

Irish Water



Hi, I'm Si.

Irish Water overview.

What were their challenges?

Project Clarity.

What's next I20 Digital.

Solution.

Key Lessons so far.



Hi I'm Si.

Simon has over 20 years experience, holding senior positions in complex delivery organisations.

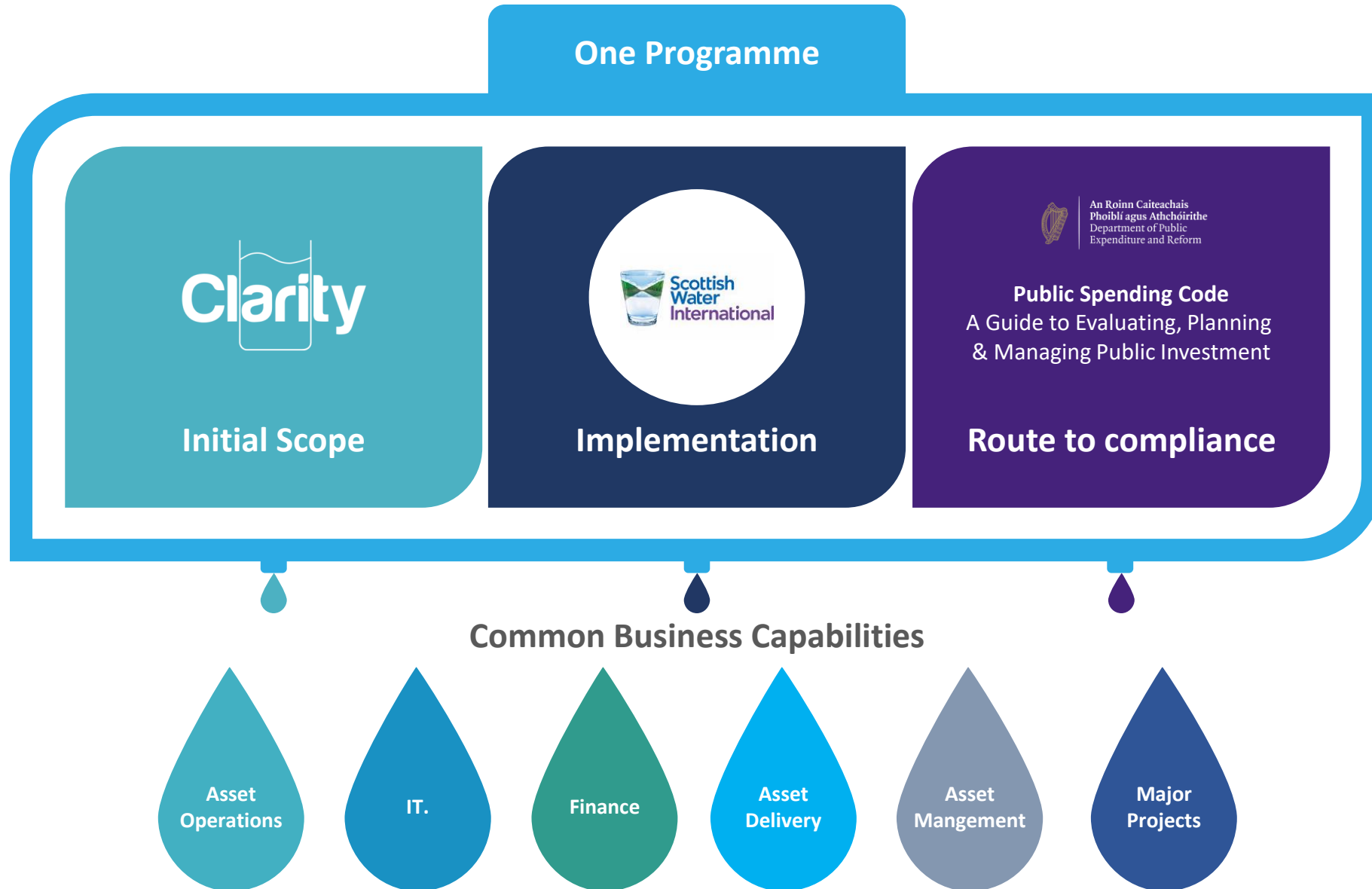
- Mechanical designer
- Product designer
- Project Manager
- Project Planner @ London Underground
- Programme Planner for Victoria Line Upgrade
- Head of Planning for TfL
- Head of Programme Planning @ HS2
- APM Board Member & APM published author
- Founder of th3rdcurve
- Visiting research fellow at Liverpool John Moore University





Challenges

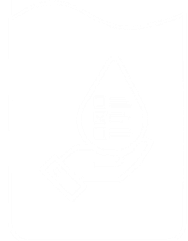
- Internal Audit recommendations on Risk Management capability
- CRU engagement during agreement of the determination for the regulatory period, get better at cost estimation
- Increased Capex spend projected over the next 15 years
- Significant Org changes
- Future proof our staff capability
- External peer review by Scottish Water International



Independent Review.



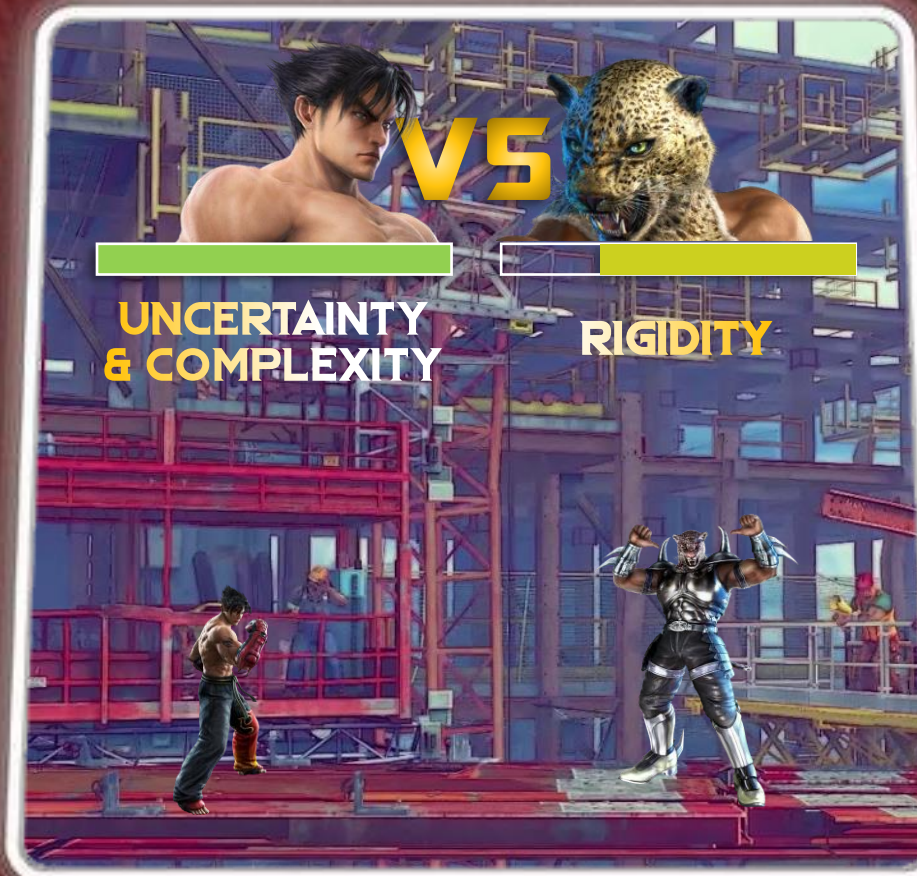
Clarify





Our 3Cents

You must be able to adapt to change, because change **WILL** happen.







Project Structure and Teams

EXEC SPONSORS

SMT Steering

Approve products, Resolve issues, sign off on approach, unlock staff resource issues, gain cross departmental consensus and understanding.

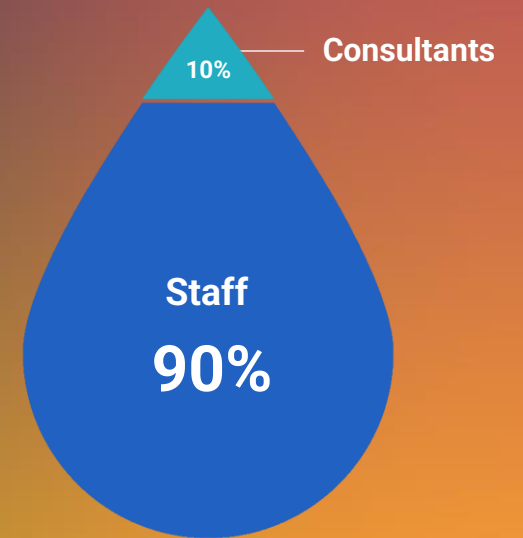
Programme Management

 Governance Change Management			 Estimating, Uncertainty & Contingency		 Visibility (Systems, Data & Reporting)		 Communication, Learning, Rollout & Assurance	
Project Manager			Project Manager		Project Manager		Project Manager	
Portfolio Governance	Technical Governance	Programme Project	Estimating	Uncertainty & Contingency	Data & Reporting	Systems		Communication, Learning, Rollout & Assurance
SMT Sponsor	SMT Sponsor		SMT Sponsor	SMT Sponsor	SMT Sponsor	SMT Sponsor		SMT Sponsor
Working Group Lead	Working Group Lead	Working Group Lead	Working Group Lead	Working Group Lead	Working Group Lead	Working Group Lead	Working Group Lead	Working Group Lead

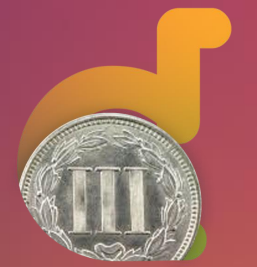
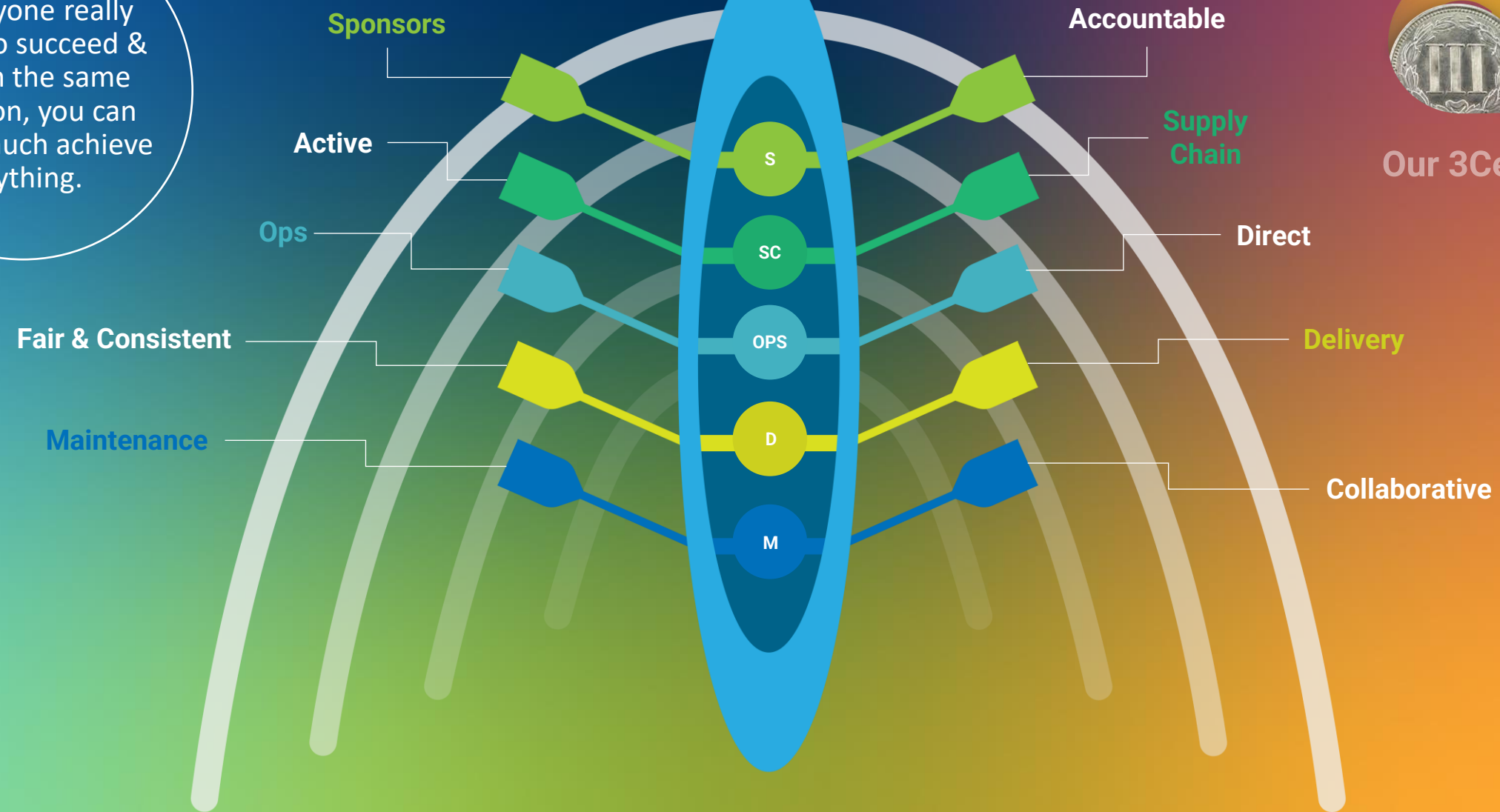
Design Alignment – product review & assurance, interface identification and management, pre-approve products



Project Team Makeup



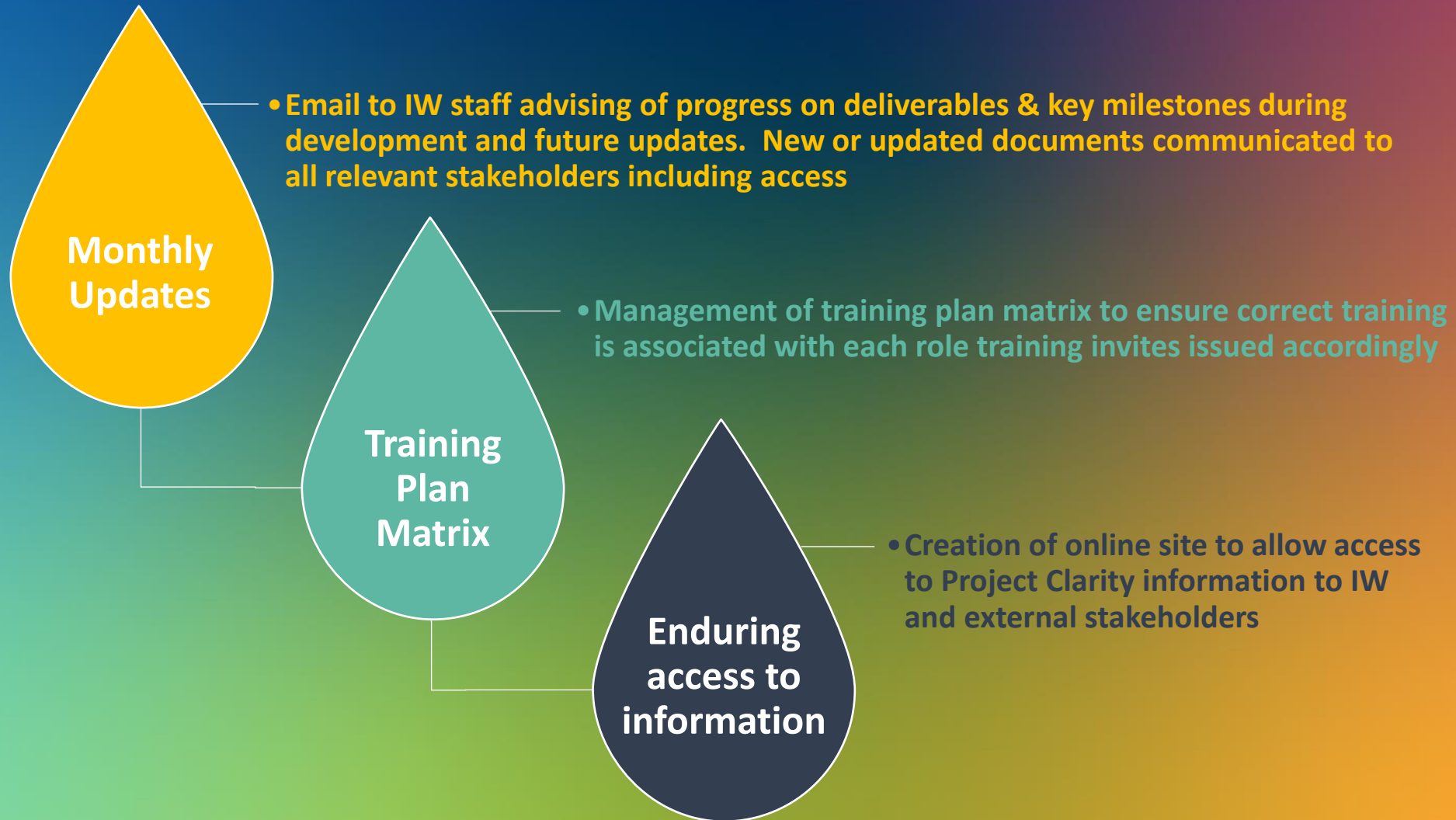
If everyone really wants to succeed & pulls in the same direction, you can pretty much achieve anything.



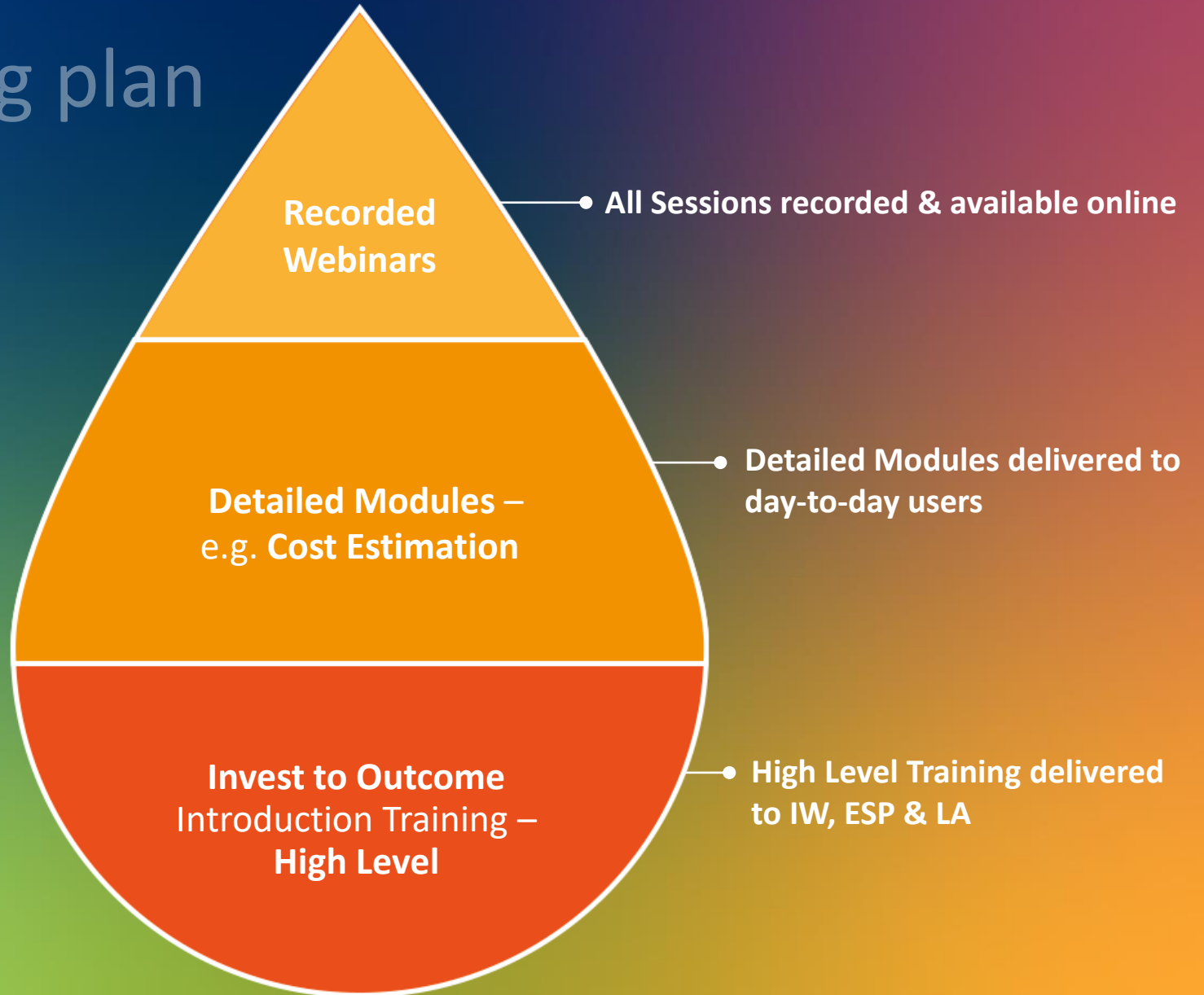
Our 3Cents



Communication & drops

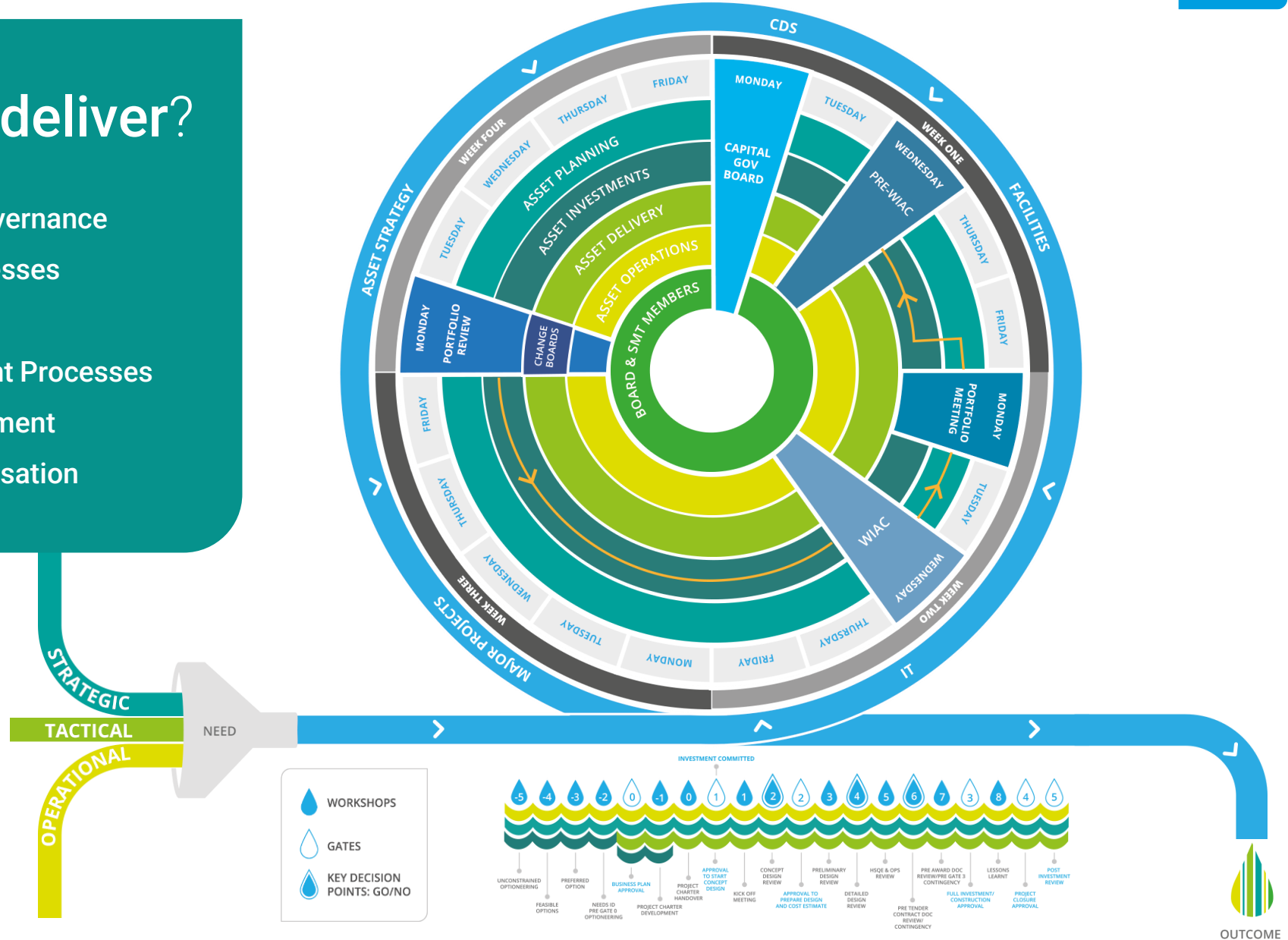


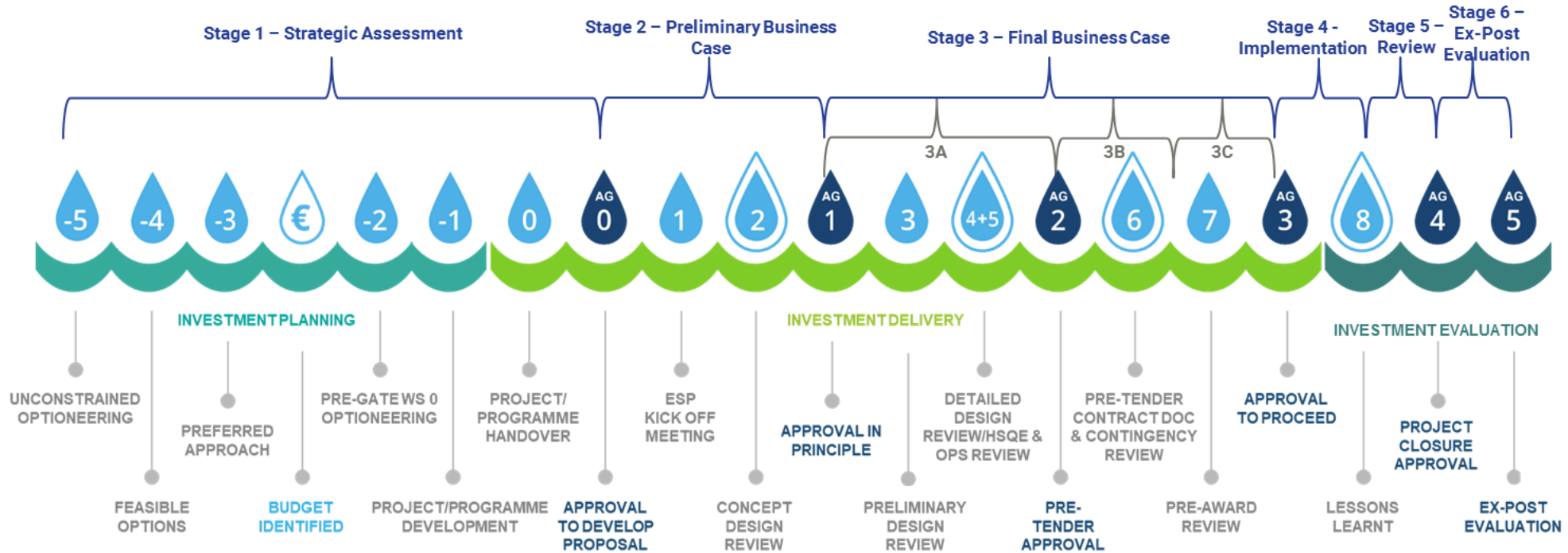
Learning – Training plan



What did Clarity deliver?

- 💧 New Invest to Outcome Governance
- 💧 Enhanced Estimating Processes
- 💧 Enhanced Reporting
- 💧 Enhanced Risk Management Processes
- 💧 Enhanced Change Management
- 💧 Set the direction for Digitalisation





Total business transformation delivered in 18 months



Project with set deliverables completed



Enduring structure

- WORKSHOPS
- GATES
- KEY DESIGN WORKSHOPS

th3rdcurve®

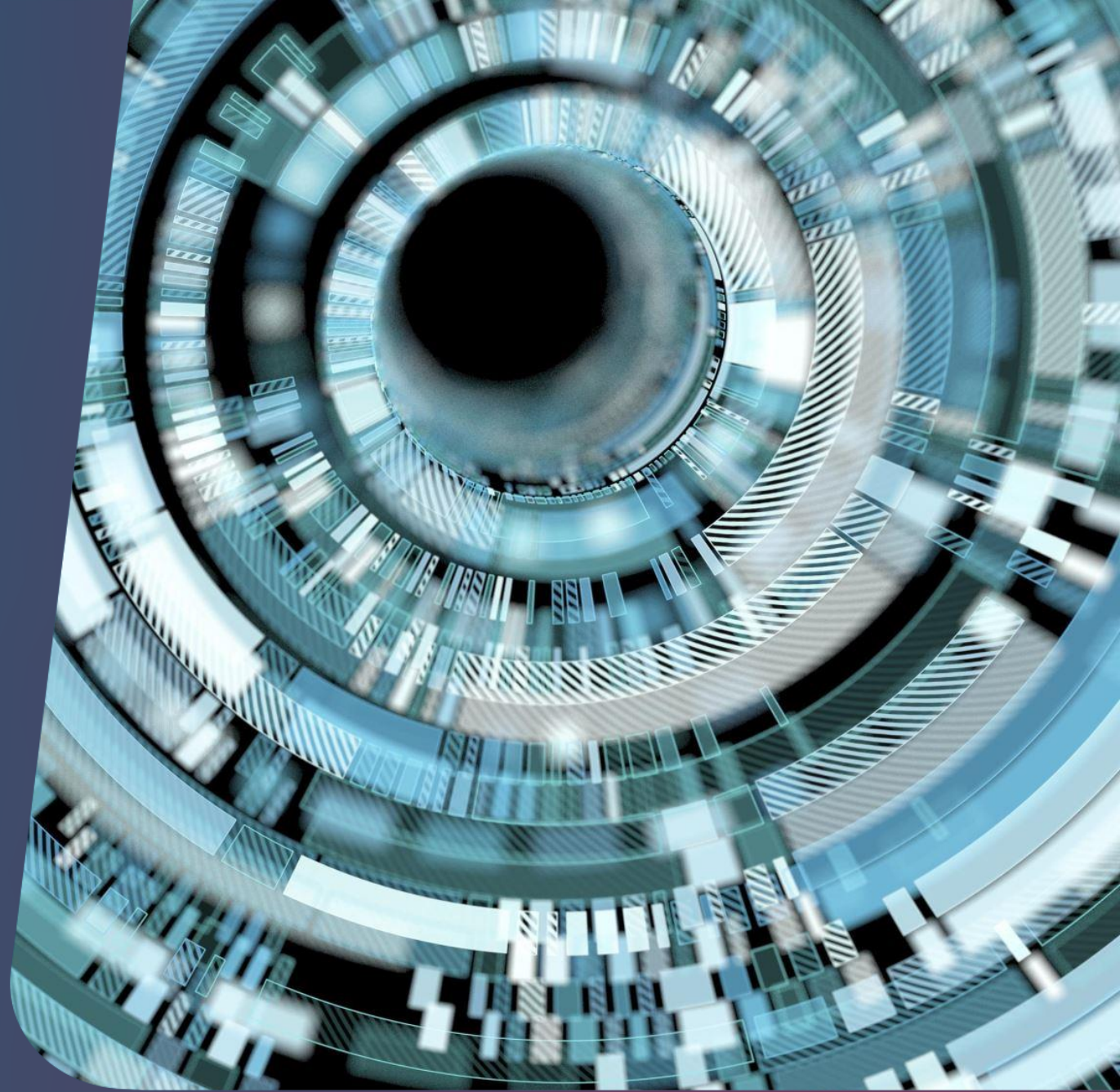
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WATER

What's next for Irish Water...

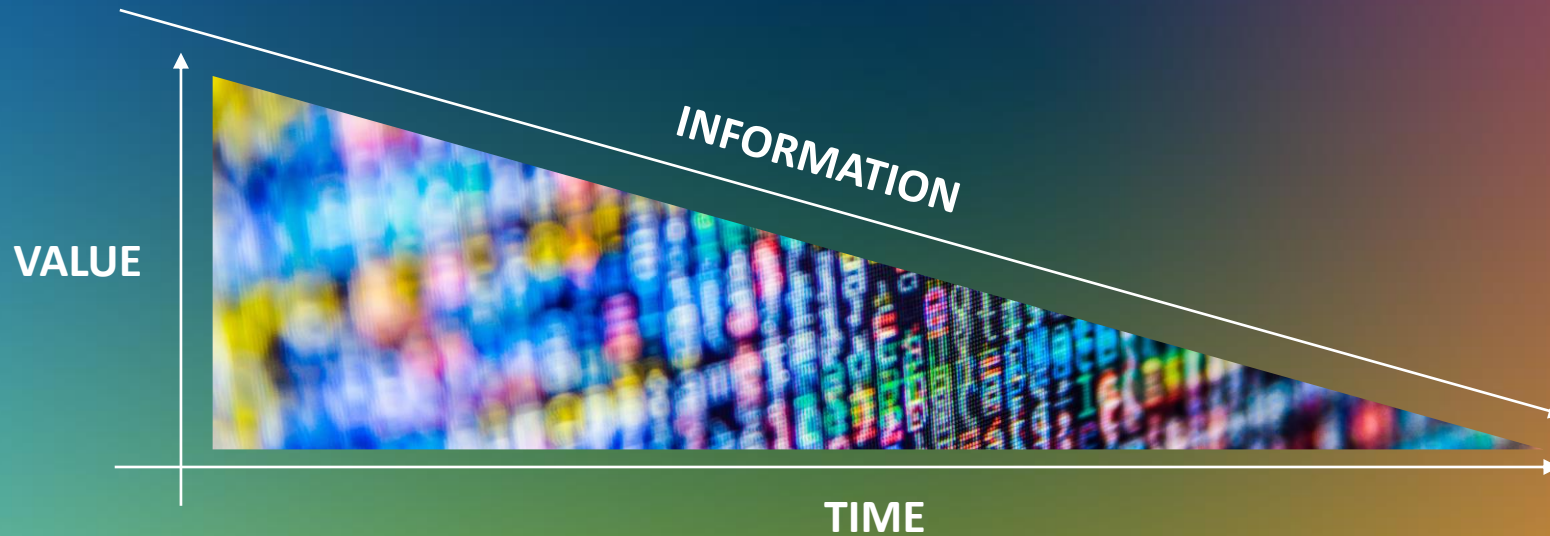
The logo features a stylized 'i' with a water drop above it, followed by '20' and 'DIGITAL' below.

i20
DIGITAL





Our 3Cents



The **value** of information **decreases** over **time**,
the **sooner** you get it, the **better**.



I2O Digital

💧 Approach

- Build on blueprint
- Design integrated solution architecture, covers all functions
- Design integration approach
- Align with selected systems
- Phased deployment via configs and sub configs
- Training via pilots and phases
- Comms and branding, we made it cool!

💧 Data & Process

- Understand process and data maturity, this is key to know where to focus effort prior to systemisation

💧 Team

- Staff first with support
- 3C I2O solution owner and cost management owner
- I2O COP is a key link for ongoing improvement



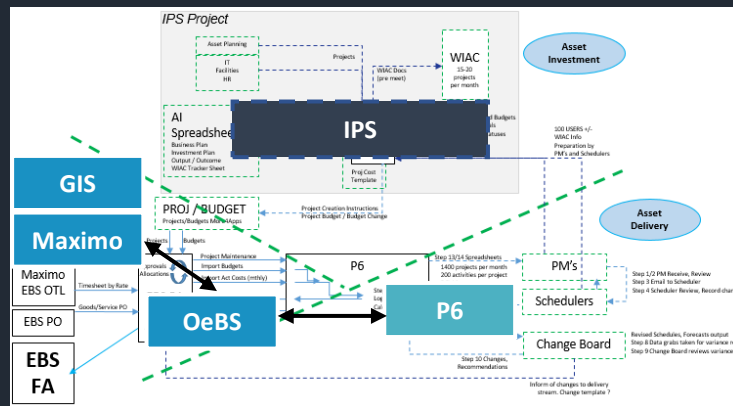
IW Digital and Process Maturity Roadmap

System	OPC		P6		UNIFIER		AIPS	
Implementation Order/Process	1	Risk Management	4	Scheduling	5	Contract Management	9	Estimating & Benchmarking
	2	Risk Reporting	4	Project & Programme Mngt	6	Cost Management and Approvals	10	Investment Management
	3	Contingency Management			7	Governance – EAC Workflows	11	Asset Planning & Prioritisation
					7	Change Management	11	Portfolio Scenario Planning
					8	Portfolio Management	12	Value Management
					8	Financial Reporting (Projects)		

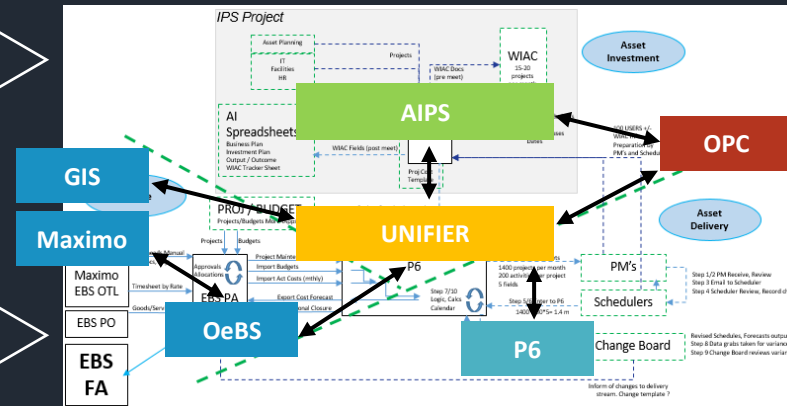
Digitally Mature

Digitally Immature

Current Systems (high level overlay)



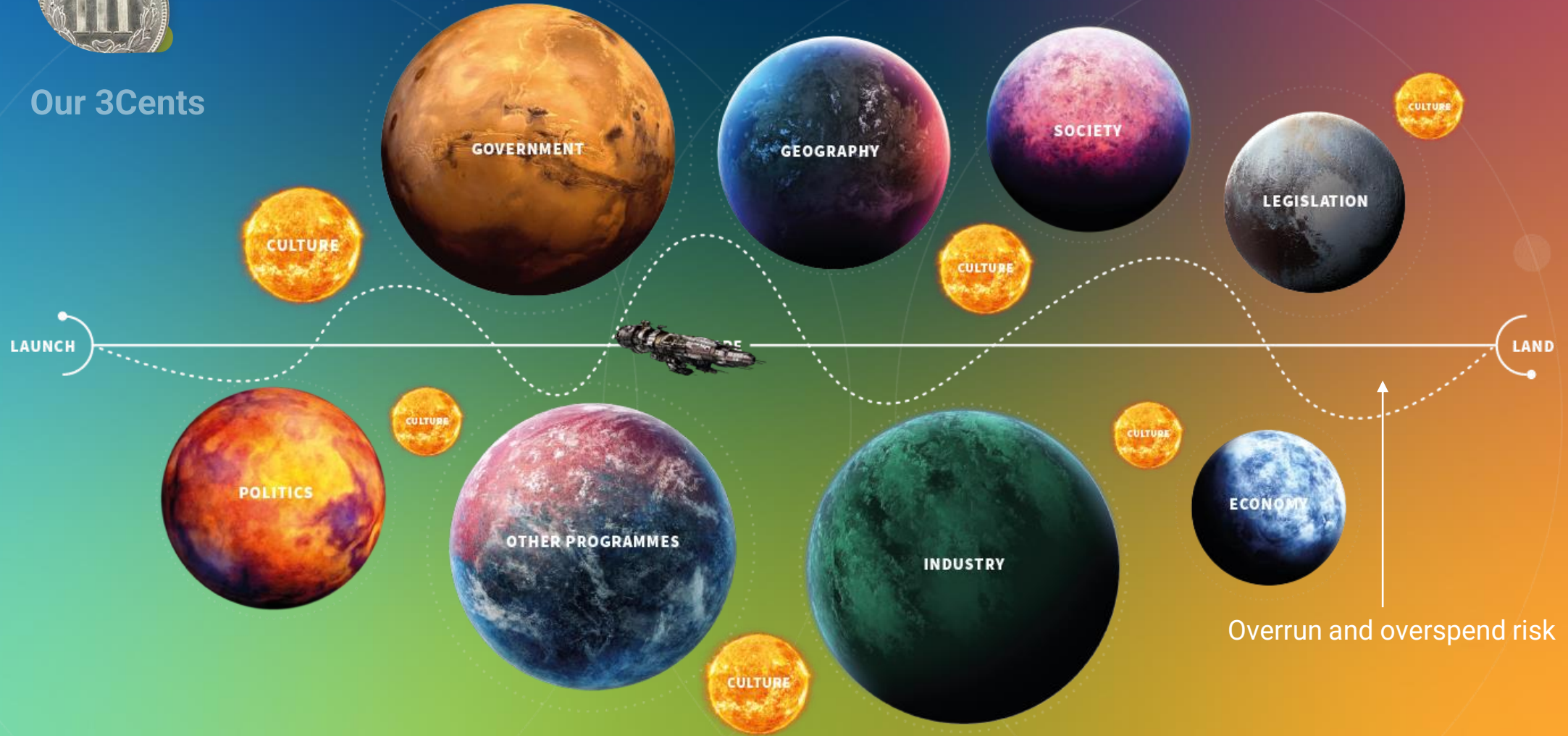
Future Systems (high level overlay)



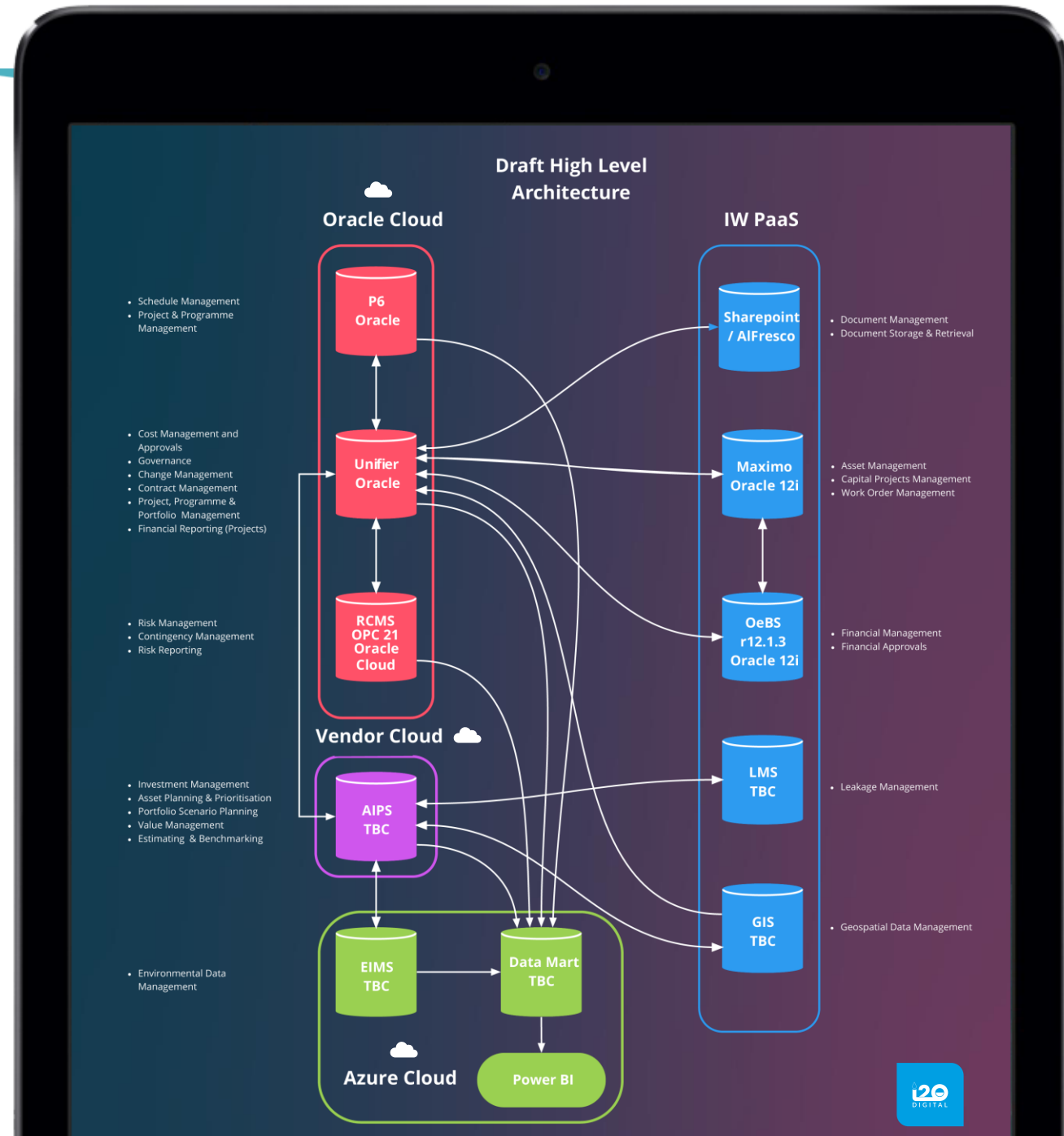
Many things influence success, some obvious, some not, gear up to influence them back.



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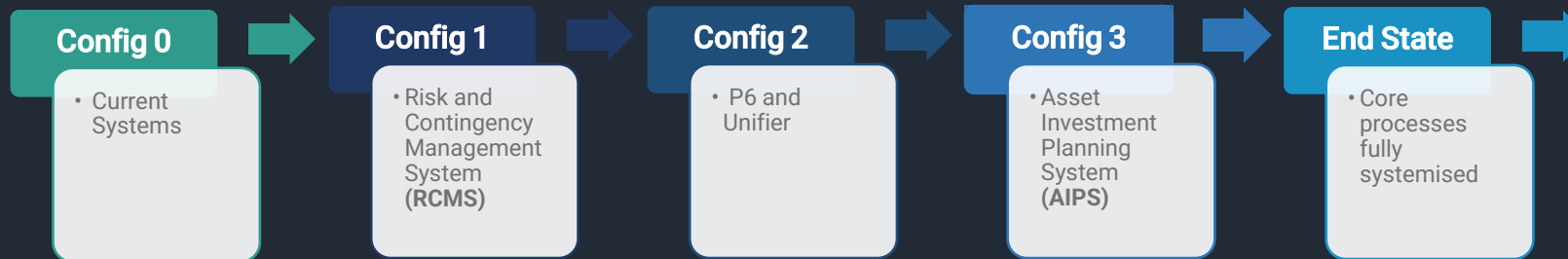






I20 Delivery Approach

The project will deliver the new systems in several phases referred to as 'Configurations' (Configs)

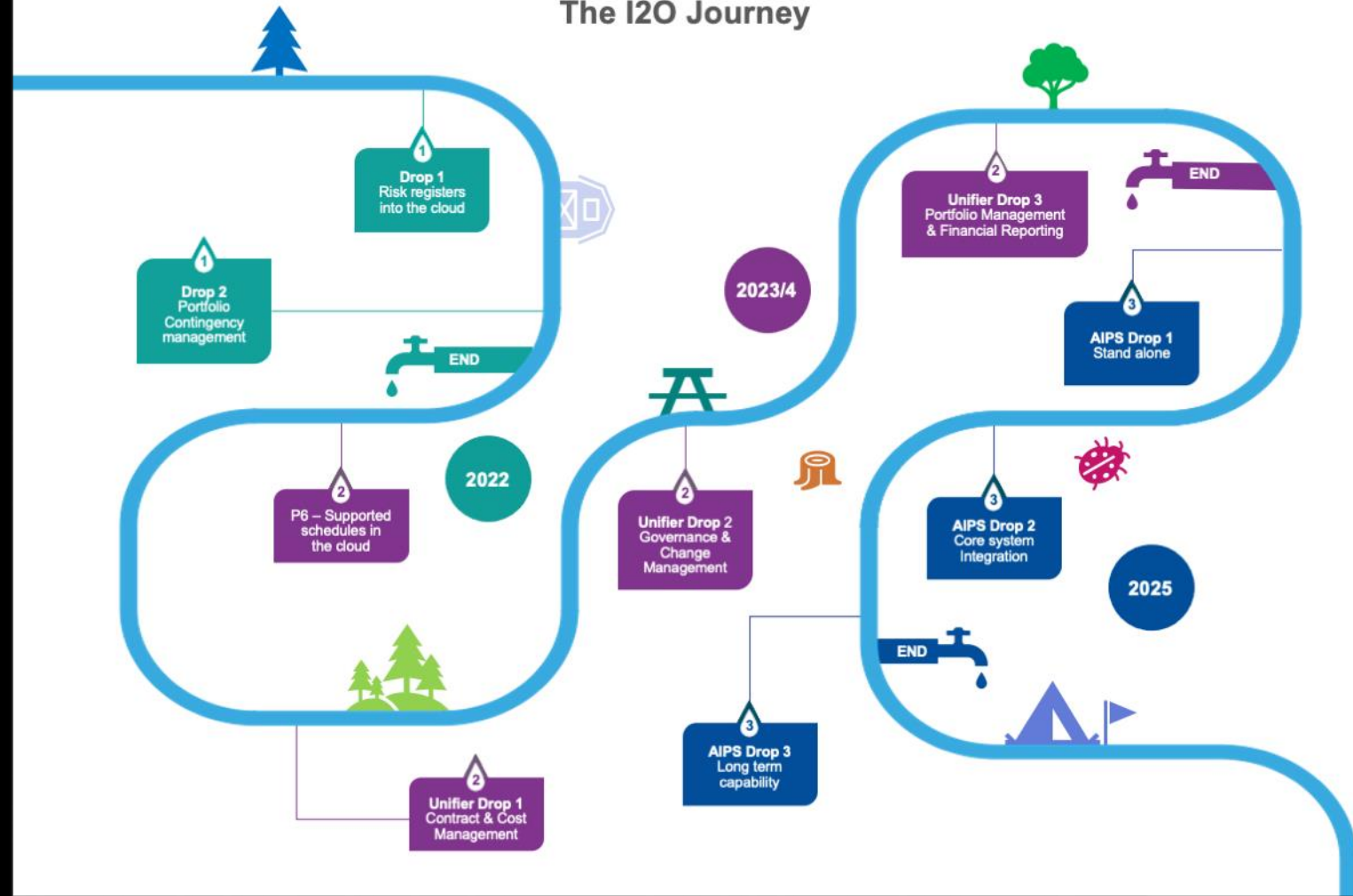


Given the complexity of integration, there are sub Configs that articulate how the systems integration matures in line with adoption e.g.

- Config 2.3 Unifier & P6 Deployed with integration with EBS
- Config 2.6 Unifier & P6 deployed with integration to Maximo

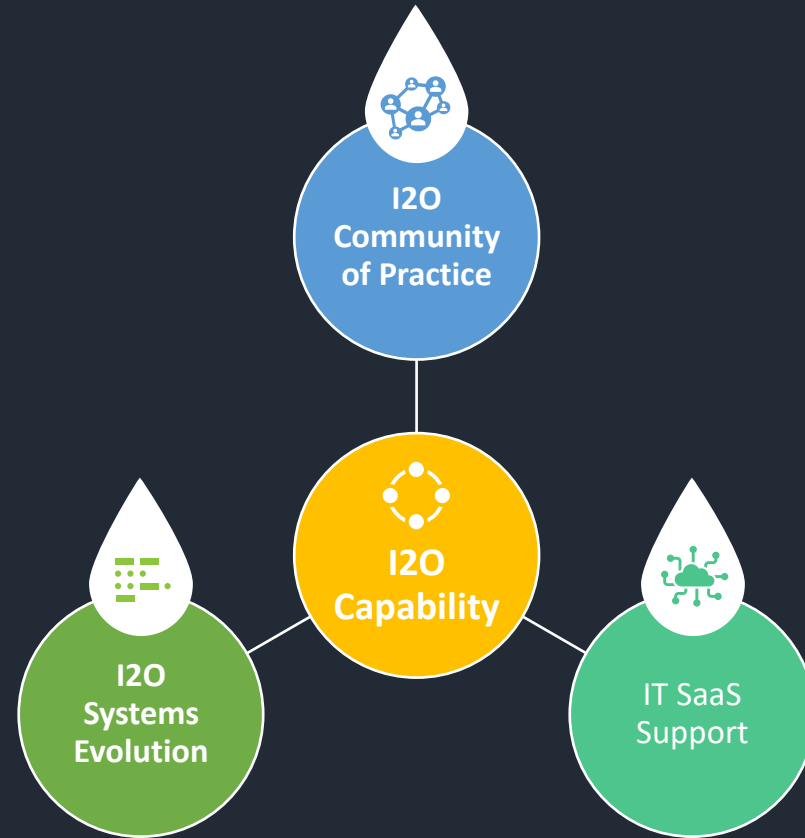
These will be aligned to show the enabling capability drops linked to the IW capability model.

The I2O Journey



Continuous Improvement

Critical success component is how Irish Water evolves as it grows.





Key Lessons – Our 3Cents

- 💧 Get staff to lead the work
- 💧 There's always many firms involved so be collaborative, your job is to get the best out of everyone
- 💧 Don't let perfect be the enemy of good
- 💧 Don't be scared, be careful
- 💧 Don't over specify, business should meet technology in the middle
- 💧 Link to continuous improvement and your capability journey



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Thanks for
listening.

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Questions.
Questions.