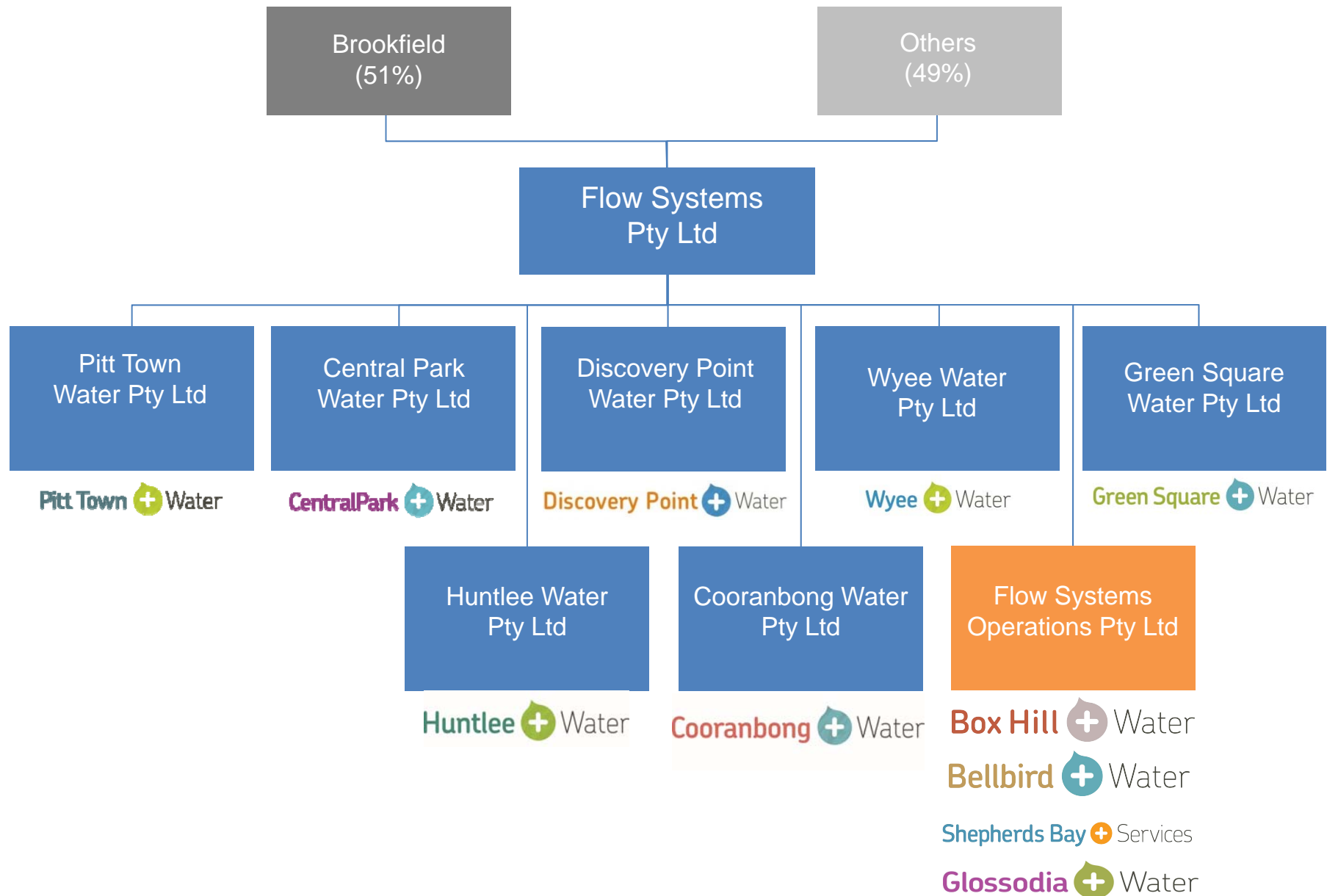


Appendix 6.2.1(a) Flow Systems Operations Ownership Structure



Ownership Structure



Appendix 6.2.1(d) Brookfield Infrastructure Group Profile
Confidential

Appendix 6.2.1(e) Flow Systems Organisation Chart

Organisation chart July 2015

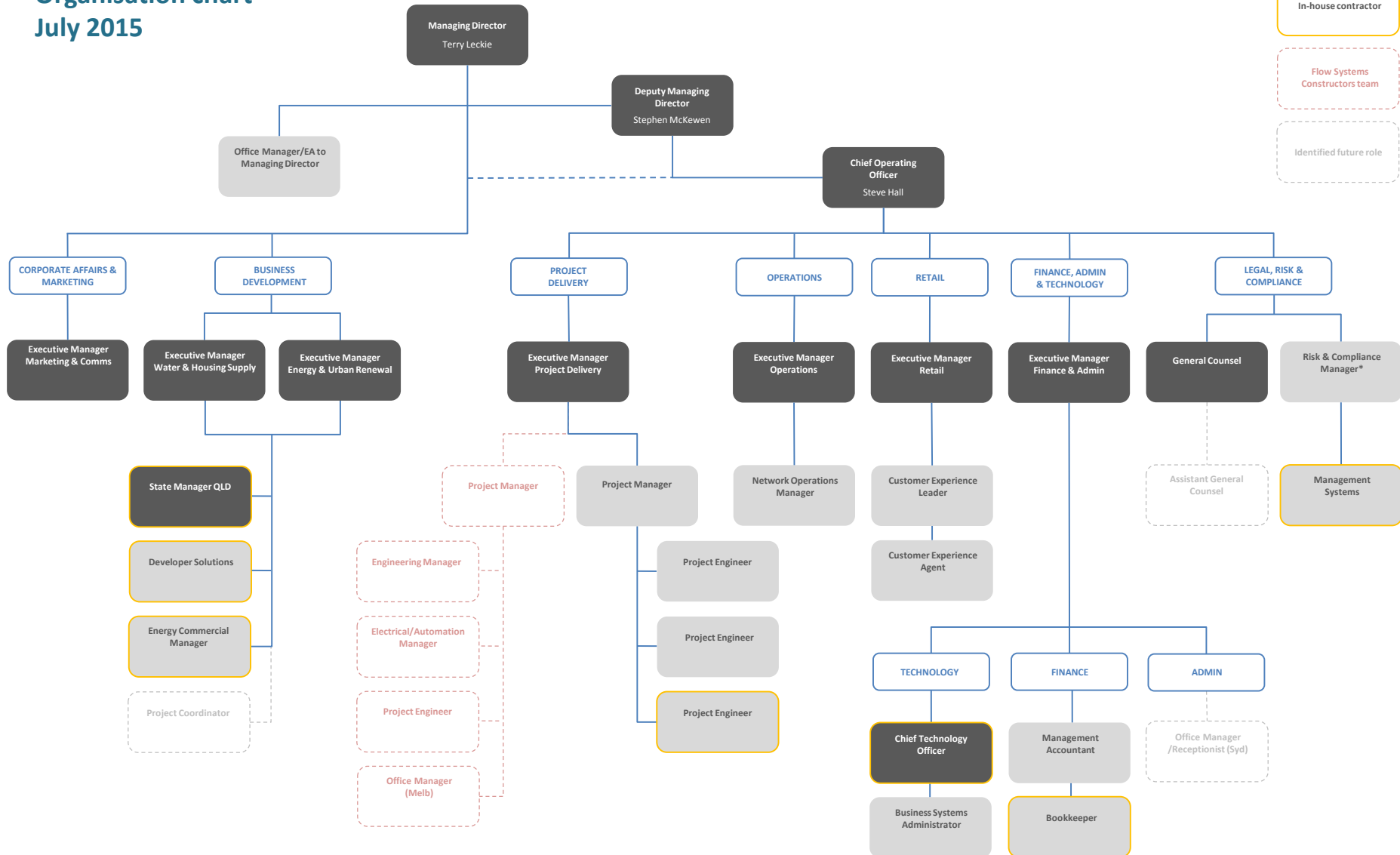
Legend

Executive Management Team

In-house contractor

Flow Systems Constructors team

Identified future role



Appendix 6.2.3(a) Position Descriptions (Key Personnel)

Position Description

| | |
|------------------------|---|
| Position Title | Managing Director/Chief Executive Officer |
| Reporting to | Board of Directors |
| Functional team | Executive |
| Location | 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

- Chief Operating Officer
- Exec Manager Business Development
- Exec Manager Communications & Marketing

Internal stakeholders

- Flow Systems Exec team
- Brookfield Infrastructure
- Board members

External stakeholders

- Clients
- Government
- Regulatory bodies
- Public Utilities
- Regulators (IPART, EPA)
- Key contractors & suppliers

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

Position Description

| | |
|------------------------|---|
| Position Title | Chief Operating Officer |
| Reporting to | Managing Director/Chief Executive Officer |
| Functional team | Executive |
| Location | 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

- Exec Manager Project Delivery
- Exec Manager Utility Ops
- Exec Manager Retail Ops
- Finance Manager
- Chief Technology Officer

Internal stakeholders

- Flow Systems Exec team
- Brookfield Infrastructure
- Board members

External stakeholders

- Clients
- Government
- Regulatory bodies
- Public Utilities
- Regulators (IPART, EPA)
- Key contractors & suppliers

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

Position Description

| | |
|------------------------|---|
| Position Title | Executive Manager Retail |
| Reporting to | Chief Operating Officer |
| Functional team | Retail |
| Location | 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

- Customer Experience Leader
- Billing Clerk/Customer Experience Rep

Internal stakeholders

- Flow Systems Exec team
- Brookfield Infrastructure
- Board members

External stakeholders

- Property Developers
- Other clients (eg. Councils)
- Contractors & Suppliers
- Public Utilities
- Regulators (IPART, EPA)

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

Position Description

- 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

| | | | |
|------------------------|--------------------------------------|----------------------------|-----------|
| Position Title: | Customer Experience Leader | Division: | Corporate |
| Position No: | | Department/Section: | |
| Classification: | Clerical | Location: | Sydney |
| Manager: | 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"> Customer Experience Specialist Billings clerk | <ul style="list-style-type: none"> Flow Systems Executive | <ul style="list-style-type: none"> FS Customers Developers Local Councils Regulatory Bodies Other third parties |

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

- | | |
|---|---|
| • Ability to work in a small enterprise environment (flexibility, agility, etc) | • Good attention to detail and methodical thorough approach to work |
|---|---|

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

| APPROVALS | | |
|------------|--|-------|
| Manager: | | |
| Signature: | | Date: |
| Employee | | |
| Signature: | | Date: |

Appendix 6.2.5 Flow Systems Incident Management Plan (TOC)

Incident Management Plan



Document Issue Record

| Issue Date | Revision | Issue | Issued To | Prepared By | Approved By |
|------------|----------|---|-----------|---------------|-------------|
| 24/10/14 | 1 | First revision | Flow | Kirsten Evans | Steve Hall |
| 30/1/15 | 2 | Added AMP to Table 1 and Figure 1 | Flow | Kirsten Evans | Steve Hall |
| 29/5/15 | 3 | Added reference to monthly risk management and compliance meeting | Flow | Laura Dixon | Steve Hall |
| 4/6/15 | 4 | Added reporting to EPA under Section 5.1.1 | Flow | Kirsten Evans | Steve Hall |
| | | | | | |

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