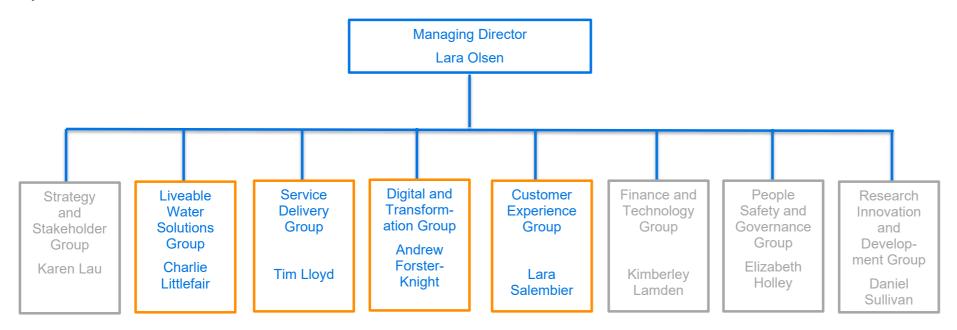
# **Exhibit 2A – South East Water Organisational Structure (Executive)**

# **April 2025**



Groups with functions for the control, operation, management and maintenance of water mains (including leakage therefrom) and sewer infrastructure in the McCrae Board of Inquiry's area of interest.

Groups without functions for the control, operation, management and maintenance of water mains (including leakage therefrom) and sewer infrastructure in the McCrae Board of Inquiry's area of interest.

# Exhibit 2B – Service Delivery Group (water mains and sewer infastructure functions in McCrae)

General Manager Service Delivery Tim Lloyd

Group Manager, Network Operations Declan McCreesh

# **Water Operations:**

Oversees the effective operation of water mains and other water supply assets. This includes:

- Pump stations
- Pressure reducing stations & valves
- Pressure relief valves
- Storages
- Air vessels
- Air valves
- Flow monitors
- Property connection service pipes
- Reactive leak detection

#### **Water Quality:**

Overseas the quality and safety of drinking water supplied via water mains, including operation of:

- Sample taps
- Chlorinators
- Continuous Online Trending units

#### **Sewerage Operations:**

Oversees the effective operation of sewage infrastructure including:

- Pump stations
- Flow monitors
- **Emergency Relief Structures**
- Pipework
- Maintenance holes & access chambers
- Property Connection Branches

## **Compliance & Inspection:**

Oversees the protection of the water supply system, and management of Industrial/Commercial recycled water users

- Recycled water installation compliance
- Recycled water cross connection checks
- Backflow protection device compliance
- Hydrant permit management

Group Manager, Maintenance Prerna Ramamurthy

# Water Maintenance:

Plan and oversee the delivery of maintenance activities for water networks. The approaches include

Planned, Preventive maintenance and planned Inspection Programs (\*1) for

- Hydrants inspect & maintain program
- Leakage detection surveys
- Valve maintenance
- Reservoir inspections program Mains cleaning programs
- Road reinstatement works.

Corrective Maintenance following asset inspection (\*2)

Reactive maintenance on water mains and other water supply assets (\*3) for example;

- Leaks on mains and services
- Pressure complaints
- Valve and scour faults
- Defective surface boxes and iron work

#### **Sewerage Maintenance:**

Plan and oversee the delivery of maintenance activities for sewerage network:

Preventative maintenance & Inspection, for example;

- CCTV surveys on sewage assets
- Maintenance hole inspections
- Sewer & wet well cleaning

Reactive maintenance on sewerage assets, for example;

- Sewer blockages,
- · Sewer collapses and breaks,
- Faults on lateral connections from sewer to property
- Defective entry points (maintenance holes)
- Sewer spills

#### **Pressure Sewer, Mechanical & Electrical Assets, Stores and Inventory**

• Mechanical and electrical maintenance, including pump maintenance

Group Manager Asset performance & Resilience

Group Manager Treatment & Recovery Services

Contracts: Mange the performance of contracts and contractors working on our network to build, extend and maintain our core assets for water, sewerage and mechanical and electrical infrastructure.

**Business Resilience:** Oversees frameworks for command and control of declared incidents under

**Asset integration:** Manages the longer term coordination of growth and renovation projects, as well as coordination of works with third parties (eg Vic Roads)

Minor Capital Works; Manages small value one off works, outside the routine maintenance activities.

Facilities: Manage the maintenance and functions of offices, sites, grounds

**Security:** Manage the physical security of buildings, sites, projects and employees

Waste-water Recycling

**Env't Compliance** 

**Trade Waste** 

WRP Ops (Peninsula)

WRP Ops (Westernport)

WRP Ops – support services

**Trade Waste support** services

Teams with responsibility within the McCrae Board of Inquiry's area of interest for the control, operation, management and/or maintenance of water mains (including leakage therefrom) and sewage infrastructure Teams without responsibility within the McCrae Board of Inquiry's area of interest for the control, operation, management and/or maintenance of water mains (including leakage therefrom) and sewage infrastructure

## **Maintenance Descriptions**

- (\*1) Preventative Maintenance Often referred to as Planned or Proactive maintenance, this is work undertaken to 'prevent' failure and ensure asset reliability. Planned and proactive maintenance of assets based on reliability, performance and condition information, using a range of data points to govern the frequency of interactions. Planned preventative maintenance is often supported by an inspection program such as that used for our service reservoirs. The inspection program assesses condition but also reports defects. An analogy for this is the regular service on a car at time or mileage intervals that may reveal the need for corrective maintenance.
  - An example of Preventative Maintenance is our hydrant maintenance program, where we 'service and maintain' fire-fighting hydrants and fire plugs on our network to ensure they are available for use by the fire service.
  - An example of an inspection program is the CCTV inspections we do of our sewerage assets, to ensure they are in a clear and complete condition and report issues for corrective maintenance.
  - An example of an inspection program is our leakage detection program, where we progressively move through each area checking for leaks. Each area is visited on average, once every 7 years. This inspection program finds leaks after they have started but 'prevents' further loss of water.
- (\*2) Corrective Maintenance The correction of defects found during inspection and maintenance activities. These items can either become a repair that can be planned and completed in a short to medium timeframe or something more urgent requiring a reactive response. In addition this could include a leak on a customer's service pipe that is beyond the meter, where the customer would take action to remedy the repair. An everyday analogy for this is when the technicians at the garage identify the need to replace the wipers during its routine annual service, you may choose to do it there and then or correct it later.
- (\*3) Reactive Maintenance Sometimes called 'break down maintenance', these are defects identified from reports of faults or abnormal performance conditions from either members of the public and third parties such as the council, VicRoads, Fire Service etc. or from data obtained from our SCADA (Supervisory Control and Data Acquisition) system. These are prioritised for inspection based on available data and possible repair following inspection. An everyday analogy for this is fixing a car after a breakdown.

# Exhibit 2B – Liveable Water Systems Group (new customer connections, land development, asset planning, asset management plans and capital delivery including renewal functions in McCrae)

General Manager Liveable Water Solutions Charlie Littlefair Group Manager Group Manager **Group Manager Asset Group Manager** Group Manager **Group Manager** Group Manager Group Manager Engineering and Development **Integrated Planning** & Program Delivery Circular Economy **Distribution Solutions** Customer Connections Resilient Communities Technology Solutions Solutions **Sean Lewis** Priscilla Chung Matt Snell Giuliano Gava Angela Toth Terry Dalgleish David Errev Gavin Warner

#### **Integrated Planning**

Manages the planning including the preparation of Functional Design Statements of SEW's Capital Projects for the Integrated Planning and Delivery (IPD) Model. This includes SEW water, recycled water and wastewater assets and infrastructure.

#### **Distribution Solutions**

Manages the planning, concept design, reliability planning (critical and non-critical assets) and renewal planning of SEW's water, recycled water and wastewater network to meet future needs and ensure customer service levels are maintained, taking into account population growth. This includes:

- Water main, recycled water main and sewer network failure analysis and planning.
- Defining and the specification of condition assessment programs.
- Master planning, demand forecasting including growth and hydraulic modelling for the water, recycled water and wastewater networks and requirements for corporate planning and price submissions.
- Asset strategies and maintenance of Asset Management Plans.
- Lead the management of risk on projects & programs in the network asset portfolios in accordance with SEW risk framework and risk appetite.
- Non-Revenue Water planning of capital works (e.g. zone metering and pressure management) excluding Digital Utility strategy and operational leakage detection.

## **Asset & Program Delivery**

Manages the capital delivery of assets, projects, programs and portfolios. This includes:

- · For the IPD model.
- Renewals and backlog (e.g. Sewer Backlog Program) / pressure sewer.
- Commissioning and handover.
- Program Management Office function.
- Strategic Asset Management function.

#### **Customer Connections**

Manages the connection of new customers to SEW networks including pressure sewer applications. This includes management of the physical connection including tapping management, asset protections and connections to water, recycled water and wastewater networks.

# **Engineering and Technology Solutions**

Manages SEW Asset Information Systems (includes GIS), Digital Engineering, Survey, Engineering Standards and Engineering and Design support & services partnership.

## **Development Solutions**

Manages land development including construction monitoring, performance and accreditation.

# **Resilient Communities**

Manages SEW property planning, environment and approvals, engagement, Integrated Water Management (IWM) Planning functions, housing taskforce and the Aquarevo and Fishermans Bend projects,

## **Circular Economy**

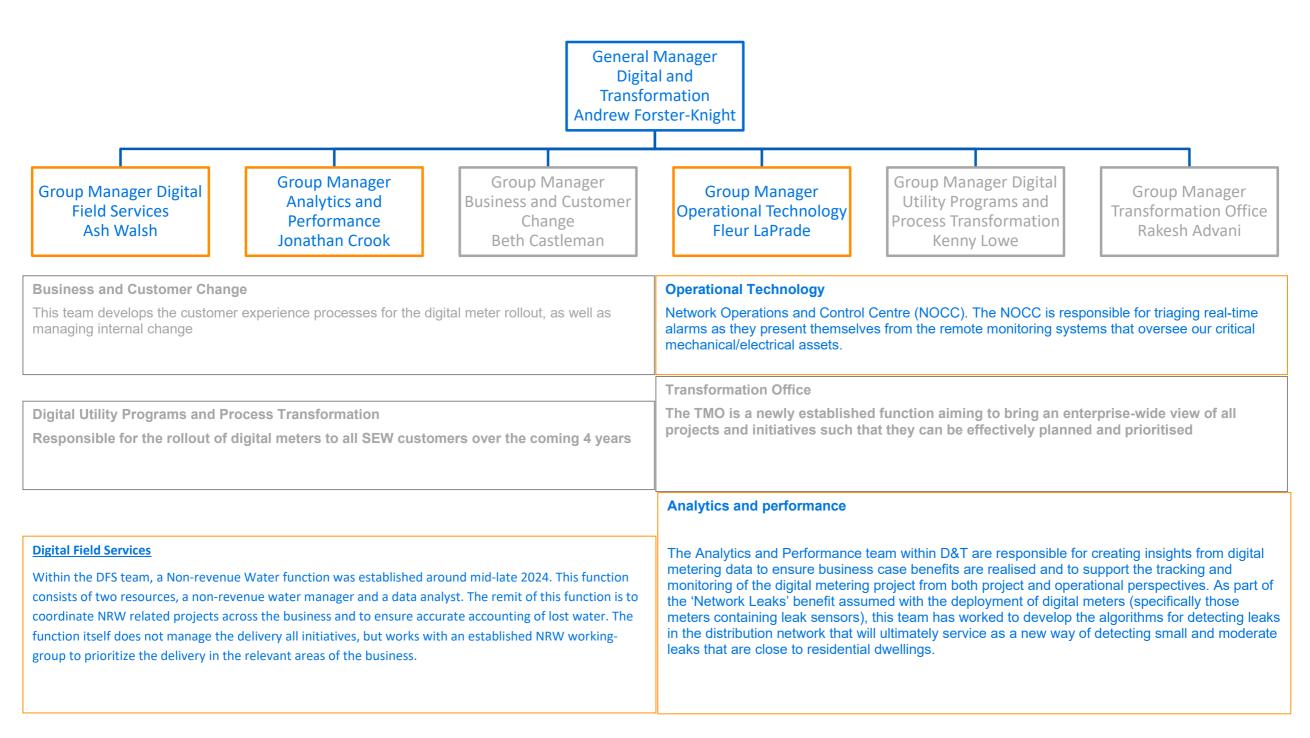
Manage planning and delivery of Water Recycling Plants and energy & resource recovery. This includes:

- Condition assessments and rehabilitation works.
- Planning and delivery of works to increase reliability, improve regulatory compliance and augmentations to meet current and future growth.
- Investment in infrastructure for the circular economy.
- Delivery of major recycled water infrastructure.

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# Exhibit 2C – Digital and Transformation Group (non-revenue water and associated analytics functions in McCrae)



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# Exhibit 2D – Customer Experience Group (Faults and Emergencies and customer contact centre teams)

General Manager
Customer Experience
Lara Salembier

Group Manager Customer Excellence
Michelle Hillman

Group Manager Operational
Excellence
Nadia Croce-Callea

Group Manager Customer Strategy &
Design
Peter Hiransi

Group Manager Customer Strategy &
Design
Peter Hiransi

#### **Customer Excellence**

# **Faults and Emergencies team**

- Operates 24-hours a day, 7 days a week
- Handles faults-related calls, assesses the nature of the call based on available information (including assigning priority level from 1-10) and coordinates with industry partners to attend the site as promptly as possible (in line with assigned priority level)
- Provide after-hours alarm monitoring support for South East Water and a range of external businesses

#### **Customer excellence**

- Provision of support related to general account enquiries including payments, billing, usage, change of details
- Educating customers on water literacy and usage reduction
- Advising on various payment and payment support options

#### **Customer billing**

- Analysis of metering read data to generate the quarterly billing file
- Coordinating with BTS to deliver the billing file for distribution via customers preferred channel
- Managing the print house contract to ensure the timely, accurate and efficient provision of bills to customers
- Managing the monthly business cycle ensuring the timely, accurate and efficient provision of bills

#### **Customer onboarding**

- Creation and rating of properties and sub-divisions
- Maintaining property data in partnership with General Office, local councils, Melbourne Water and DEECA
- Processing of ECO sewer backlog scheme requests
- Handle notice of sale and change of occupier requests and ownership related enquiries.

# **Operational excellence**

## Capability

- Development of training content to build internal capability across key skill requirements
- Work with project teams across South East Water to assist with the development of training content to support internal change initiatives that impact Customer Experience
- Oversee the ongoing implementation and review of the quality interaction and quality assurance program of work including comprehensive monthly quality assurance checks

# Workforce optimisation

- Volume and associated resource requirement forecasting
- Real time monitoring of customer queues and making appropriate operational decisions to maximise performance and service
- Oversee the scheduling of activities to maximise performance

# Operational excellence

- Sequencing and coordinating internal changes with impacts to Customer Experience operations to ensure the smooth delivery of change whilst maintaining high levels of service
- Oversee the development, utilisation and updating of the knowledge management artefacts ensuring processes and work instructions enable customer facing teams to deliver exceptional service
- Provision of data and reporting capability to the Customer Experience group across key operational metrics

## **Customer Strategy & Design**

#### Voice of customer

- Development and implementation of voice of customer program
- Detailed analysis of customer sentiment and brand tracker survey data to determine trends, drivers and improvement opportunities
- Manage the monthly and quarterly reporting of customer metrics and sentiments Development Brief description here

#### **Customer Advocacy & Design**

- Development and implementation of the Customer Advocacy Plan that enables South East Water to deliver exceptional service by leveraging insights in relation to customer needs and expectations
- Design and delivery of the Family Violence Plan that enhances our approach to the support and protection available to customers affected by family violence.
- Delivery of our Enforceable Undertaking obligations and beyond compliance commitments.

## **Customer Strategy & Transformation**

- Design and delivery of the Customer Strategy, enabling South East Water to deliver on its commitments to customers
- Provision of project and change management expertise to the Customer Experience group to support the effective delivery of key projects that will help to transform our ways of working
- Oversee the monthly reporting against the Customer Experience operating plan, ensuring project risks are proactively identified and mitigation strategies determined.

#### **Customer Channels**

- Design and delivery of the Channel Strategy, supporting delivery of the Customer Strategy
- Delivering online content management expertise across website and portal channels

#### **Customer solutions**

#### **Business customer account management**

- Business customer strategy development and implementation
- Key account management for tier 1 business customers
- Provision of support for complex and large business customers
- Leadership of key business customer initiatives including DEECA WaterSmart

#### **Customer care**

- Provision of comprehensive and tailored support for customers experiencing payment difficulty and/or vulnerability
- Case management of family violence customers
- Processing of various customer payment support options including utility relief grants

#### **Customer solutions**

- Recovery of residential and business customer debt
- Provision of payment support
- Processing of escalated debt recovery activities including reasonable endeavours checks, restrictions, legal action

#### **Customer resolutions and advocacy**

- Management of tier 2 and 3 customer complaints
- Engaging with relevant areas of the business to investigate and resolve customer complaints including negotiation of outcomes
- Management of escalated and external customer complaints including liaising with EWOV

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