Uisce Éireann
Irish Water

A transformation project delivering tactical wins while addressing the need for sustained and strategic capability growth.

the challenge

Uisce Éireann (formerly Irish Water) is the largest utility company in Ireland. It manages thousands of active projects as part of its multi-billion-euro strategic investment plan.

Like many asset-intensive organisations, a long period of evolution followed the initial set up. Upon completion of the latest revenue control period (a five-year cycle in which government funds are agreed for the highest priority projects), Uisce Éireann identified the following opportunity areas in which to increase capability across its entire 'Investment to Outcome' lifecycle:
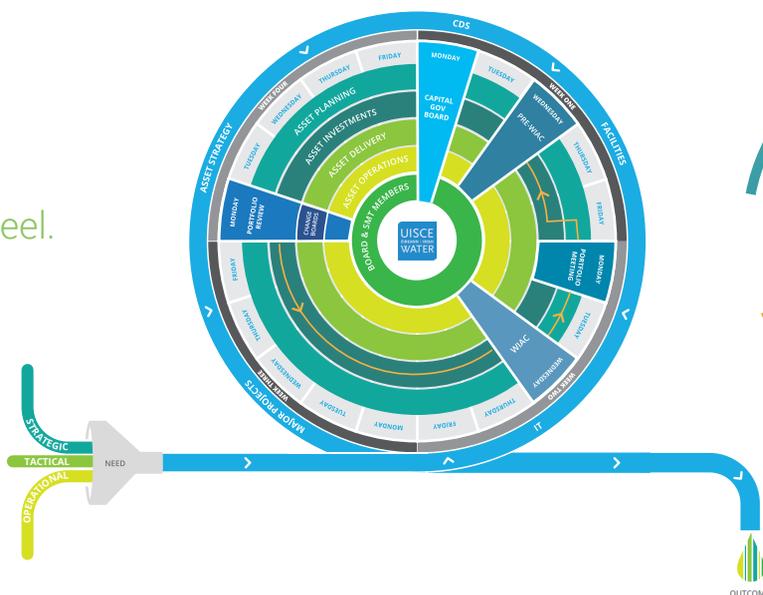
- **governance and change management**
- **estimation, uncertainty and contingency**
- **systems, data and reporting**

Given the breadth and interoperability of these core business processes, Project Clarity was launched, a business transformation project delivering tactical wins while addressing the need for sustained and strategic capability growth. Several environmental factors added complexity to its delivery.

A key one was Uisce Éireann's imminent split from Ervia group (which also contains Gas Networks Ireland and Aurora Telecoms), this would see significant staff and technology changes as well as a shifting landscape of priorities.

It was clear this would need to be a holistic endeavour with representation from each functional area, such as investment, planning, operations and delivery, and a broad set of support areas.

the investment to outcome wheel.

Irish Water are managing

c.15bn

strategic envestment plan

Together we've streamlined the way projects are managed with integrated governance and change management, optimised the way decisions are made with a focus on data quality.

the solution

We were brought in to advise and structure Project Clarity and to deliver specific specialised elements including:

- **Programme management**
- **System advisory and solution design**
- **Assurance**
- **Cost management**
- **Project branding and identity (a crucial part of creating advocacy for a change)**

We partnered with other external experts, delivering a 'one team' approach for Uisce Éireann.
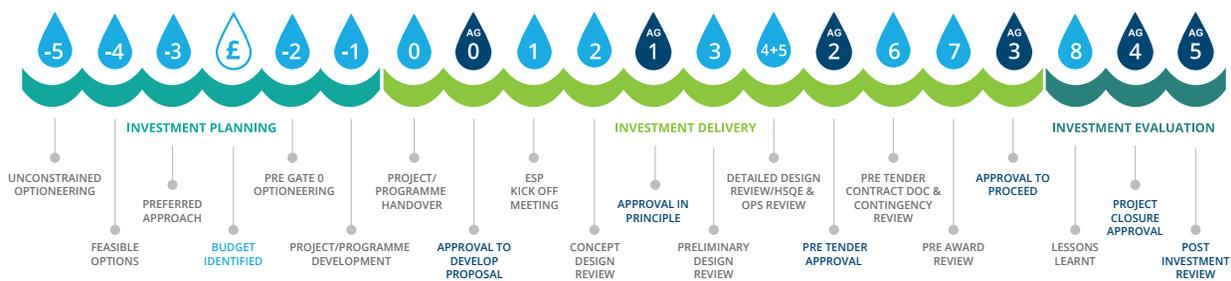
A critical key success factor was a 'staff first' approach, with a belief that 'the people closest to the problems are closest to the solution'. We created a project structure that leveraged staff experience and a small amount of targeted external expertise

to cross-functional assurance. The project was split into four workstreams:

1. **Governance & change management**
2. **Estimation, uncertainty & contingency**
3. **Visibility (systems, data & reporting)**
4. **Communications, learning, rollout & assurance**

This covered the core challenges and recognised the importance of good communications, training and assurance to drive sustained new ways of working into a bustling business.

A project PMO was implemented to monitor and report on progress, risks and issues, and to support the ongoing integration of working groups. Some of our key deliverables for the project were new processes, procedures and training for risk and contingency management, estimating, P3 governance, change management, cost management, rationalised project reporting as well as data alignment and optimisation.

Lifecycle diagram

Droplets: -5, -4, -3, £, -2, -1, 0, AG 0, 1, 2, AG 1, 3, 4+5, AG 2, 6, 7, AG 3, 8, AG 4, AG 5

INVESTMENT PLANNING | **INVESTMENT DELIVERY** | **INVESTMENT EVALUATION**

- UNCONSTRAINED OPTIONEERING
- PREFERRED APPROACH
- FEASIBLE OPTIONS
- BUDGET IDENTIFIED
- PRE GATE 0 OPTIONEERING
- PROJECT/PROGRAMME DEVELOPMENT
- PROJECT/PROGRAMME HANDOVER
- APPROVAL TO DEVELOP PROPOSAL
- ESP KICK OFF MEETING
- CONCEPT DESIGN REVIEW
- APPROVAL IN PRINCIPLE
- PRELIMINARY DESIGN REVIEW
- DETAILED DESIGN REVIEW/HSQE & OPS REVIEW
- PRE TENDER APPROVAL
- PRE TENDER CONTRACT DOC & CONTINGENCY REVIEW
- PRE AWARD REVIEW
- APPROVAL TO PROCEED
- LESSONS LEARNT
- PROJECT CLOSURE APPROVAL
- POST INVESTMENT REVIEW

the new investment to outcome lifecycle

the impact

Project Clarity has been a genuinely outstanding example of business transformation done well. The significant knowledge, insight and expertise of the team, brought natural energy and positive change to the project. This de-risked organisational buy-in to the new processes and has driven an appetite for further innovation.

Together we've streamlined the way projects are managed with integrated governance and change management, optimised the way decisions are made with a focus on data quality, (which is consistent across all projects), and paved the way for the next phase with a fully integrated system solution design.

We've implemented data driven KPIs that show how effective each of the new processes are, such as financial forecasting accuracy, consistency of Project, Programme & Portfolio data across multiple business critical reports and data alignment between source systems and the data warehouse (a single repository where assured business data is stored and retrieved).

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