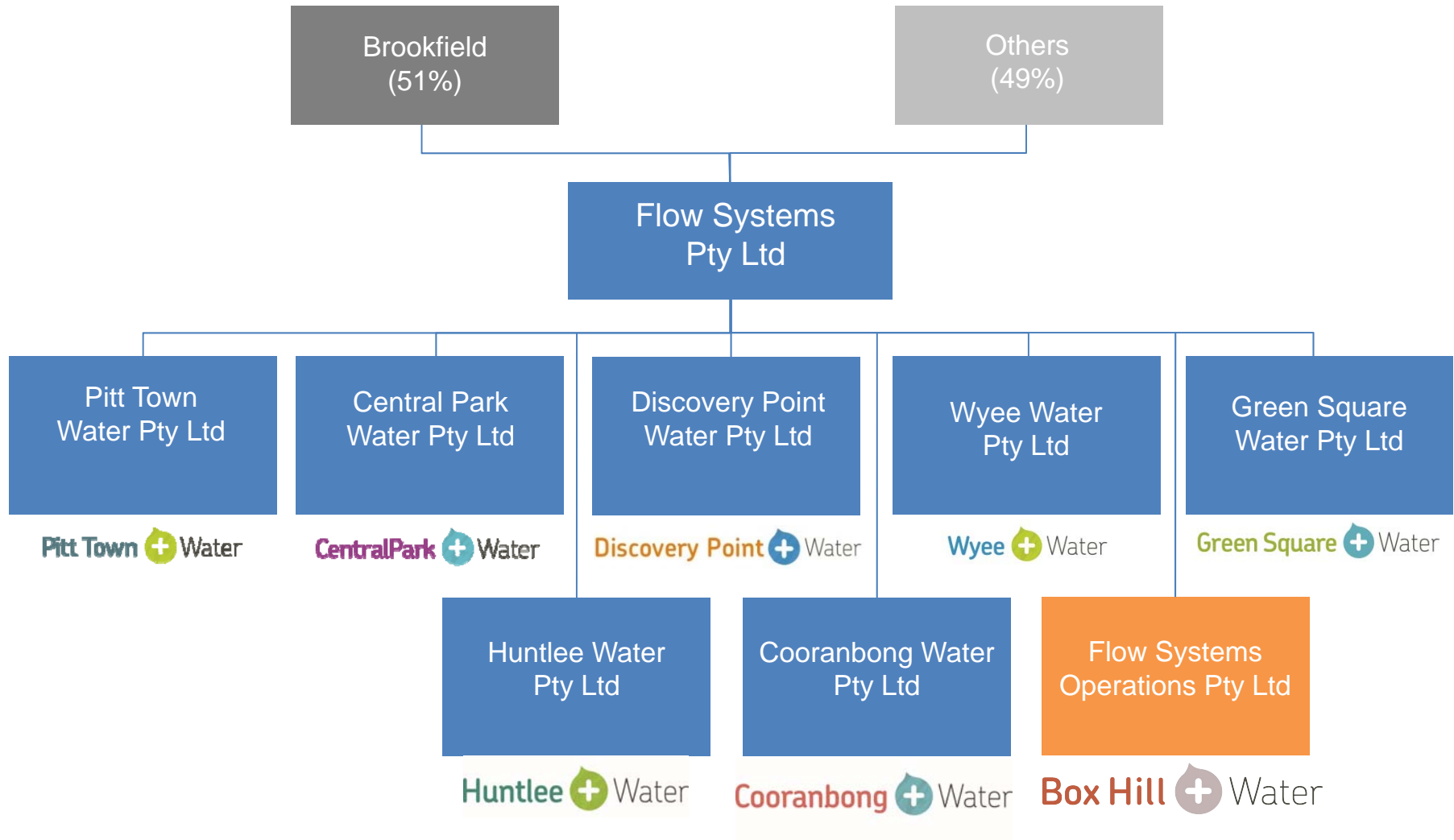


### 6.2.1(a) Flow Systems Operations Ownership Structure



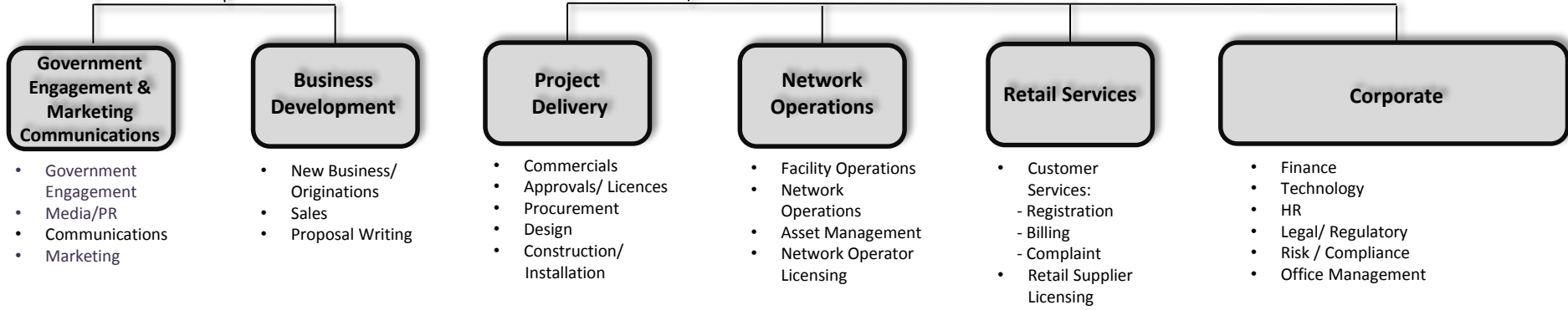
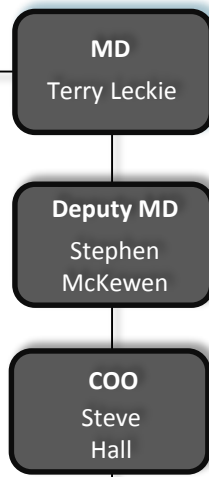
# Ownership Structure



6.2.1(d) Brookfield Infrastructure Group Profile

Confidential

Appendix 6.2.1(e) Flow Systems Organisation Chart



Executive Management

	Finance	Technology	Legal/ Regulatory	Risk/ Compliance

Appendix 6.2.3(a) Position Descriptions (Key Personnel)

<b>Position Title</b>	Managing Director/Chief Executive Officer
<b>Reporting to</b>	Board of Directors
<b>Functional team</b>	Executive
<b>Location</b>	Sydney

## PURPOSE OF ROLE

The primary purpose of this role is to manage the Flow Systems\* Group including its businesses, senior executive staff, and key business relationships to implement the strategies required to achieve the corporate objectives as set out in the Business Plan.

(\*to be read as including all Flow Systems' subsidiaries)

## KEY RELATIONSHIPS

Direct Reports	Internal stakeholders	External stakeholders
<ul style="list-style-type: none"> <li>▪ Chief Operating Officer</li> <li>▪ Exec Manager Business Development</li> <li>▪ Exec Manager Communications &amp; Marketing</li> </ul>	<ul style="list-style-type: none"> <li>▪ Flow Systems Exec team</li> <li>▪ Brookfield Infrastructure</li> <li>▪ Board members</li> </ul>	<ul style="list-style-type: none"> <li>▪ Clients</li> <li>▪ Government</li> <li>▪ Regulatory bodies</li> <li>▪ Public Utilities</li> <li>▪ Regulators (IPART, EPA)</li> <li>▪ Key contractors &amp; suppliers</li> </ul>

## WHS 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 Flow Systems' WHS Policy and Management System procedures
- Proactively identifying unsafe workplace conditions and/or practices and taking preventive and corrective actions as applicable

## KEY RESPONSIBILITIES

- Ensure ongoing re-appraisal and updating of Flow Systems' Business Plan and annual budgets
- Provide leadership and direction to the Executive management team to meet the Business Plan targets and objectives
- Review existing corporate policy and develop new policy in conjunction with the Board and in consultation with major stakeholders
- Coordinate and manage key strategic issues related to decentralised utility networks and retail regulation
- Manage the preparation and delivery of reports, consultation papers, guidelines and decisions on matters relating to project origination, network operation and retail businesses

- Plan and implement strategic consultation processes involving key stakeholders such as developers, customers and their representatives, other regulators, government departments and ministers, industry bodies, and other interested parties
- Provide assistance and input into the planning, scoping and management of the work program undertaken by Flow Systems
- Provide support to the Executive team in budgeting, resource and corporate planning and management
- Ensuring the Flow Systems businesses are conducted in accordance with all relevant laws, regulations, and ethical standards and otherwise in line with best market practice
- Represent Flow Systems at meetings of State and Federal development bodies
- Advocate in media and political forums for the efficient use of water through recycled water applications, and the evolution of the private water utility sector in Australia
- Represent Flow Systems on relevant industry associations at board or committee level to determine new initiatives, opportunities, and to enhance the company profile
- Chief spokesperson for the Flow Systems Group
- Increase the profile of Flow Systems by monitoring all opportunities to ensure optimum promotion of the organisation, and represent Flow Systems at a wide variety of events

## SKILLS AND EXPERIENCE

- Entrepreneurial, with a vision for the Australian water sector
- Highly developed leadership skills including the ability to maintain positive working relationships
- High-order strategic management skills, together with a proven record of success in the strategic management of other organisations
- Highly developed advocacy, negotiation and stakeholder management skills
- Ability to develop a workplace culture that balances teamwork and independent initiative in a small enterprise environment
- Ability to improve business performance through change management
- Strong skills in troubleshooting, problem-solving, and conflict resolution
- Ability to contribute to a workplace environment that fosters learning, teaching, personal and professional growth, risk-taking, innovation and fun
- Straight forward, self-confident and high self-awareness

## KNOWLEDGE AND QUALIFICATIONS

- A strong background and understanding of the water and/or utilities industry
- Highly developed knowledge of the legislative and regulatory frameworks for the water and utilities industries
- At least 15 years' general experience in all aspects of management at a senior level including senior management roles in infrastructure development and delivery projects
- Relevant tertiary qualifications



<b>Position Title</b>	Chief Operating Officer
<b>Reporting to</b>	Managing Director/Chief Executive Officer
<b>Functional team</b>	Executive
<b>Location</b>	Sydney

## PURPOSE OF ROLE

The primary purpose of this role is to manage all operational activities of the Flow Systems\* Group ensuring the implementation of overall organisational strategy.

(\*to be read as including all Flow Systems' subsidiaries)

## KEY RELATIONSHIPS

Direct Reports	Internal stakeholders	External stakeholders
<ul style="list-style-type: none"> <li>▪ Exec Manager Project Delivery</li> <li>▪ Exec Manager Utility Ops</li> <li>▪ Exec Manager Retail Ops</li> <li>▪ Finance Manager</li> <li>▪ Chief Technology Officer</li> </ul>	<ul style="list-style-type: none"> <li>▪ Flow Systems Exec team</li> <li>▪ Brookfield Infrastructure</li> <li>▪ Board members</li> </ul>	<ul style="list-style-type: none"> <li>▪ Clients</li> <li>▪ Government</li> <li>▪ Regulatory bodies</li> <li>▪ Public Utilities</li> <li>▪ Regulators (IPART, EPA)</li> <li>▪ Key contractors &amp; suppliers</li> </ul>

## WHS 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 Flow Systems' WHS Policy and Management System procedures
- Proactively identifying unsafe workplace conditions and/or practices and taking preventive and corrective actions as applicable

## KEY RESPONSIBILITIES

- Support the MD/CEO with ongoing re-appraisal and updating of Flow Systems' Business Plan and annual budgets
- Providing strategic direction, leading, managing and directing all operational activities of the organisation
- Accountability for the overall profitability of the operational activities of the organisation
- Building and aligning the organisational capability to deliver on the Business Plan strategy
- People development, risk and quality management, and innovation to drive growth
- Ensuring all corporate and business unit strategies and plans are aligned, reviewed and successfully implemented – taking remedial action where necessary
- Building relationships between all business units and ensuring the business units receive

adequate operational support

- Providing support and assistance to the MD/CEO on corporate and group issues where required
- Communicating with the MD/CEO to ensure he/she remains fully informed of all significant operating issues
- Acting, as required or in the absence of the MD/CEO, as the chief spokesperson for the organisation
- Directing and motivating direct reports to achieve agreed targets
- Provide support to the Executive team in budgeting, resource and corporate planning and management
- Ensuring the Flow Systems businesses are conducted in accordance with all relevant laws, regulations, and ethical standards and otherwise in line with best market practice
- Oversight of all regulatory compliance monitoring and reporting associated with the respective group businesses
- Develop and support any business relationships vital to the success of Flow Systems
- Ambassador for maintaining/improving the Flow Systems brand to all stakeholders including clients, customers, supply chain, and regulators

## SKILLS AND EXPERIENCE

- High-order skills in strategic planning, resource management, financial management, reporting and analysis
- Highly developed advocacy, negotiation and stakeholder management skills
- Excellent communication and presentation skills
- Ability to foster a workplace culture that balances collaboration and independent initiative in a small enterprise environment
- Ability to improve business performance through motivation and change management
- Strong skills in troubleshooting, problem-solving, and conflict resolution
- Ability to contribute to a workplace environment that fosters learning, teaching, personal and professional growth, risk-taking, innovation and fun
- Straight forward, self-confident and high self-awareness

## KNOWLEDGE AND QUALIFICATIONS

- A strong background and understanding of business management and corporate processes
- Well-developed knowledge of the legislative and regulatory frameworks for the water and utilities industries
- At least 15 years' general experience in all aspects of business management at a senior level
- Relevant tertiary qualifications

<b>Position Title</b>	Executive Manager Retail
<b>Reporting to</b>	Chief Operating Officer
<b>Functional team</b>	Retail
<b>Location</b>	Sydney based, with travel to all site locations as required

## PURPOSE OF ROLE

- The purpose of this role is to develop and grow the Flow Systems\* retail model and strategy. With overall accountability for Customer management strategy, the end to end retail model and community engagement.

(\*to be read as including all Flow Systems' subsidiaries)

## KEY RELATIONSHIPS

Direct Reports	Internal stakeholders	External stakeholders
<ul style="list-style-type: none"> <li>▪ Customer Experience Leader</li> <li>▪ Billing Clerk/Customer Experience Rep</li> </ul>	<ul style="list-style-type: none"> <li>▪ Flow Systems Exec team</li> <li>▪ Brookfield Infrastructure</li> <li>▪ Board members</li> </ul>	<ul style="list-style-type: none"> <li>▪ Property Developers</li> <li>▪ Other clients (eg. Councils)</li> <li>▪ Contractors &amp; Suppliers</li> <li>▪ Public Utilities</li> <li>▪ Regulators (IPART, EPA)</li> </ul>

## WHS 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 Flow Systems' WHS Policy and Management System procedures
- Proactively identifying unsafe workplace conditions and/or practices and taking preventive and corrective actions as applicable

## KEY RESPONSIBILITIES

- To develop the Flow Systems customer relationship model
- To manage this model and look to improve customer service focus
- To manage the customer experience to meet the aims and objectives of the Flow Systems
- To ensure our customer experience drives business value and is better overall versus our competitors
- To manage the end to end system and process including third party arrangements, billing, CRM, etc
- Own e-commerce plans & model
- Drive business development & growth
- To assist with the development of on-going relationships with the regulatory and other statutory bodies as required

- To develop and own the community relationship model for the Flow Systems
- Educate staff and contractors to ensure implementation of Flow Systems' corporate systems, standards, policies and procedures to meet HSE and QA requirements
- Coordination of all regulatory compliance monitoring and reporting associated with the Retail Supply Licences
- Ambassador for maintaining/improving the Flow Systems brand to all stakeholders including clients, customers, supply chain, and regulators

## SKILLS AND EXPERIENCE

- Understanding of water and/or utilities industry
- Understanding of the retail market place for utilities
- Knowledge of community relationship model which drive business value
- Statutory & regulatory knowledge of utilities and specific the water industry and associated frameworks
- Ability to work independently in a small enterprise environment
- Ability to improve business performance through change management
- Strong skills in troubleshooting, problem-solving, and conflict resolution
- Ability to contribute to a workplace environment that fosters learning, teaching, personal and professional growth, risk-taking, innovation and fun
- Straight forward, self-confident and high self-awareness

## KNOWLEDGE AND QUALIFICATIONS

- A strong background and understanding of the water and/or utilities industry
- At least 15 years' experience in Customer Experience & Contact Centre Senior Management
- Relevant tertiary qualifications



## Position Description

<b>Position Title:</b>	Customer Experience Leader	<b>Division:</b>	Corporate
<b>Position No:</b>		<b>Department/Section:</b>	
<b>Classification:</b>	Clerical	<b>Location:</b>	Sydney
<b>Manager:</b>	Executive Manager- Retail Operations		

### JOB PURPOSE

The purpose of this role is to support and assist in the development of the FS Customer Experience Model. By ensuring that the customer experience runs smoothly on a daily basis.

### WORKING RELATIONSHIPS

<u>Direct Reports</u>	<u>Internal</u>	<u>External</u>
<ul style="list-style-type: none"> <li>Customer Experience Specialist</li> <li>Billings clerk</li> </ul>	<ul style="list-style-type: none"> <li>Flow Systems Executive</li> </ul>	<ul style="list-style-type: none"> <li>FS Customers</li> <li>Developers</li> <li>Local Councils</li> <li>Regulatory Bodies</li> <li>Other third parties</li> </ul>

### SCOPE AND AUTHORITIES

- You will champion customer experience and satisfaction by managing the day to day running of the Customer Experience Team including:
- Managing all customer interactions, providing help and advice to customers based on FS's services and policies
- Managing all customer feedback and complaints, including any EWON investigations
- Achieve customer experience standards by continuously striving to improve customer experience quality results by studying, evaluating, and re-designing processes; establishing and communicating service metrics; monitoring and analysing results and implementing changes.
- Determine customer experience requirements by maintaining contact with customers, visiting operational environments and working with FS partners to benchmark best practices
- Accomplish customer experience human resource objectives by recruiting, selecting, orienting, training, scheduling, coaching and disciplining employees; communicating job expectations; planning, monitoring, appraising, and reviewing job contributions; planning and reviewing compensation actions; enforcing policies and procedures.
- Assist with Work Health & Safety compliance

### CORE ACCOUNTABILITIES

- Customer Experience
- To manage all day to day customer, developer and general FS

interactions

- To perform daily, weekly, monthly analysis and reporting of customer interaction types
- To track and monitor all network and service requests and feedback any issues to network operations
- Working with Network Operations and Communications to ensure that any known Network outages or planned maintenance is notified to customers via the FS websites and via proactive customer communications.
- Work with Network Operations and Communications in the event of any unplanned fault or emergency. Enact FS response procedures and manage FS customer experience standards throughout this type of event.
- Manage monthly customer billing runs and all ongoing credit control requirements. Working with Finance team to validate and report on any outstanding payments and issue restriction notices to Network Operations – as required.
- Create and manage staff rosters
- Develop training material and produce training modules to continuously update and train staff
- To assist with office administration if the office administration clerk is on leave or absent – if required.
- To provide support to the Executive Manager Retail Operations when required.

Customer Experience  
Outsourced partnerships

- Monitor interactions handled by the outsource partner to ensure that the FS customer experience standards are maintained.
- Facilitate an ongoing feedback process to ensure the outsource partnership is kept updated

Regulatory

- Manage all EWON Investigations and continuously look to improve FS's customer experience interactions.

Technology

- To assist with the review of any customer experience technology deployment and facilitating user acceptance testing for the Customer Experience team

Work Health & Safety  
Compliance

- To assist with ensuring Work Health & Safety policies are followed in the customer experience area.

#### SPECIAL REQUIREMENTS AND WORKING CONDITIONS

- A strong contact centre background
- Good working knowledge of contact centre technology e.g. CRM, queuing and call vectoring, staff rostering, training and reporting. Advanced knowledge of Microsoft packages (Word, Excel, Powerpoint, Outlook)
- Experienced in either working in an outsourced environment or managing an outsourced environment
- An efficient and self-motivated person able to work to a varied work schedule
- Utilities experience is desired but not essential

#### PERSON SPECIFICATION

- |   |   |
|---|---|
| <ul style="list-style-type: none"> <li>• Ability to work in a small enterprise environment (flexibility, agility, etc)</li> </ul> | <ul style="list-style-type: none"> <li>• Good attention to detail and methodical thorough approach to work</li> </ul> |
|---|---|

<ul style="list-style-type: none"> <li>You must be customer focused and passionate about helping people.</li> </ul>	<ul style="list-style-type: none"> <li>Technology savvy, able to manage Microsoft packages and the internet.</li> </ul>
<ul style="list-style-type: none"> <li>Willing to work across teams and able to juggle tasks and priorities at times</li> </ul>	<ul style="list-style-type: none"> <li>Open to personal development to expand capabilities with Flow Systems</li> </ul>

APPROVALS		
Manager:		
Signature:		Date:
Employee		
Signature:		Date:

Appendix 6.2.5 Flow Systems Incident Management Plan (TOC)



# Incident Management Plan

*October 2014*



# Document Issue Record

Issue Date	Revision	Issue	Issued To	Prepared By	Approved By
24/10/14	1	First revision	Flow	Kirsten Evans	Steve Hall

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