnerships that makes Rosel Sherwood a leader in sourcing and delivering investment and development opportunities across regional Queensland and throughout the South East corner.

Rosel Sherwood is a conduit for potential investors and developers from large scale infrastructure projects to investment opportunities and development projects. Our ability to source opportunities, open the right doors, manage approval processes, and deliver projects is what sets us apart.



Our long standing partnerships provide us with leadership in the fields of -

- Property Investment
- Property Development
- Infrastructure
- Energy Analysis
- Funding Structures
- Tenant Commitment

It most definitely gives us a sense of pride that these partnerships and our 3 decades of property industry experience allow us to source and deliver opportunities that others simply cannot.



# 6

## REASONS WHY

# ROSEL SHERWOOD

stands apart

### 1 Experience

Chris and John have been involved in the Property Industry since the early to mid-1980's. They have worked for some of the largest property industry players and have established their own businesses over the last decade and more. They have worked across regional Queensland and the entire South-East corner sourcing and analysing opportunities, managing design and approvals, and delivering investment and development opportunities through to completion.

### 2 Personal

Rosel Sherwood is not and does not want to be a 'cast of thousands'. When you engage with Rosel Sherwood you get direct personal service and experience. We believe that it is our personal experience and knowledge that sets us apart and hence we provide a very high level boutique expertise in an industry leadership role.

### Solutions

3

We provide solutions. It's that simple and it's at the core of our Mission.

### Knowledge

4

The first of our core values. We have a unique level of experience and property knowledge gained over 30+ years at the coalface of the industry.

### Outcomes

5

The second of our core values. Rosel Sherwood are experts in Development Management and Project Management and we provide outcomes, nothing less.

### Empowerment

6

Our third core value. Our goal is to share our vast knowledge through training, coaching and mentoring. We believe our knowledge and experience should be shared, and our aim is to ensure our clients become successful as well.

# PROJECT DELIVERY

## The Real Deal



# DEVELOPMENT MANAGEMENT

Rosel Sherwood provides expertise in identifying opportunities, analysing through feasibility and cash flow analysis, and managing design development and planning approvals that support client investment criteria.

# PROJECT MANAGEMENT

The management of a team of consultants through the development of working drawings whilst ensuring compliance with Time, Cost and Scope. The management and achievement of all approvals required to commence construction.

The ability to negotiate on equal terms with construction contractors and oversee the construction process from commencement to successful commissioning and final handover.

**PROPERTY ASSET**

**PERFORMANCE**

**ANALYSIS**

Unlocking Your Property Value





**H**ow is the financial and physical health of your property? Property assets are just like people, they need regular check-ups to make sure they are performing to their highest possible capacity. Without regular check-ups, hidden diseases may be whittling away at your assets financial and physical health and by the time the symptoms become apparent it's either too late or it takes a lot of capital to get them back on track.

How is your property positioned in the market place? What is your competition doing? What generators shape your assets performance?

What about your property's energy performance? Are you keeping up with technology? Is your energy capital being wisely invested based on future trends?

Never 'set and forget' your property asset. Be proactive and make sure you engage with experts in the field who are at the forefront of changing trends so that your asset becomes one of continued capital and cash flow growth.



Rosel Sherwood looks at property assets from a whole of life perspective and puts in place processes and actions that will maximise the value of your asset now and will position it for continued growth into the future.



**DUE**

**DILIGENCE**

Empowering Investment Decisions





**D**ue Diligence is an often utilised term and seems to be a prudent and standard process to complete when purchasing or developing property. However when you drill down to the core of what is required for a Due Diligence you more often than not get the generalised responses of; do all the searches, get the lawyer to have a look at it, and see if the numbers stack up. Great, but how do you get there and what is the detail?



Due Diligence is a complex bespoke process that needs to be built for each project or property investment decision individually because each property has its own unique risk elements.

No one person has all the expertise to complete a comprehensive due diligence on their own. Our analysis alerts potential investors and developers to the numerous issues that encompass a comprehensive due diligence process, and highlight the necessity of engaging a team of qualified professionals to undertake their various specialist investigations. This team may include but is not limited to, valuers, land economists, structural engineers, civil engineers, geo technical specialists, solicitors, architects, financial and taxation consultants, quantity surveyors, urban consultants, town planners, etc.

It is essential to have one 'Captain of the ship', a Project Manager who co-ordinates the whole team and delivers on all the required outcomes of the Due Diligence process. With an experienced professional driving the Due Diligence process, educated and informed investment decisions can be made that reduce risk and improve financial returns and value management.



FEASIBILITY

ANALYSIS

&

PROJECT

ANALYSIS



# FEASIBILITY ANALYSIS

## The 'Living Document'

The Feasibility Analysis is the cornerstone of any property development or investment. At Rosel Sherwood we have developed our bespoke software with understanding that the strength of any feasibility analysis lies in two key components –

1. The comprehensiveness and accuracy of the inputs and;
2. Its use as a 'Living Document'

In the first instance the inputs must be comprehensive. Feasibilities that offer a simple percentage of construction cost to cover large components such as 'consultants' or 'finance' are high risk and are open to financial manipulation. These may be sufficient for high level assessment to see if a project is worth looking into further, but after that they provide little value and may increase risk.

Our detailed approach allows for individual cost centres to be analysed in 'Fee Compartments' that align with actual consultants scopes of work and are able to be confirmed through competitive market analysis.

The 'Living Document' approach is perhaps the most important. Once a detailed feasibility and cash flow has been completed in Due Diligence, then often it is forgotten. Our analysis of 'Fee Compartments' allows a co-ordinated full project life cycle cost control centre that keeps track of variations, changes in scope, and aligns with project programming changes, to provide real time snapshots of the projects performance at any time.



ENERGY

WATER

ENVIRONMENT

AUDIT & OPPORTUNITY



**E**nergy availability, usage, and sustainability have become critical risk criteria of modern property asset values. The cost of energy as a percentage of overall property outgoings and tenant expenditure budgets, has grown exponentially in the last decade and will continue to grow.

In line with Energy risks is the rising impact of Environmental Quality on tenants and customers that interact with your property asset. From the quality of the indoor working environment, to transport forms, to materials used in construction and fit-out, the fabric of the work environment is critical to the longer term value and cash flow of the property asset.

The energy sector is changing rapidly and it is critical for property owners to understand the implications of energy costs and energy opportunities, not only in respect to their own cash flow, but how those costs are impacting their tenants. Without being 'Energy Proactive' property owners will eventually find themselves with assets that underperform financially and are positioned poorly against competing properties that have been proactive, which all leads to lost value and balance sheet problems.

Rosel Sherwood has over 30 years' experience behind it in the Assessment, Development, and Management of property assets. Energy and Environment has become such an important issue that it now stands alone in our Group as a specialist division in which we have engaged with leading edge experts in the field who have pioneered some of the most effective initiatives in Australia.

Our leading edge consultants have developed in-house modelling software which allows them to evaluate the energy flows of each separate system in the whole of property asset, and allow fine tuning, adaption, and implementation to achieve energy and demand savings to meet asset and client specific requirements.

The Energy, Water, Environment – Audit & Opportunity provides a 6 step process -

1. Audit
2. Critical Risks
3. Opportunity
4. Recommendation
5. Implementation
6. Review



FINANCE

STRUCTURING





**F**inance requirements for property development and investment opportunities are far more than simply getting a loan. Finance Structuring has become a field of expertise that if handled correctly, can have enormously positive outcomes in terms of returns to owners and shareholders.

Financial Structuring is all about understanding –

1. The Asset Parameters
2. Investors' expectations
3. Risk Profiling

The correct combination of funding sources can be structured to include –

- Principal debt
- Mezzanine debt
- Preferential equity
- Loan equity
- Investor equity
- Shareholder structure and share types



CONSTRUCTION

SUPERINTENDENCE

&

CLIENTS

REPRESENTATIVE





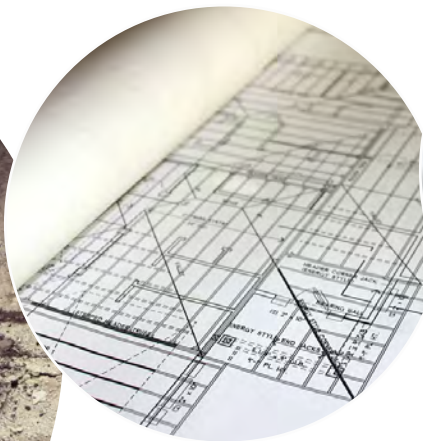
# CONSTRUCTION

# SUPERINTENDENCE

Under formal construction contracts including but not limited to AS2124 and AS4300, the role of Superintendent provides for an expert and independent overseer of the contract conditions and the performance of all parties to the contract.

The Superintendent provides comfort to the Principal and the Contractor that all matters dealing with the construction process will be handled in a fair and equitable manner for all stakeholders.

Rosel Sherwood provide expert services in this role and are formally approved by the Queensland Building & Construction Commission for Project Management Services Licence No. 1174802 and No. 1315958.



## CLIENTS

## REPRESENTATIVE

Rosel Sherwood are experts in the field of Project Delivery and provide a bespoke boutique service referred to as the Clients Representative. This role provides comfort and certainty to the investor and/or developer that their project or investment will be overseen by a unique and highly experienced team to ensure that all matters are dealt with and delivered, in accordance with the expectations of the client.

# SOME OF OUR SOLUTIONS



## **HEADSPACE TOWNSVILLE**

Construction Superintendence.

New 1500m2 Government funded Headspace facility.



## **CASINO AND HOTEL, TOWNSVILLE**

Full Project Delivery role inclusive of Casino Floor Refurbishment, Hotel Rooms Refurbishment, and extensions to laundry and staff facilities.



## **PORT AUTHORITY 'HARBOUR CITY', TOWNSVILLE**

Expert Consultancy role providing Master Planning and Feasibility Analysis for surplus land proposed development.



## **LOGAN RD MT GRAVATT, BRISBANE**

Full Delivery Services. Refurbishment and redevelopment of an iconic 3,000m2 commercial building on 8,000m2 site with high profile location.



## **HAMPTON GROVE, TOWNSVILLE**

Full Project Delivery. 47 large lot residential subdivision.

# A FEW OF OUR OUTCOMES



## **CHERMIDE APARTMENTS, BRISBANE**

Source Opportunity, Feasibility Analysis, Town Planning Approval. 350m2 Retail plus 63 apartments over 9 levels.



## **MEDI-LINK RETAIL CENTRE, TOWNSVILLE**

Full Project Delivery role of 3 storey clinical, allied health, and retail centre located adjacent to Townsville Hospital development in a Public Private Partnership.



## **JAMES COOK UNIVERSITY, TOWNSVILLE**

Multiple specialist consultancy roles including Project Delivery, Feasibility Analysis and Master Planning



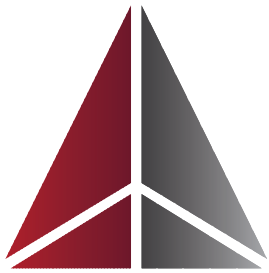
## **BANKWEST BUILDING, TOWNSVILLE**

Full Project Delivery role. Refurbishment of existing 7 storey CBD office tower to A Grade space with focus on energy efficiency.



## **HIGH POINT APARTMENTS, TOWNSVILLE**

Full Project Delivery of 92 Residential Apartments on Castle Hill in Townsville CBD.



# RoselSherwood

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PROPERTY SOLUTIONS & OUTCOMES

With over 30 years' experience Assessing, Developing, and Managing Property, Rosel Sherwood is the industry leader in the provision of Property Solutions and Outcomes for commercial, retail, residential and industrial property.

## KNOWLEDGE



## EMPOWERMENT



## OUTCOMES



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