

Shaping the Future of Water Services

Plans to Transform the Water Industry

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Comhshaol, Pobal agus Rialtas Áitiúil
Environment, Community and Local Government

WHERE WE HAVE COME FROM

- Decades of significant under investment in the national water infrastructure.
- It was recognised that the industry needs significant investment and the exchequer **SIMPLY DOES NOT HAVE THE MONEY.**
- Reforming the water industry was seen as a key component for Ireland's economic recovery.
 - Bailout end-2010 => Troika - Catalyst
 - New Government elected March 2011 => Programme for Government
 - PWC Report commissioned by the DECLG, 2011
 - Government decision to establish Irish Water, April 2012
- LA's have been providing water and waste water services for over 130 years - wealth of knowledge, experience and commitment of LA staff.
- Irish Water (IW) was established in July 2013 to bring the water & waste water services of the Local Authorities (LAs) together under one National Utility.

WHERE WE ARE NOW

- Together Irish Water and the 31 Local Authorities are the Water Industry in Ireland.
- Our joint service delivery model is unique – Irish Water and the LA's are committed to a 12-year SLA.
- Irish Water, the LAs and the Government are committed to maintaining water services in public ownership and this is best achieved by working together to make our water services as efficient and as responsive to public need as possible.
- Working together under the SLA, we are committed to transforming the industry and will take a strategic, national approach to deliver world-class water services.

WHERE WE ARE GOING

- Together, we will be a '**High Performing Utility**' delivering a national standard of service at a world-class level.
- Irish Water will raise finance on the open market for investment in our infrastructure to remedy decades of under investment.
- We will gain investor confidence by delivering exceptional customer service and operational efficiencies that are capable of being bench-marked against the best.
- As we build the national utility, we must preserve the undoubted strength of the past and integrate it into our future model and culture.

HOW WE WILL GET THERE

- Together we have drafted and agreed a Transformation Plan, which sets out the key initiatives to transform our industry up to end of 2017.
- Its purpose is to provide a clear road-map to take us from the current operating model to a single, lean and efficient National Utility Model.
- The Transformation Plan sets out 27 initiatives grouped into 5 Themes of Work.

THE 5 THEMES OF WORK

The Way we Work

IW Sponsor:
Ray O'Dwyer and John Dempsey

Establishing a single way of working across the industry

Assets

IW Sponsor
Jerry Grant

Managing our assets and investments to provide secure and sustainable water services at the lowest cost

Customer

IW Sponsor :
Paul O'Donoghue

Providing services that are valued by our customers

Supply Chain

IW Sponsor :
John Dempsey

Establishing strategic partnerships and delivering value for money from procurement

Data & Intelligence

IW Sponsor :
Ray O'Dwyer

Building a network of knowledge to enable informed business decision-making

DELIVERING THE TRANSFORMATION PLAN

Joint Leadership Team

IW (x6): John Tierney, Angela Costello, Ray O'Dwyer, John Dempsey, Jerry Grant, Paul O'Donoghue
LG Sector (x6): Water Committee Managers x 5, SRO WSTO x1

Transformation Programme Team

IW (x 6): Angela Costello, Tony Bridgeman, Patricia Williams, Ger Moriarty, Tom Leahy, Mark McAuley
LG Sector (x 6): WSTO, Regional Chairs (x 4), LGMA

Project Delivery Teams

IW: Patricia Williams, Project Managers and Change Managers, LAs: Project Team Members

Enablers: PMO and Change Delivery
(IW: Patricia Williams, Pat Geoghegan), Delivery Model, Water Industry Change Network, Training, Business Readiness and Communications*

Work Themes

The Way we Work

IW Sponsor:
 Ray O'Dwyer
 and John Dempsey

Assets

IW Sponsor:
 Jerry Grant

Customer

IW Sponsor:
 Paul O'Donoghue

Supply Chain

IW Sponsor:
 John Dempsey

Data & Intelligence

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 Ray O'Dwyer

Water Industry Operating Framework

Staff Consultation: Irish Water Consultative Group

1. THE WAY WE WORK:

Establishing a single way of working across the industry

IW Sponsors Ray O'Dwyer and John Dempsey (1/2)

Initiative	Definition	Purpose
Water Industry Operating Framework	This framework will define and set out an implementation plan as to how the water services industry should be structured. This will be done within the SLA model	Continuous improvement under SLA
Regulatory Framework	Develop economic and environmental regulatory frameworks	Regulatory
Industry Performance and Risk Management Frameworks	Develop and implement a performance management framework; a standard risk management methodology and Business Continuity Plans	Continuous improvement under SLA
Health and Safety Programme	Health and Safety initiatives to embed good practice, including inspections and checks	Regulatory
Work and Asset Management System (Maximo) Deployment	Implement work and asset management; procurement and inventory management capability	Continuous improvement under SLA

1. THE WAY WE WORK:

Establishing a single way of working across the industry

IW Sponsors Ray O'Dwyer and John Dempsey (2/2)

Initiative	Definition	Purpose
Standardise Operational Plans	Develop standardised operational plans, including inter alia: Water Safety Plans (WSPs), Drinking Water Incident Response Plans, Wastewater Incident Response Plans, Environmental Incident Response Plans, and Sampling Plans	Continuous improvement under SLA, Regulatory
Standardise Operational Procedures	Development of standardised operational procedures, polices and processes e.g. network and outage management and incident management	Continuous improvement under SLA
Inventory Management	Streamlining of Inventory Management to achieve cost efficiencies and business continuity	Continuous improvement under SLA
National Laboratory Strategy	Development of a national laboratory programme and establishment of one national sampling, analysis and reporting programme to meet compliance and operational performance requirements	Continuous improvement under SLA
Integrated Management System	Develop and implement an Integrated Management System (IMS) across all of Irish Water that ensures a consistent and systematic approach to managing Health and Safety, Quality, Energy and the Environment	Continuous improvement under SLA

2. ASSETS:

Managing our assets and investments to provide secure and sustainable water services at the lowest cost

IW Sponsor Jerry Grant (1/2)

Initiative	Definition	Purpose
Leakage Reduction and Water Conservation	Leakage reduction programme, National Conservation Plan and Climate Change Adaptation Strategy	Regulatory, Continuous improvement under SLA
Sludge Management System	Develop an Irish Water sludge management plan and implement a sludge management system to manage sludge recycling at a regional/national level and improve control and governance	Regulatory
Energy Efficiency	Reduction of carbon dioxide emissions through energy consumption assessments and setting targets and plans for reduction	Regulatory
Treatment Optimisation and Asset Standards	Implementation of techniques to optimise assets with initial focus on energy, chemicals, aeration and sludge production and discharge and standardisation of equipment across asset base	Continuous improvement under SLA

2. ASSETS:

Managing our assets and investments to provide secure and sustainable water services at the lowest cost

IW Sponsor Jerry Grant (2/2)

Initiative	Definition	Purpose
Fats, Oils and Greases (FOG) Regulation and Trade Discharge	Develop systematic approach to monitor and control loads to sewers and to treatment	Regulatory, Continuous improvement under SLA
Planned Maintenance Programme	Establish a consistent and comprehensive planned maintenance programme at a national level	Continuous improvement under SLA
Capital Project Delivery	Transition all planned and live projects to Irish Water's central Capital Delivery and Asset Management functions and implement standardised processes	Continuous improvement under SLA

3. CUSTOMER:

Providing services that are valued by our customers

IW Sponsor Paul O'Donoghue (1/2)

Initiative	Definition	Purpose
New Connections	Design and deliver a new connections process, including charging and contractual arrangements	Regulatory
Customer Handbook and Codes of Practice	Develop separate Customer Handbook and Codes of Practice for Domestic and Non-domestic customers	Regulatory
Customer Process Optimisation	Following the deployment of initial customer capabilities, establish a quality and change management programme to review and improve all the customer processes. Develop work management systems to offer customers appointment time choice and information on service issues and resolution status and timescale.	Continuous improvement under SLA
Non-domestic Billing and Call Handling Migration	Migration of non-domestic customers from Local Authorities to Irish Water and migration of back office functions (billing, payment handling, debt collection, customer service) from the Local Authority to Irish Water. Changes in meter reading are to be decided.	Continuous improvement under SLA

3. CUSTOMER:

Providing services that are valued by our customers

IW Sponsor Paul O'Donoghue (2/2)

Initiative	Definition	Purpose
Branding	Roll out the Irish Water Logo across the entire business, including co-branding with Local Authorities	Regulatory, Continuous improvement under SLA

4. SUPPLY CHAIN:

Establishing strategic partnerships and delivering value for money from procurement

IW Sponsor John Dempsey

Initiative	Definition	Purpose
Contract Optimisation	Develop a programme of work to review and identify new and existing opportunities to improve commercial contract arrangements	Continuous improvement under SLA

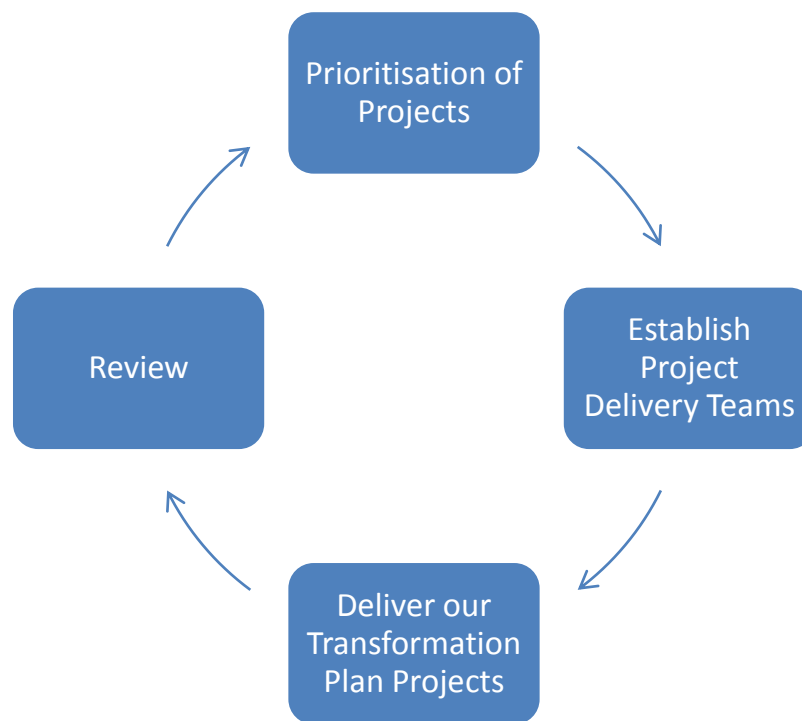
5. DATA AND INTELLIGENCE:

Building a network of knowledge to enable informed business decision-making

IW Sponsor Ray O'Dwyer

Initiative	Definition	Purpose
Supervisory Control and Data Acquisition (SCaDA)/Telemetry	Develop standard SCaDA and Telemetry systems across all Local Authorities to allow national management of events and alarms	Regulatory, Continuous improvement under SLA
Enterprise Content Management	Implement a standard document management system across all Local Authorities using Alfresco	Continuous improvement under SLA
Asset Transfer	Support the transfer of assets, contracts and liabilities from Local Authorities to Irish Water	Continuous improvement under SLA
Environmental Information Reporting	Reporting environmental information to the EPA as a single utility via a web portal	Continuous improvement under SLA

WHAT IS NEXT?



The 3-year Transformation Plan is the start of a much longer journey of continuous improvement. Emerging from the implementation of this 3-year plan, we will have a platform to work together to jointly deliver even greater transformation over subsequent years under the SLA.