

# Water Services Training Group

19<sup>th</sup> Annual Conference

## Optimising Services Delivery in the Water Industry

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

# Optimising Services Delivery in the Water Industry

## Water Industry Operating Framework (WIOF)

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

# Today's Update

- \* Transformation Agenda & Vision
- \* The Opportunity
- \* Industry Objectives
- \* Water Industry Operating Framework

# Transformation Agenda & Vision

- \* **Our Industry** - The government has tasked us with *transforming water services* in Ireland by building a new national water utility to provide safe, affordable and environmentally compliant water services to all customers
- \* **What does this mean?** – We fix the assets (Capital Programme), plan & operate the network on a national basis to common standards and response, provide customers with excellent service, deliver significant efficiencies, meet all environmental standards and do our work safely
- \* **Our Customers** – *Our customers will be at the heart of what we do*
- \* **WIOF** – Transforming water services delivery, working with 31 local service providers, into a single way of working to modern utility practice, while improving services and reducing costs, is *a significant undertaking and will take time*, hence the need for a structured programme (WIOF)
- \* **This is a unique point in water industry history**

# The Opportunity

**We have an opportunity to achieve this vision by:**

- \* improving the way the industry works;
- \* ensuring that people working in the industry have the necessary skills, tools and systems that will support them in safely delivering water services; and
- \* building upon existing industry knowledge and expertise.

# Industry Objectives: WIOF will allow us to deliver the following key objectives

| <b>Objective</b>   | <b>What we need to do</b>   | <b>What will be the end result?</b>  |
|--|---|--|
| Improve the way we undertake investment                                  | <i>Improve <b>asset intelligence</b> &amp; increase <b>investment</b>.</i>  | <p><b>Customers</b> will:</p> <ul style="list-style-type: none"> <li>• receive an affordable service;</li> <li>• have a more secure and higher quality water supply;</li> <li>• be responded to quickly and effectively.</li> </ul> <p><b>Our teams</b> will:</p> <ul style="list-style-type: none"> <li>• understand how assets are performing and take action;</li> <li>• have a clearer, simpler and more effective way of working, enabling us to raise standards, reduce waste and be more efficient; and</li> <li>• have the tools/systems to work safely.</li> </ul> <p><b>Our Environment and Country</b> will:</p> <ul style="list-style-type: none"> <li>• benefit from the improved performance of our water and waste water treatment plants and agglomerations and we will enable economic growth.</li> </ul> <p><b>Our Investments</b> will:</p> <ul style="list-style-type: none"> <li>• target the right improvements having understood asset performance and condition.</li> </ul> <p><b>Our Performance</b> will be transparent and understood with a clear focus on delivering our commitments.</p> |
| Deliver our capital spend more efficiently                               | <i>Organise ourselves to <b>procure and deliver Capex</b> more efficiently</i>  |  |
| Transform the way we work  | <i>Increase <b>management and control</b> by <b>standardising the way we work</b>, increasing <b>asset monitoring</b> enabling <b>informed decision making</b>.</i> |  |
| Provide an affordable service  | <i>Put the <b>customer at the heart</b> of what we do.</i>  |  |
| Establish a customer centric industry                                    | <i>Use <b>economies of scale</b>, maximise <b>industry skills and knowledge</b>, design <b>lean and simplified ways of working</b>.</i>                             |  |
| Become a commercially sustainable industry that supports economic growth | <i><b>Optimise the way the industry works together</b>.<br/>Put <b>accountabilities and responsibilities</b> in the <b>right place</b>.</i>                         |  |
| Deliver environmental, health & safety performance                       |   |  |

# WIOF underpins our Transformation Plan Projects

## Water Industry Operating Framework

### Themes

The Way We Work

Assets

Customer

Supply Chain

Data and Intelligence

### Projects

Water Industry Operating Framework

Regulatory Framework

Industry Performance and Risk Management Frameworks

Health and Safety Programme

Work and Asset Management System (Maximo) Deployment

Standardise Operational Plans

Standardise Operational Procedures

Inventory Management

National Laboratory Strategy

Integrated Management System

Leakage Reduction and Water Conservation

Sludge Management System

Energy Efficiency

Treatment Optimisation and Asset Standards

Fats, Oils and Greases (FOG) Regulation and Trade Discharge

Planned Maintenance Programme

Capital Project Delivery

New Connections

Customer Handbook and Codes of Practice

Customer Process Optimisation

Non-domestic Billing and Call Handling Migration

Branding

Contract Optimisation

Supervisory Control and Data Acquisition (SCaDA)/Telemetry

Enterprise Content Management

Asset Transfer

Environmental Information Reporting

# WIOF - Timetable & Approach

- \* High level design completed before end 2014
- \* Detailed Design Project Initiation Document (PID) sign-off (TPT and JLT) end March 2015
- \* Initial Organisation and Sizing Work completed in May:
  - an initial high level design based on industry benchmarks
  - need to layer the Irish context on all of it
- \* WIOF Design – Phase 1 Planning and Scoping:
  - started mid August and will take approximately 4 months
  - Programme Director and Project Team appointed
  - Involves testing the Initial Organisation and Sizing Work as well as scoping and planning the detailed design
  - Key outputs: proposed industry structure and sizing, functional descriptions, ways of working showing activities in each function, systems roadmap, implementation approach, outline business cases for each WIOF initiative



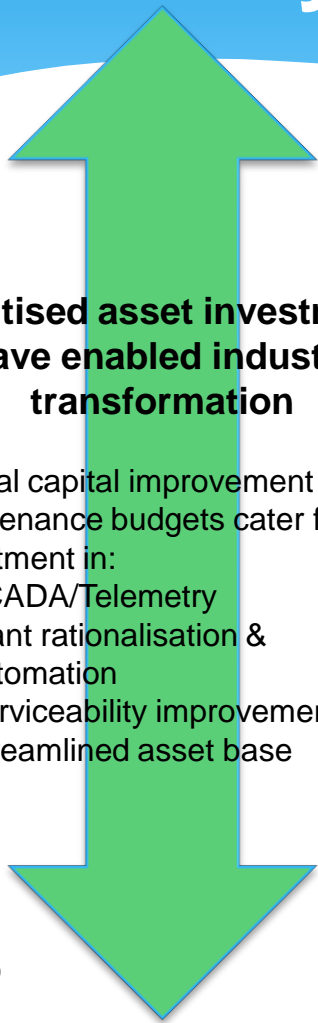
# WIOF – Timetable & Approach

- \* WIOF Design – Phase 2 Detailed Design:
  - will take approximately 6/12months and dependent on Phase 1 output
  - Key outputs: job descriptions for the industry model, organisation sizing for all levels, ways of working with detailed activity steps, detailed system requirements, detailed implementation plan, finalised business cases
- \* Approach: using agreed Joint Values and Guiding Principles
- \* Implementation:
  - Over 3 to 5 years
- \* Given the importance of achieving the overall vision and objectives, it's critical to take the time to plan and implement WIOF properly

# WIOF – Likely Elements of a Target Industry Model

**Prioritised asset investments have enabled industry transformation**

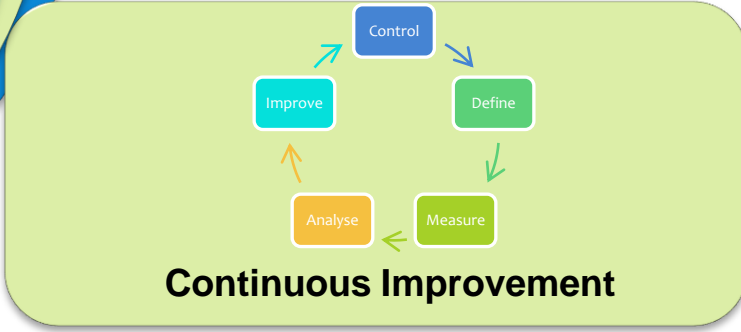
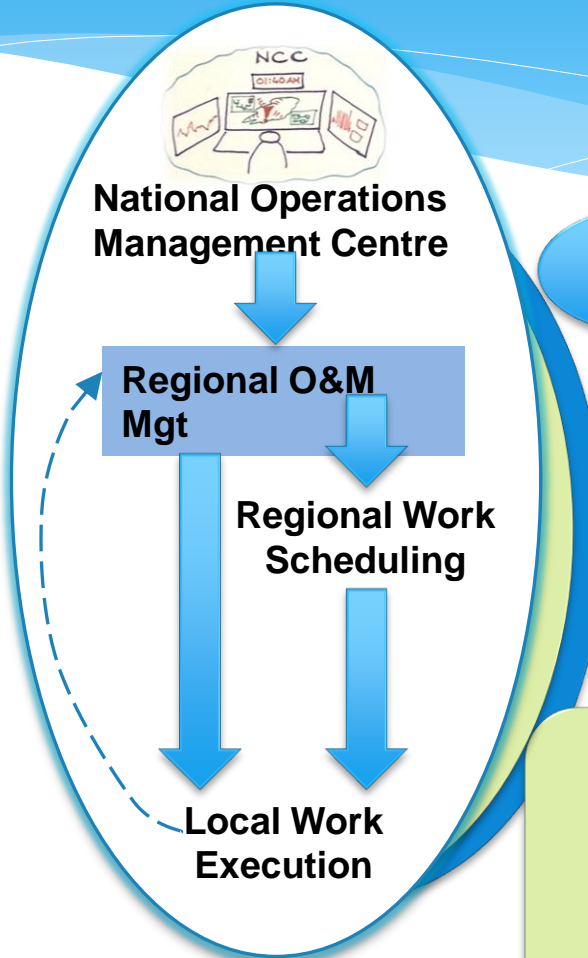
- Annual capital improvement and maintenance budgets cater for investment in:
  - SCADA/Telemetry
  - Plant rationalisation & automation
  - Serviceability improvements
  - Streamlined asset base



**CENTRAL**

**REGIONAL**

**LOCAL**



# WIOF – End Result

## In summary, implementing WIOF will:

- \* centralise some activities nationally in IW
- \* move to regional delivery models for some services
- \* keep local operations and maintenance delivery
- \* require standardised technology use and ways of working (SOPs, etc.) and targeted investment to fully enable efficiency delivery
- \* reduce Opex towards best peer practice (previously reported as 2 times some benchmarks)
- \* result in a water industry organised and sized to achieve cost efficient customer service

# WIOF - Benefits

Implementing WIOF will facilitate delivery of objectives such as:

Drinking Water Quality -

- Elimination of boil water notices
- Elimination of schemes on EPA RAL

Drinking Water Capacity -

- Significantly increased headroom capacity

Infrastructure -

- Significantly reduced network leakage

Wastewater Quality -

- \* Elimination of discharge with no treatment or preliminary treatment only
- \* Elimination of agglomerations not meeting requirements on secondary treatment of discharges

# WIOF Design :

## Phase 1 – Some Next Steps

- \* Finalise sector involvement in WIOF
- \* Start sector communication

# WIOF Conclusion

- \* Working together, we have a great opportunity to transform this industry into a water service for the future
- \* Doing this, we'll both improve the service the customer receives while at the same time providing an attractive industry for staff to work in