Integrated Project & Portfolio Controls.

Enabling the transition to a world-class digital water utility, designing the target architecture and leading delivery of its core integrated platforms.

Services provided

- Technical advisory
- Digital architecture design
- Integrated solution design
- Delivery team setup
- Configuration, testing, training, and implementation

the challenge

The I2O Digital Programme was established to move from "Project Clarity" to a world-class digital water utility, creating a connected set of systems, data, and governance to plan, deliver, and control capital investment end-to-end.

th3rdcurve designed the target digital architecture, shaped the integrated solution, and set up and managed the delivery team to implement the programme's core platforms.

The organisation needed to replace fragmented ways of working with a single, reliable operating model for investment planning and delivery.

Teams across asset planning, delivery, finance, and commercial risk were working with disconnected tools, duplicated data, manual handoffs, and inconsistent reporting.

Crucial monthly processes, such as financial accruals and Monthly Progress Reports (MPRs) — relied on heavily manual Excel spreadsheets, which increased effort and reduced confidence in the numbers.

The programme required an integrated digital platform that could support portfolio prioritisation, project controls, cost management, governance, and executive reporting, without creating additional operational burden for delivery teams.

Operational heft:
1.26 billion litres of wastewater treated daily, **2,200+ pumping stations, 1,000+ wastewater plants.**

National scale:
80% of Ireland's population served, 4,500 staff, **91,000+ km of network.**

i2o digital is serving over 1200 members of staff from more than 25 unique roles across over 35 business processes.

Uisce Éireann
Irish Water

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the solution

We designed and delivered an integrated solution architecture that connects portfolio planning and investment prioritisation to project delivery, cost, governance, and reporting, with automation and standardised data at its core.

1. Digital architecture and integration first

We established a high-level solution architecture that enabled fully integrated systems via a Gateway and Oracle Integration Cloud (OIC). This structure digitalised business processes and controlled bidirectional data flows—such as pushing financial "actuals" from enterprise systems into project controls—removing manual handling and reducing duplication.

2. Implement a fully integrated platform

- Copperleaf: For investment planning, portfolio prioritisation, and capturing initial Outcomes & Outputs.
- Oracle Primavera Cloud (OPC): For modern Risk Management and Quantitative Risk Analysis, contingency approval workflows, and controls visibility.
- Primavera P6 SaaS: For schedule management and standardised planning.
- Oracle Unifier: For cost management, contract management, budget management, change control, and governance workflows. Unifier successfully replaced manual spreadsheets by automating monthly accruals and driving auto-forecasted cash flows based on P6 schedules.
- Oracle E-Business Suite (OEBS) & Maximo: Integrated to ensure a seamless flow of financial actuals, commitments, and asset data into the project control environment.

3. Build decision-grade reporting and governance

We designed reporting so leaders could see performance, risk, and forecasts with confidence, and teams could trace the story from portfolio decisions through to project delivery. This included end-to-end governance, clear ownership of data, and the systematic tracking of "6 Dials" performance metrics (including Capex, schedule, and Delta Opex) via an Azure Data Mart and Power BI dashboards.

4. Set up and run the delivery team

We mobilised the delivery team and managed delivery through design, configuration, testing, training, and implementation, aligning the programme to real operational needs across asset planners, project managers, finance, and commercial risk.

the impact

- A single integrated digital architecture, connecting portfolio and project delivery with reduced duplication and fewer manual handoffs.
- Improved delivery confidence; standardised data structures and governance increased trust in forecasts and reporting.
- Faster decision-making with executive-ready, Power BI-driven insights across asset planning, delivery, finance, and commercial risk.
- Accelerated adoption; training and implementation approach focused on usability and practical day-to-day workflows.

who it enabled

- Asset planners and design teams
- Project managers and delivery teams
- Finance teams
- Commercial and risk functions
- Facility Managers and OpEx Managers

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