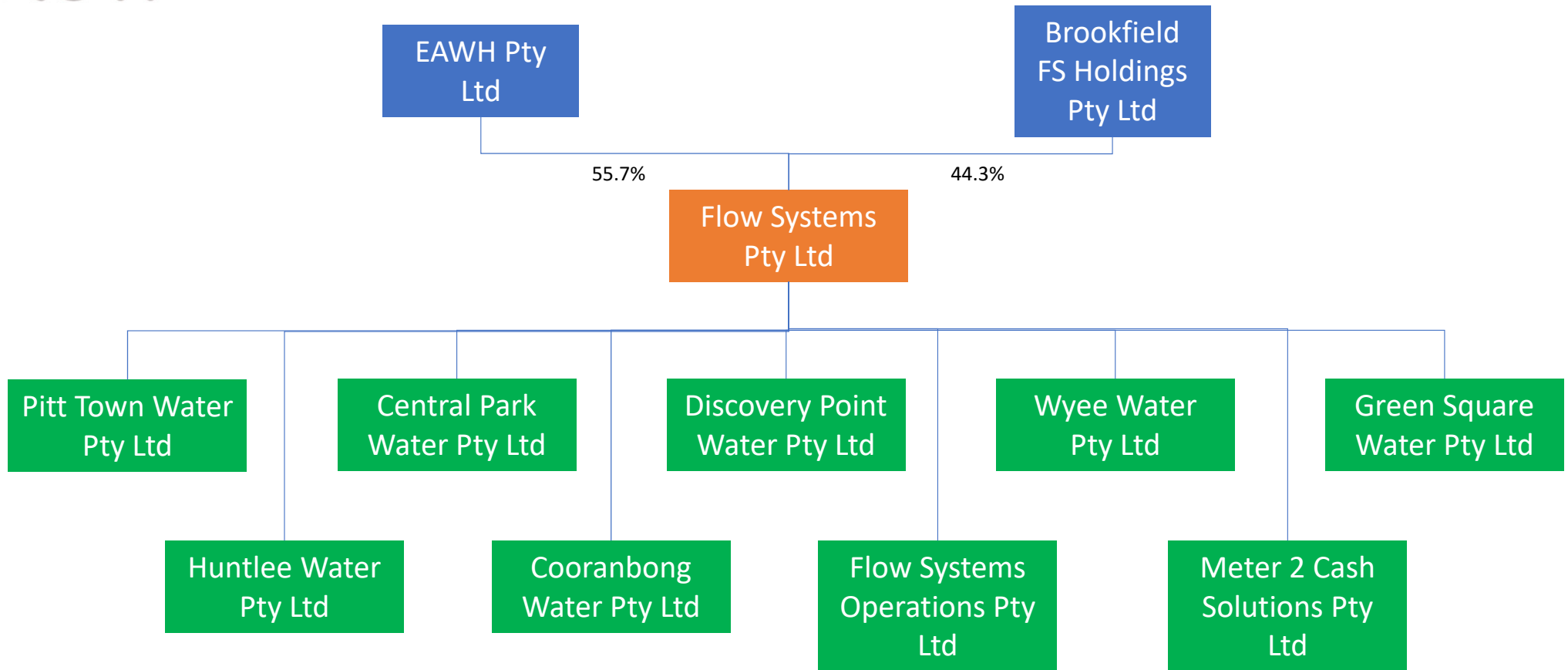




## Ownership Structure



<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:




## Flow Systems Utilities

PROJECT NO.	PROJECT NAME	RSL Status	LOCATION			SERVICES				CLIENT DETAILS		UTILITY DETAILS					
			LOCATION	STATE	LGA	WASTEWATER	RECYCLED WATER	DRINKING WATER	ULTIMATE RESIDENTIAL CAPACITY	CLIENT	Construction to commence	UTILITY NAME	NETWORK OPERATOR	WICA NOL No.	RETAILER	WICA RSL No.	DATE OF RSL VARIATION
1	PITT TOWN	Confirmed	Pitt Town	NSW	Hawkesbury	W	R		943	JPG	2010 Q4	Pitt Town Water	Pitt Town Water P/L	10_014	Flow Systems P/L	13_001R	11/11/2010
2	DISCOVERY POINT	Confirmed	Wolli Creek	NSW	Rockdale	W	R	D	1,654	FRASERS	2014 Q1	Discovery Point Water	Discovery Point Water P/L	13_025	Flow Systems P/L	13_001R	7/07/2014
3	CENTRAL PARK	Confirmed	Chippendale	NSW	City of Sydney	W	R	D	2,166	FRASERS	2013 Q2	Central Park Water	Central Park Water P/L	12_022	Flow Systems P/L	13_001R	17/04/2013
4	WYEE	Confirmed	Wyee	NSW	Lake Macquarie	W	R	D	818	WYEE DEV'T FUND	2014 Q1	Wyee Water	Wyee Water P/L	14_026	Flow Systems P/L	13_001R	20/10/2014
5	HUNTLEE	Confirmed	North Rothbury	NSW	Cessnock & Singleton	W	R	D	7,500	LWP	2016 Q2	Huntlee Water	Huntlee Water P/L	15_030	Flow Systems P/L	13_001R	27/08/2015
6	GREEN SQUARE TOWN CENTRE	Confirmed	Zetland	NSW	City of Sydney		R		4,100	CITY OF SYDNEY	2015 Q1	Green Square Water	Green Square Water P/L	15_031	Flow Systems P/L	13_001R	27/08/2015
7	COORANBONG	Confirmed	Cooranbong	NSW	Lake Macquarie	W	R	D	2,104	JPG	2017 Q1	Cooranbong Water	Cooranbong Water P/L	15_033	Flow Systems P/L	13_001R	22/05/2015
8	BELLBIRD	Submitted	Bellbird	NSW	Cessnock	W	R	D	1,650	JPG	2019	Bellbird Water	Flow Systems Operations P/L	TBC	Flow Systems P/L	13_001R	TBC
9	BOX HILL	Confirmed	Box Hill	NSW	The Hills	W	R		4,100	CELESTINO	2016 Q2	Box Hill Water	Flow System Operations P/L	16_037	Flow Systems P/L	13_001R	12/05/2016
10	SHEPHERDS BAY	Confirmed	Meadowbank	NSW	Ryde	W	R	D	1,786	HOLDMARK, BROOKFIELD	2016 Q3	Shepherds Bay Plus	Flow Systems Operations P/L	17_042	Flow Systems P/L	13_001R	13/10/2017
11	GLOSSODIA	Submitted	Glossodia	NSW	Hawkesbury	W	R	?	580	CELESTINO	2019	Glossodia Water	Flow Systems Operations P/L	TBC	Flow Systems P/L	13_001R	TBC

# Shepherds Bay



## LEGEND

-  Property boundary
-  Existing NOL17\_042 boundary
-  Proposed NOL17\_042 and RSL13\_001R boundary

# CERTIFICATE OF APPROVAL

No. 005-98285-S

This is to certify that the Occupational Health & Safety Management System at

Flow Systems Pty Ltd

of

Level 40, 259 George Street, Sydney, NSW 2000

Has been examined by assessors of QMS Certification Services and found to be conforming to the requirements of:

AS/NZS 4801:2001  
OH&S Management Systems

In respect of the following activities:

Design, construction, operation, maintenance and retail supply of drinking water, waste water and recycled water services

This certificate is valid from: 10/08/2018 to 10/08/2021  
Original certification date: 03/09/2015



Gerry Bonner, CEng, BEng, FIE Aust, Chairman – QMSCS Pty Ltd  
Approval: QMSCS Pty Ltd Trading as QMS Certification Services  
To verify the validity of this certificate please visit [www.jas-anz.org/register](http://www.jas-anz.org/register)

Occupational Health & Safety Management System



QMSCS Pty Ltd  
Trading as QMS Certification Services  
Suite 404, Level 2 - 161 King St,  
Newcastle NSW 2300 Australia



Accreditation Number 03910907AL

# CERTIFICATE OF APPROVAL

No. 005-98285-S

Schedule of Certified Locations

## Flow Systems Pty Ltd

Level 40, 259 George Street, Sydney, NSW 2000  
Discovery Point Local Water Centre, Suite 19, 5 Brodie Spark Drive,  
Wolli Creek, NSW 2205  
Pitt Town Local Water Centre, 83 Bootles Lane, Pitt Town, NSW 2756  
Central Park, 80 Broadway, Chippendale, NSW 2008  
Green Square Local Water Centre, 3 Joynton Avenue, Zetland, NSW  
2017  
Cooranbong Local Water Centre, 617 Freemans Drive, Cooranbong,  
NSW 2265  
Huntlee Local Water Centre, 1794 Wine Country Drive, North  
Rothbury, NSW 2335  
Melbourne Office, Unit 18, 828 High Street, Kew East, VIC 3102  
Box Hill, Lot 10 Red Gables Rd., Box Hill, NSW 2675  
Shepherd's Bay, Street Address to be provided, Meadowbank NSW  
2114

Occupational Health & Safety Management System



QMSCS Pty Ltd  
Trading as QMS Certification Services  
Suite 404, Level 2 - 161 King St,  
Newcastle NSW 2300 Australia



Accreditation Number 03910907AL

# CERTIFICATE OF APPROVAL

No. 005-98285-E

This is to certify that the Environmental Management System at

Flow Systems Pty Ltd

of

Suite 2, Level 40, 259 George Street, Sydney, NSW 2000

Has been examined by assessors of QMS Certification Services and found to be conforming to the requirements of:

ISO 14001:2015  
Environmental Management Systems

In respect of the following activities:

Design, construction, operation, maintenance and retail supply of drinking water, waste water and recycled water services

This certificate is valid from: 10/08/2018 to 10/08/2021  
Original certification date: 03/09/2015



Gerry Bonner, CPEng, BEng, FIE Aust, Chairman – QMSCS Pty Ltd  
Approval: QMSCS Pty Ltd Trading as QMS Certification Services  
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QMSCS Pty Ltd  
Trading as QMS Certification Services  
Suite 404, Level 2 - 161 King St,  
Newcastle NSW 2300 Australia



Accreditation Number E2550101AM

Environmental Management System

# CERTIFICATE OF APPROVAL

No. 005-98285-E

Schedule of Certified Locations

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Suite 2, Level 40, 259 George Street, Sydney, NSW 2000  
Discovery Point Local Water Centre, Suite 19, 5 Brodie Spark Drive,  
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NSW 2265  
Huntlee Local Water Centre, 1794 Wine Country Drive, North  
Rothbury, NSW 2335  
Box Hill, Lot 10 Red Gables Rd., Box Hill, NSW 2675  
Shepherd's Bay, 10 Nancarrow Ave, Ryde, NSW 2112

Environmental Management System



QMSCS Pty Ltd  
Trading as QMS Certification Services  
Suite 404, Level 2 - 161 King St,  
Newcastle NSW 2300 Australia



Accreditation Number E2550101AM



# CERTIFICATE OF APPROVAL

No. 005-98285-O

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**Flow Systems Pty Ltd**

of

Suite 2, Level 40, 259 George Street, Sydney, NSW 2000

Has been examined by assessors of QMS Certification Services and found to be conforming to the requirements of:

**OHSAS 18001:2007  
OH&S Management Systems**

In respect of the following activities:

Design, construction, operation, maintenance and retail supply of drinking water, waste water and recycled water services

This certificate is valid from: 10/08/2018 to 10/08/2021  
Original certification date: 03/09/2015



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Suite 404, Level 2 - 161 King St,  
Newcastle NSW 2300 Australia



Accreditation Number 03910907AL

Occupational Health & Safety Management System

# CERTIFICATE OF APPROVAL

No. 005-98285-O

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Box Hill, Lot 10 Red Gables Rd., Box Hill, NSW 2675  
Shepherd's Bay, 10 Nancarrow Ave, Ryde, NSW 2112

Occupational Health & Safety Management System



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OH&S Management Systems**

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Occupational Health & Safety Management System



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