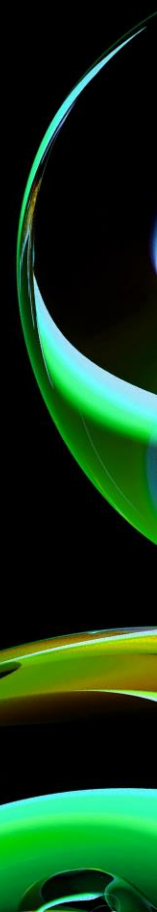
Primavera Project Professionals

Digital Transformation at Uisce Éireann (Irish Water)

Niall Faris & Simon Taylor
th3rdcurve

Hosted by rpc



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Uisce Éireann
Irish Water



DIGITAL TRANSFORMATION

at Uisce Éireann (Irish Water)

1. Irish Water - the digital landscape overview
2. What we did at Irish Water
3. What's next?

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NIALL FARIS

Niall's passion for major projects began at a young age, working on the Jubilee Line Extension as a graduate.

The potential of combining major programme experience with systems expertise led to him winning a scholarship to complete a MSc in Information systems at LSE, prior to roles in banking, consulting and finance.

For the last 20+ years Niall has led PMO and Controls in several high-profile programmes including TfL, Tideway, Crossrail Recovery Team, Covid-19 Task Force, East West Rail and Sizewell.



SIMON TAYLOR

Simon began his project journey in industrial design and then project management before focusing on the planning profession. He was Head of Planning at Transport for London, High Speed 2 & PMO Director at Network Rail.

Simon is a published author for the APM in project management practice, a published research fellow at Liverpool John Moore University in project management theory.

He leads on technology and information, bringing innovation, fun and a different way of thinking to an industry in need of evolution.

th3rdcurve

THREE services.
ONE connected approach.

Complementary services connecting **strategy**, **technology** and **people**.

CONSULTING

Shape the approach.

DIGITAL

Enable delivery.

TRAINING

Build capability.



CONSULTING

PMO & Controls



DIGITAL

Technology & insight



TRAINING

People & capability



CLIFFS OF MOHER, COUNTY CLARE



KILLARNEY NATIONAL PARK, COUNTY KERRY

IRELAND'S €275 BILLION INFRASTRUCTURE AMBITION:

A small country with a big plan.

€275.4bn

Planned public capital investment, 2026–2035

Ireland's largest ever capital plan

€24.3bn	TRANSPORT	MetroLink, DART+ and BusConnects
€12.2bn	WATER	Water supply and wastewater capacity
€3.5bn	ENERGY EQUITY	ESB Networks and EirGrid investment

A substantial opportunity for PMO, project controls and digital delivery.

IRELAND / NATIONAL WATER INFRASTRUCTURE

Irish Water | Uisce Éireann

Renewing national water infrastructure to protect public health and enable growth.

01 ORGANISATION

State-owned utility serving the Republic of Ireland.

Provides public drinking water and wastewater services; owns, operates and invests in treatment plants and networks.

Almost 2m homes & businesses
90,000 km of network

CRU: economic regulation
EPA: environmental regulation

02 HISTORY

2013

Incorporated as Irish Water under the Water Services Act.

2014

Assumed responsibility for public water services from local authorities.

2023

Renamed Uisce Éireann; became a standalone utility, separate from Ervia.

2025–26

RC4 investment cycle & accelerated housing-capacity programme.

03 CAPITAL PROGRAMME

€10.2bn

NDP capital allocation, 2026–2030

€1.43bn

Capital delivered in 2025

Priorities: capacity • compliance • resilience • leakage

Housing: €2bn ring-fenced within the NDP allocation; €1.7bn for priority growth locations and €300m for rural communities.

Flagship schemes

Water Supply Project – Eastern & Midlands Region
Greater Dublin Drainage + nationwide asset upgrades

th3rdcurve®

OUR WORK.



th3rdcurve

Why Project Clarity began.



Building confidence in the investment plan.

The 2019 regulator funding revision processes highlighted significant opportunities to enhance estimates, controls and the link between funding and outcomes.

Clarity began in late 2019.
The April 2020 independent review supported its direction.

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Uisce Éireann
Irish Water

HOW
PEOPLE
WORK

HOW
TECHNOLOGY
WORKS

LEVELLING UP CAPABILITY

thirdcurve

Uisce Éireann
Irish Water



Clarity

HOW **PEOPLE** WORK

i2O DIGITAL

HOW **TECHNOLOGY** WORKS

LEVELLING UP CAPABILITY

HOW **PEOPLE** WORK

What Project Clarity set out to change.



THE BUSINESS CHALLENGE

- Different processes and definitions
- Fragmented information
- Unclear interfaces between functions
- Data quality challenges



THE INTENDED CAPABILITY

- Coordinated collaborative investment planning
- Enhanced Estimating
- Enhanced Risk and Contingency Management
- Consistent Governance
- Consistent Project Controls
- Clear, auditable decisions across the lifecycle

FOUR **CONNECTED AREAS** OF CHANGE

AREA	PURPOSE
Governance and change	Clear decisions, escalation and accountability
Estimating, uncertainty and contingency	More credible forecasts and controlled risk allowances
Systems, data and reporting	Consistent information for investment decisions
Communication, learning and assurance	New practices that people can use and sustain

HOW **PEOPLE** WORK

STAFF SHAPED THE SOLUTION.



BUSINESS OWNERSHIP

- Working groups led by staff
- Sponsors from the relevant functions
- People closest to the work involved in design



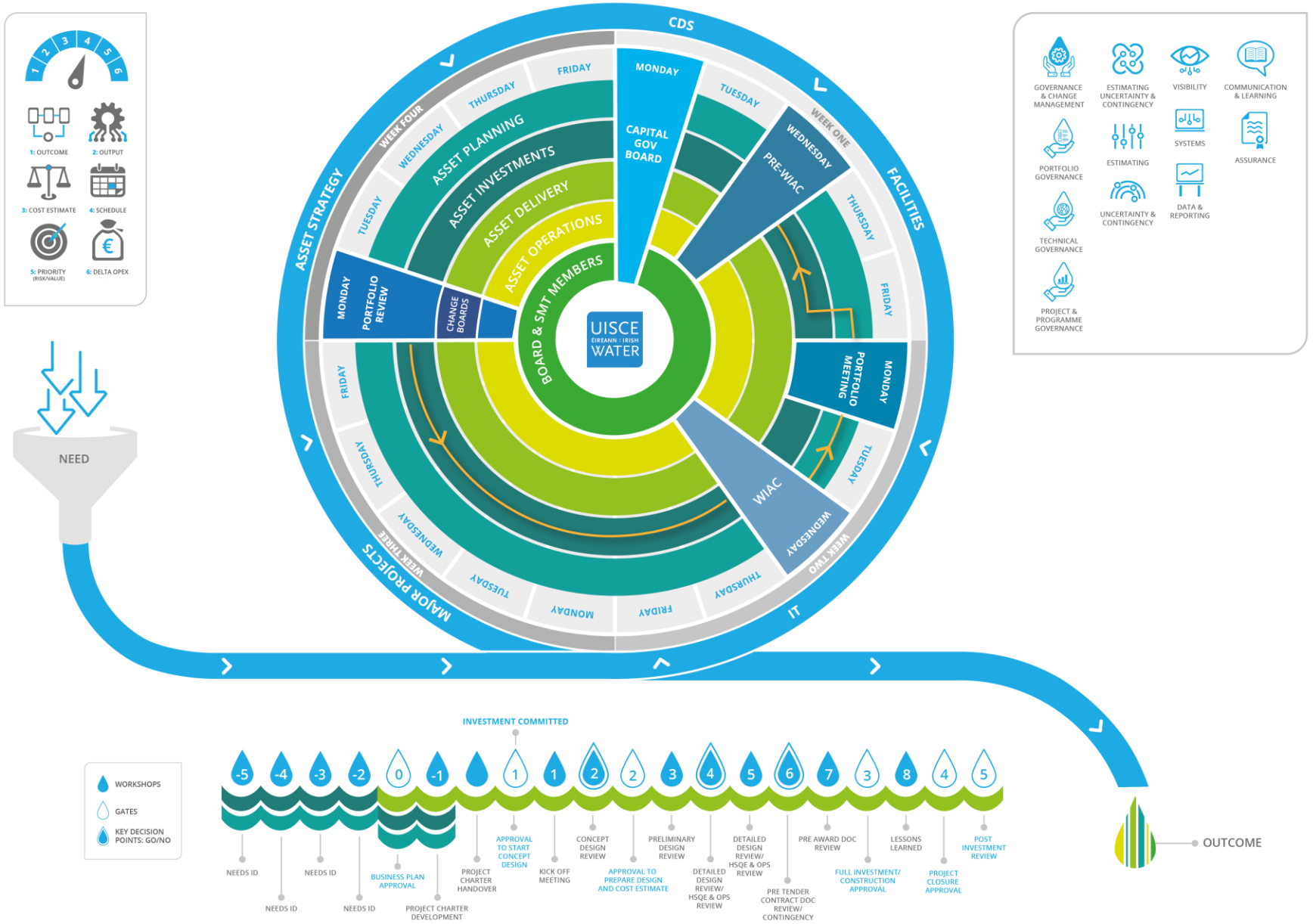
TARGETED SUPPORT

- A coordinating project team
- Specialist advice and constructive challenge
- Cross-functional design assurance

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A SHARED GOVERNANCE RHYTHM.

Original Clarity “waterwheel”: governance, reporting and lifecycle decisions in one view.



Clarity | Uisce Éireann Irish Water

HOW **PEOPLE** WORK

LEARNING AND ASSURANCE SUPPORTED ROLLOUT.



BEFORE ROLLOUT

1. Test process suitability
2. Resolve cross-workstream dependencies
3. Prepare guidance and training



AFTER INTRODUCTION

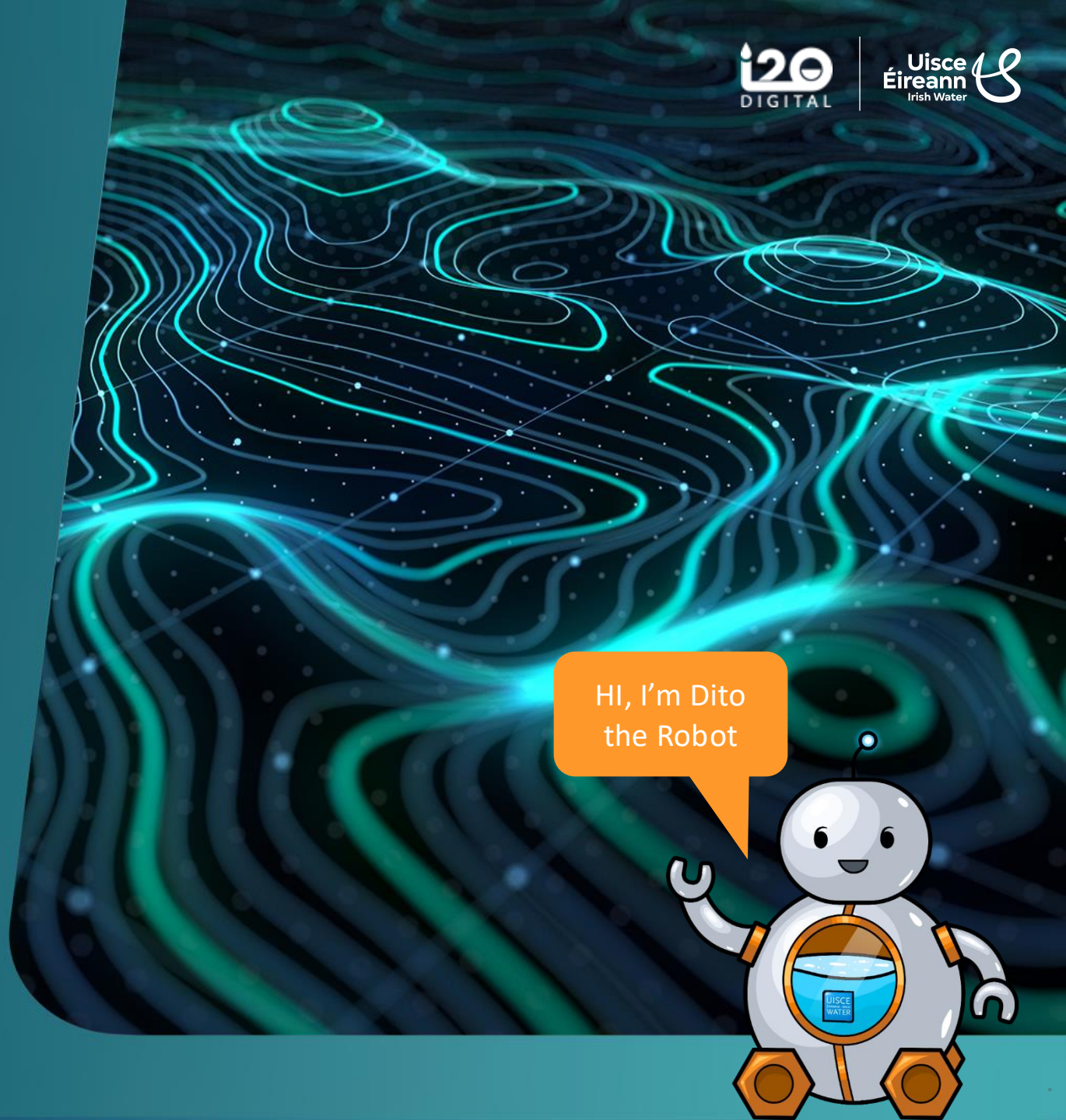
1. Support colleagues in daily use
2. Monitor process performance
3. Use feedback to improve the approach

COMMUNITIES OF PRACTICE

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I2O Digital

Embedding investment and delivery controls in connected systems.



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Clarity | i2O DIGITAL | Uisce Éireann Irish Water

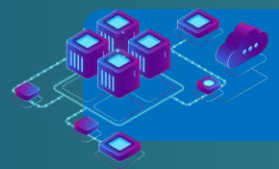
FROM PROJECT CLARITY TO A **WORLD CLASS** WATER UTILITY.



Removal of manual handling of information.



Optimise capital plans Unifier & Copperleaf.



Best in class SaaS scheduling capability.



Increased forecast cost accuracy.



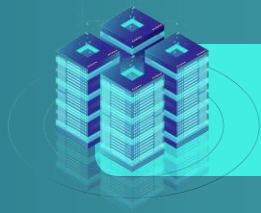
Increased estimating accuracy.



Real-time actual costs & commitments.



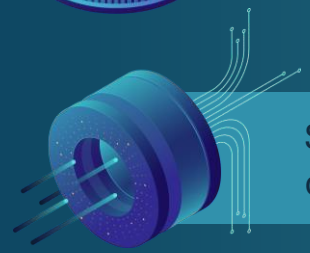
A critical enabler for ISO 55000.



Automated capture of project progress.



Real-time data on outturn cost ranges.



Single source of truth.



Internal & external benchmarking of data. UE & ICMS.



Fully integrated with Finance system.

Increased detail in cost & accruals.



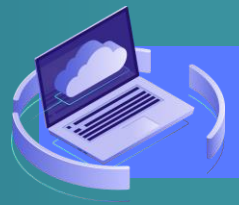
Systemised processes (EAC, CGB & IDD).



Accessible for multi-systems.



Real-time actual costs & commitments.



Pull together RC plans & validate.

WHERE **MOST OF US** LIVE...



"You gotta get us out of this place..."

th3rdcurve

i2O DIGITAL | Uisce Éireann Irish Water

IFS Copperleaf

PORTFOLIO PLANNING AND PRIORITISATION

ORACLE E-BUSINESS SUITE | IBM maximo

FINANCIAL, COMMITMENT AND ASSET DATA

ORACLE PRIMAVERA CLOUD

RISK AND CONTINGENCY

P6 ORACLE

SCHEDULING

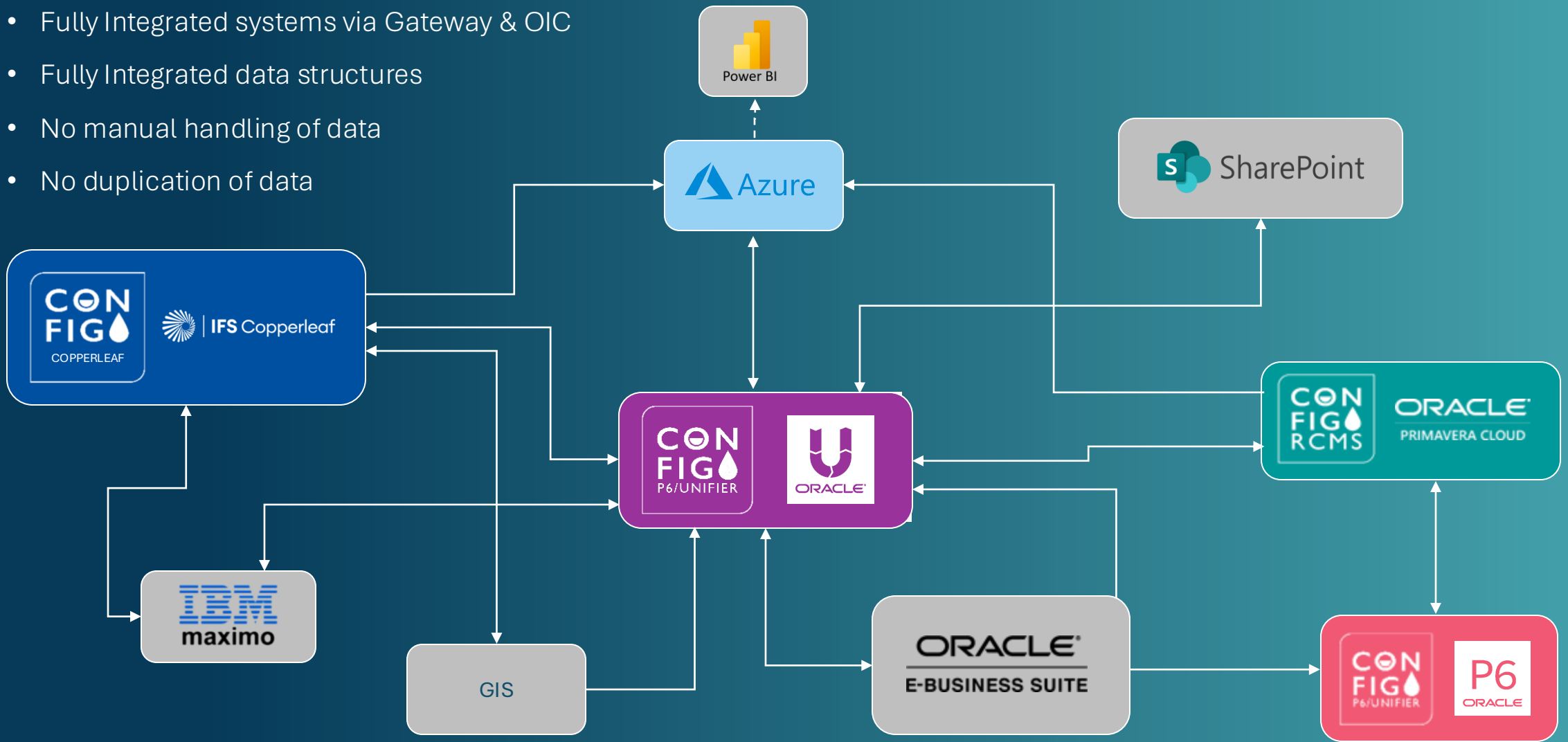
ORACLE

COST, CONTRACT, BUDGET, CHANGE AND GOVERNANCE WORKFLOWS.

POWER BI

I2OD - HIGH-LEVEL SOLUTION DIAGRAM

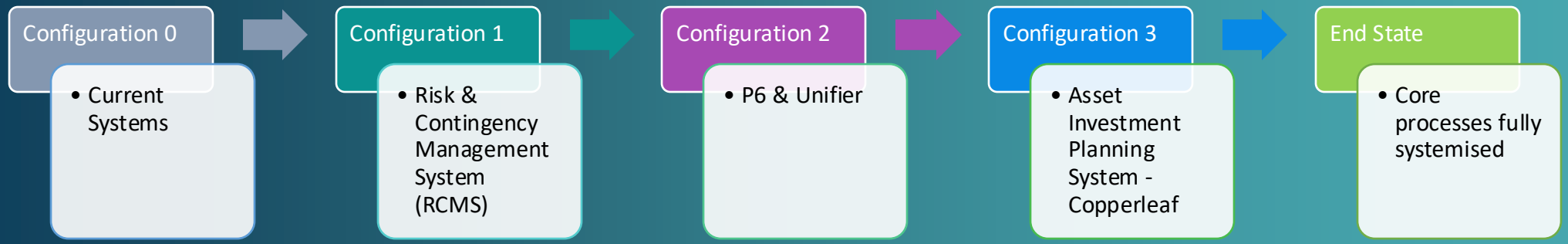
- Fully Integrated systems via Gateway & OIC
- Fully Integrated data structures
- No manual handling of data
- No duplication of data



I2OD - WHAT DOES IT DO?

P6	UNIFIER	OPC	COPPERLEAF	DATA LAKE	GIS	MAXIMO	OEBS	SHAREPOINT
Scheduling	Cost Management	Risk Management	Estimating	Trends	Planning	Asset Management	Financial Management	Document Management
Critical Path Analysis	Cost Forecasting (& Accruals)	Risk & Contingency Modelling	Investment Planning	Forecasts	Geospatial	Asset Hierarchy	Payments	Document Collaboration
Milestone Management	Contract Management	QSRA	Scope development	Direct Correlations	Asset Development	Work order management		Communication
Dynamic Dashboards	Payment Applications	QCRA	Investment Optioneering	What if? analysis	(Existing Functionality)			
	Change Management	QRA	Scenario Planning	Reporting (Month end assured)				
	Budget Control	Opportunity Management	Value modelling and assessment	Data Science enabler				
	Project, Programme & Portfolio Management	Dynamic Dashboards	Investment Governance	Asset Intelligence				
	Technical & Financial Governance							
	Dynamic Dashboards							

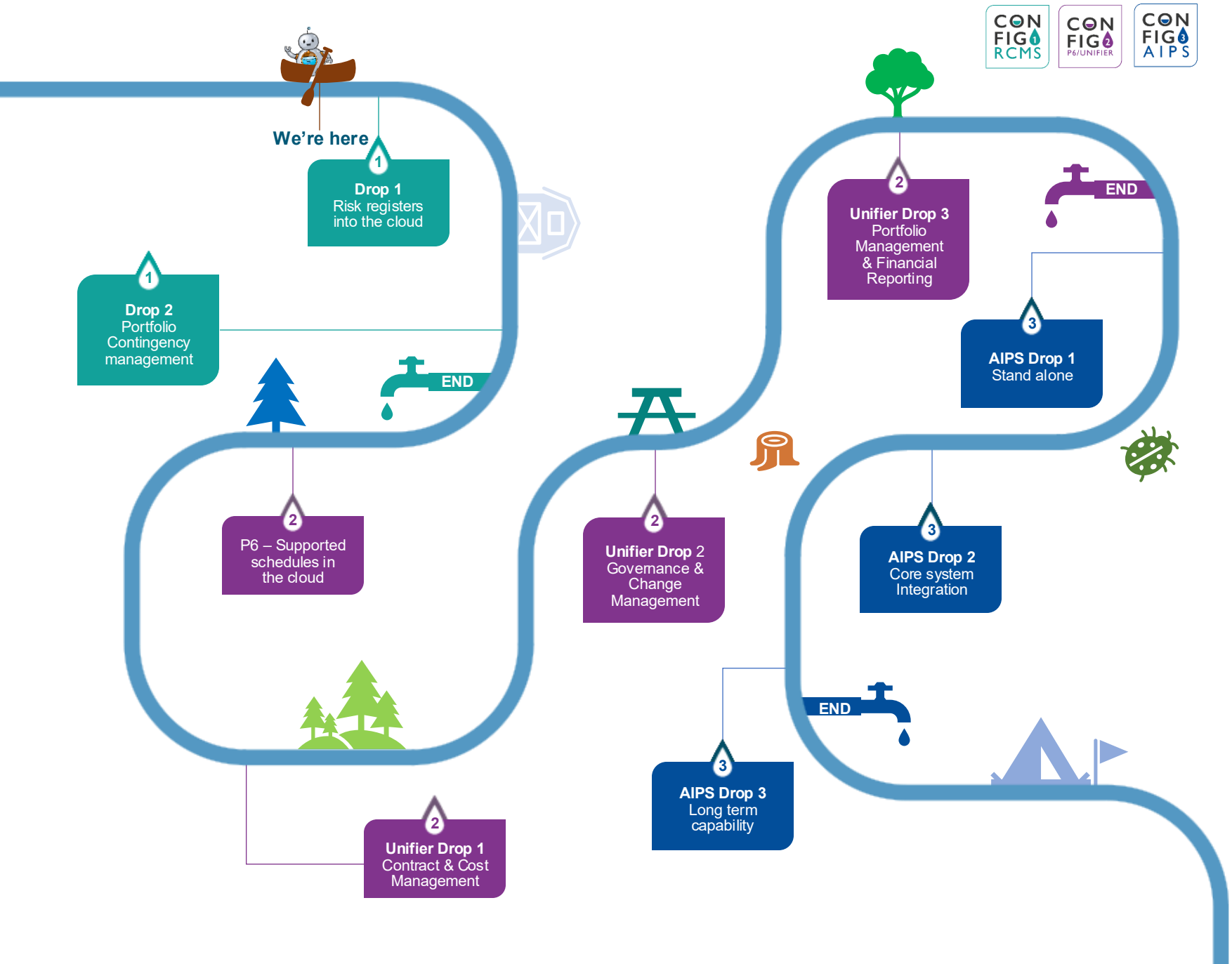
THREE CONFIGURATIONS, MANAGEABLE RELEASES

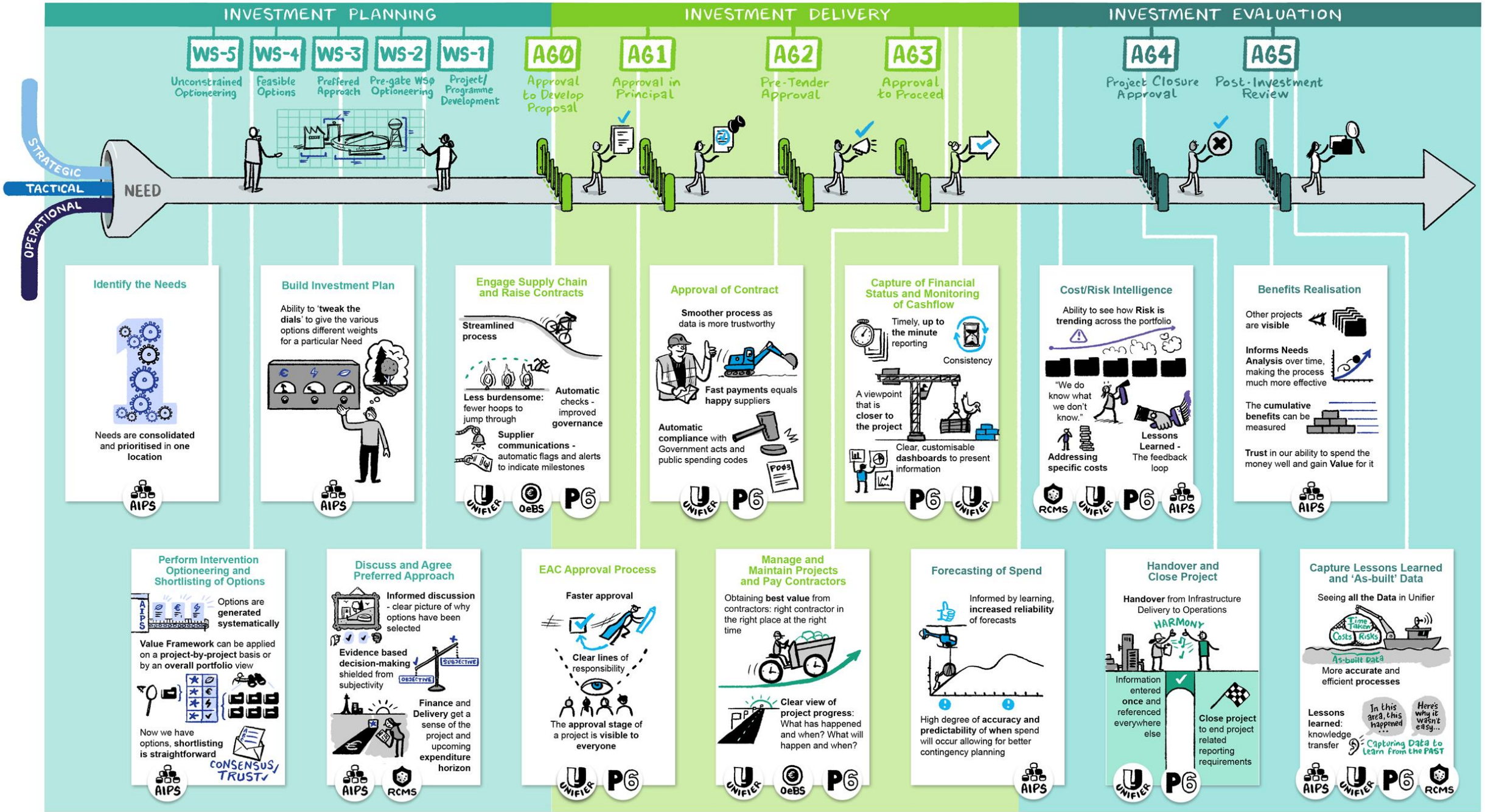


CONFIGURATION	BUSINESS CAPABILITY
CFG1 Risk and contingency	Oracle Primavera Cloud and the RCMS approach
CFG 2 Scheduling and project controls	P6 and Unifier, with workflows and finance integration
CFG 3 Investment planning	Copperleaf for evaluation, prioritisation and portfolio choices

All config capabilities released in Drops and phased into UE teams to make it sustainable with business as usual .

THE I2O JOURNEY

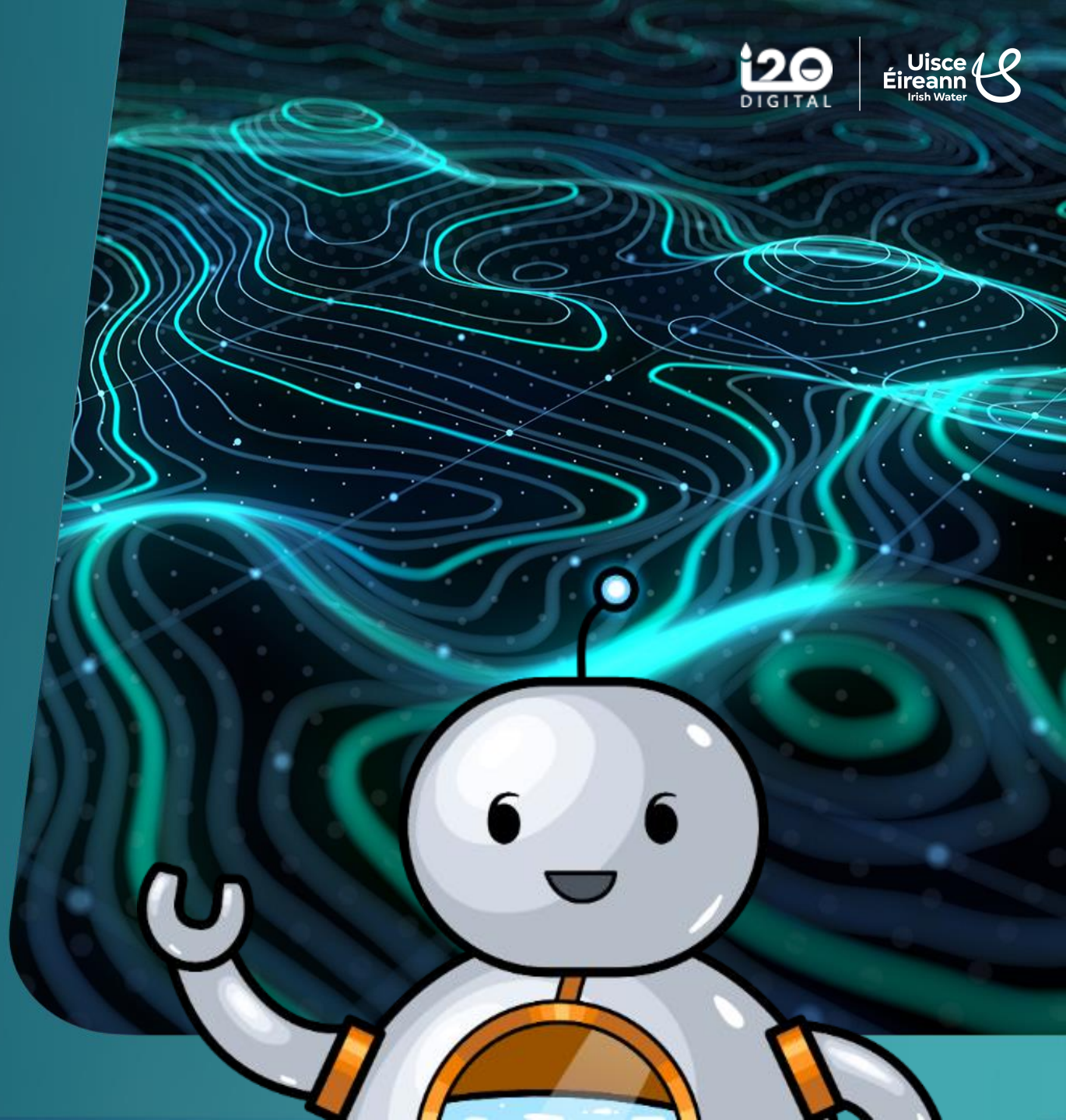



INVESTMENT PLANNING
INVESTMENT DELIVERY
INVESTMENT EVALUATION
WS-5
Unconstrained Optioneering
WS-4
Feasible Options
WS-3
Preffered Approach
WS-2
Pre-gate WSØ Optioneering
WS-1
Project/ Programme Development
AGØ
Approval to Develop Proposal
AG1
Approval in Principal
AG2
Pre-Tender Approval
AG3
Approval to Proceed
AG4
Project Closure Approval
AG5
Post-Investment Review
STRATEGIC
TACTICAL
OPERATIONAL
NEED
Identify the Needs
Needs are consolidated and prioritised in one location
AIPS
Build Investment Plan
Ability to 'tweak the dials' to give the various options different weights for a particular Need
AIPS
Engage Supply Chain and Raise Contracts
Streamlined process
Less burdensome: fewer hoops to jump through
Automatic checks - improved governance
Supplier communications - automatic flags and alerts to indicate milestones
UNIFIER
OeBS
P6
Approval of Contract
Smoother process as data is more trustworthy
Fast payments equals happy suppliers
Automatic compliance with Government acts and public spending codes
UNIFIER
P6
Capture of Financial Status and Monitoring of Cashflow
Timely, up to the minute reporting
Consistency
A viewpoint that is closer to the project
Clear, customisable dashboards to present information
P6
UNIFIER
Cost/Risk Intelligence
Ability to see how Risk is trending across the portfolio
"We do know what we don't know."
Addressing specific costs
Lessons Learned - The feedback loop
RCMS
UNIFIER
P6
AIPS
Benefits Realisation
Other projects are visible
Informs Needs Analysis over time, making the process much more effective
The cumulative benefits can be measured
Trust in our ability to spend the money well and gain Value for it
AIPS
Perform Intervention Optioneering and Shortlisting of Options
Options are generated systematically
Value Framework can be applied on a project-by-project basis or by an overall portfolio view
Now we have options, shortlisting is straightforward
CONSENSUS/ TRUST
AIPS
Discuss and Agree Preferred Approach
Informed discussion - clear picture of why options have been selected
Evidence based decision-making shielded from subjectivity
SUBJECTIVE
OBJECTIVE
Finance and Delivery get a sense of the project and upcoming expenditure horizon
AIPS
RCMS
EAC Approval Process
Faster approval
Clear lines of responsibility
The approval stage of a project is visible to everyone
UNIFIER
P6
Manage and Maintain Projects and Pay Contractors
Obtaining best value from contractors: right contractor in the right place at the right time
Clear view of project progress: What has happened and when? What will happen and when?
UNIFIER
OeBS
P6
Forecasting of Spend
Informed by learning, increased reliability of forecasts
High degree of accuracy and predictability of when spend will occur allowing for better contingency planning
AIPS
Handover and Close Project
Handover from Infrastructure Delivery to Operations
HARMONY
Information entered once and referenced everywhere else
Close project to end project related reporting requirements
UNIFIER
P6
Capture Lessons Learned and 'As-built' Data
Seeing all the Data in Unifier
Time Taken
Costs
Risks
As-built data
More accurate and efficient processes
Lessons learned: knowledge transfer
In this area, this happened ...
Here's why it wasn't easy...
Capturing Data to Learn from the PAST
AIPS
UNIFIER
P6
RCMS

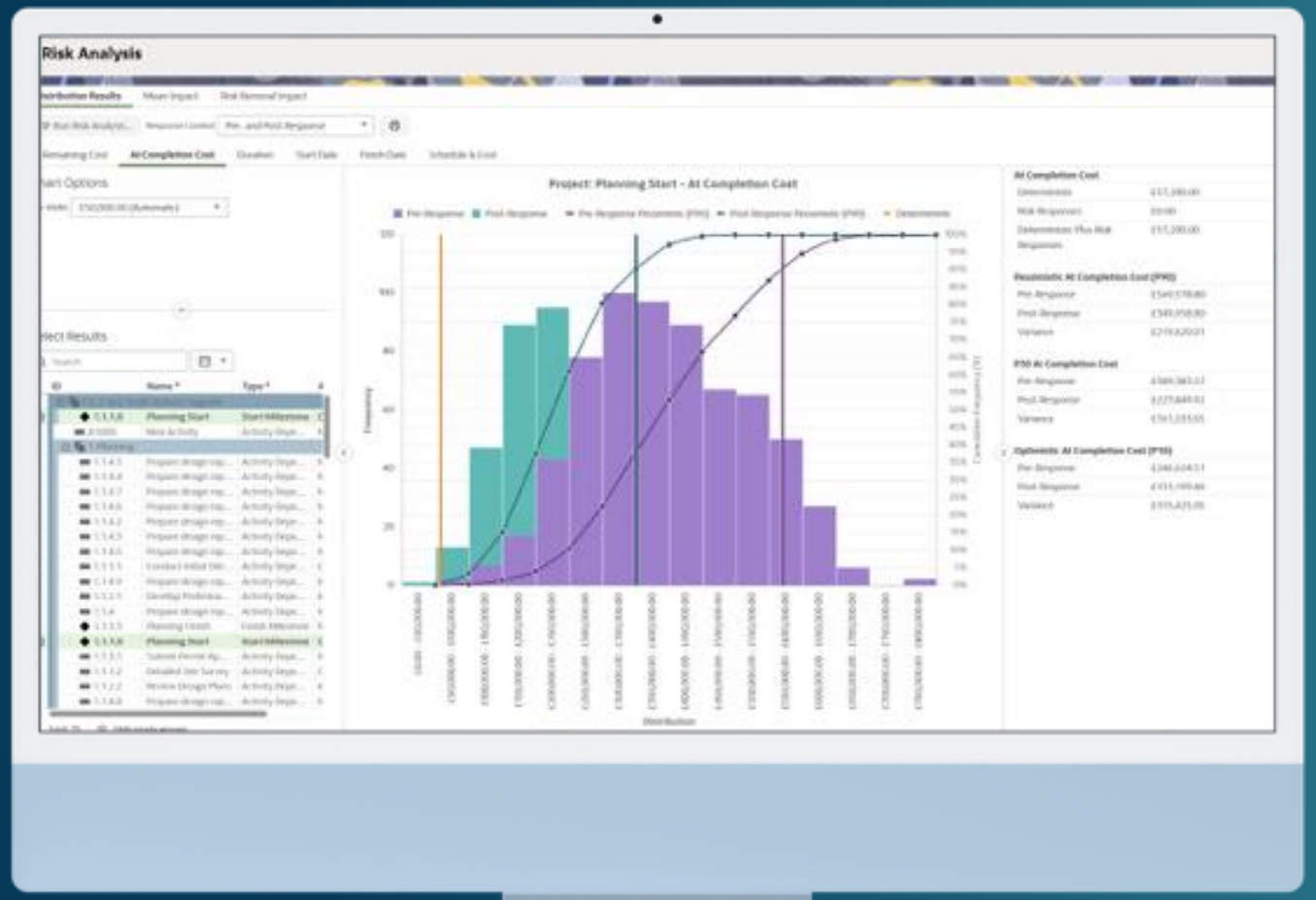
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A QUICK LOOK

Embedding investment and delivery controls in connected systems



OPC - THE PLACE **FOR ALL** PROJECT AND PROGRAMME **RISK**



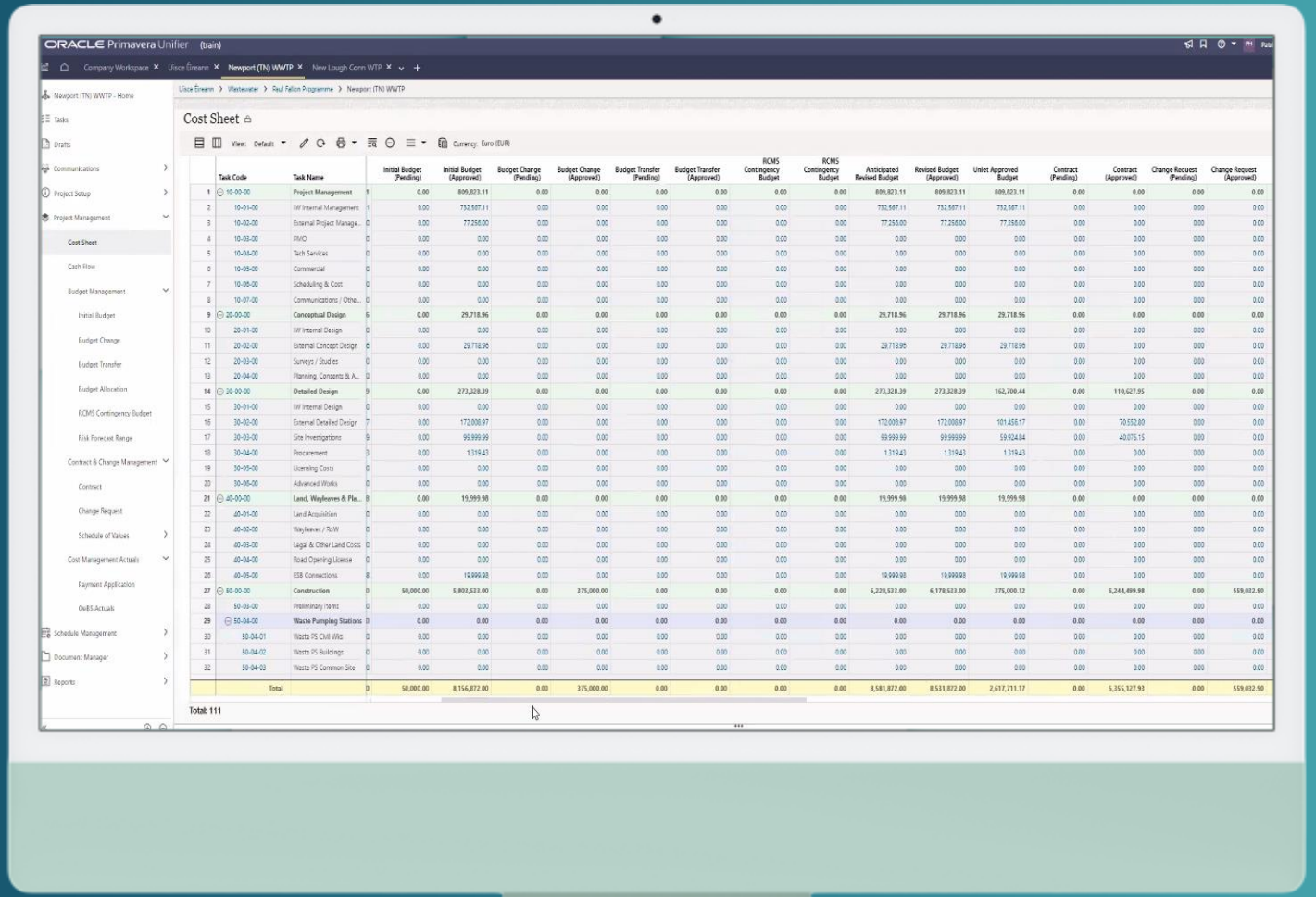
All project contingency is modelled and authorised via OPC and directly connected to Unifier Cost to be automated in budget approval and allocation.

UNIFIER CONSOLIDATES THE COST POSITION

ONE COST SHEET.

Budgets, commitments, changes and payments in a shared project view.

8 CBS > 1 CBS

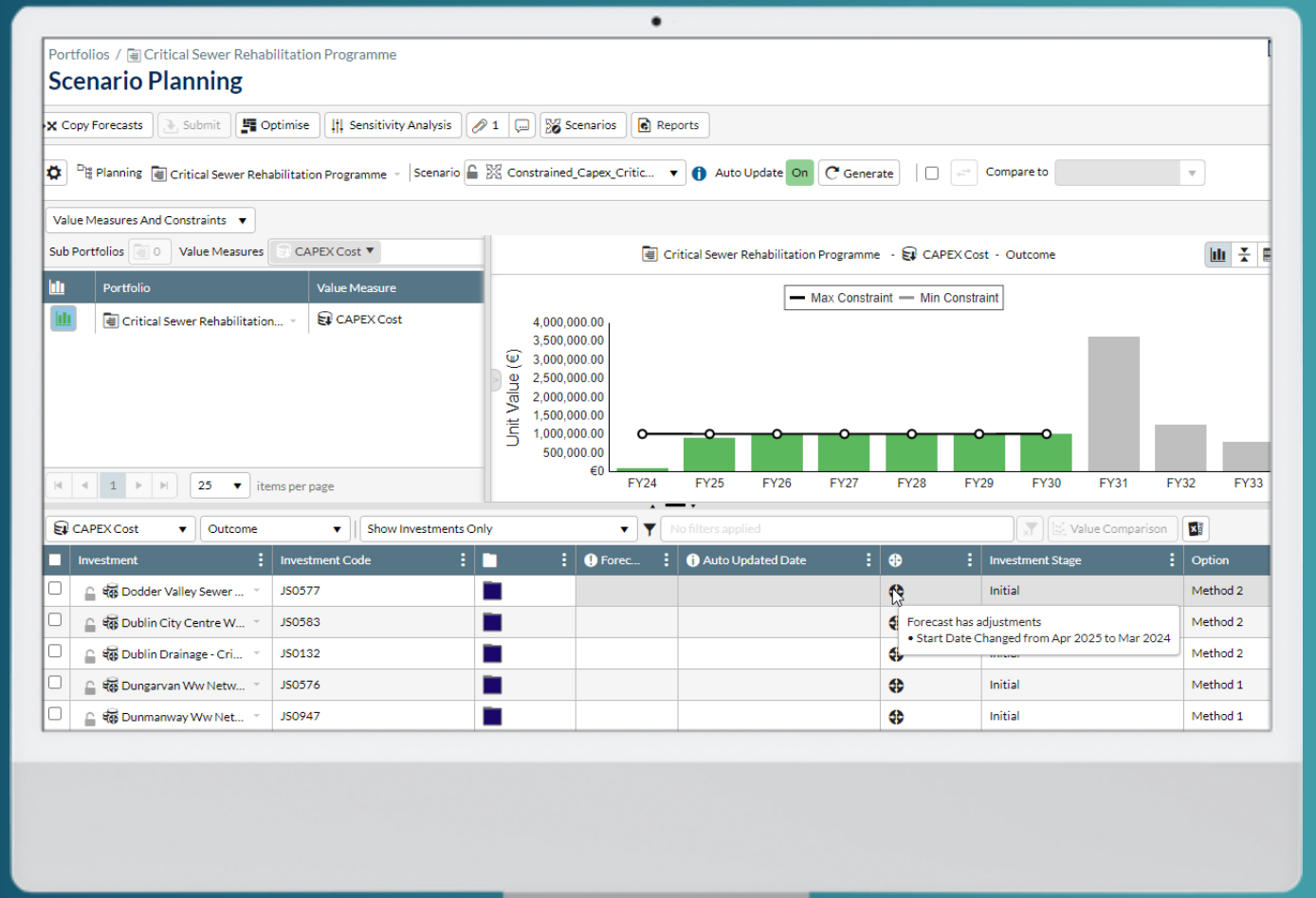


Illustrative training screenshot from the June 2024 programme overview.

COPPERLEAF SUPPORTS INVESTMENT CHOICES

VALUE WITHIN CONSTRAINTS

Compare options and portfolios using an agreed value framework, costs and delivery limits.



Illustrative scenario-planning screen from the June 2024 programme overview

PROGRESS SO FAR

5000

Projects migrated.

1200+

Staff working in the I2O digital eco system across 25 different roles.

€22 Billion

Budgets controlled in Unifier.

€2.7 Billion

Supplier Payments executed in Unifier.

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Uisce Éireann Irish Water

Clarity

HOW **PEOPLE** WORK

1. Agree how the business should work.
2. Resolve definitions and decision rights.
3. Build ownership across functions.



i2O DIGITAL

HOW **TECHNOLOGY** WORKS

1. Embed the agreed practices in systems.
2. Connect data across the lifecycle.
3. Prove adoption and benefits after release.

WHAT THE TWO PROJECTS TEACH US

th3rdcurve®

BUILDING ON OUR EXPERIENCE.



th3rdcurve



ACCELERATING PMO TRANSFORMATION ONE SLICE AT A TIME.

Preconfigured Oracle-native controls for faster delivery and trusted governance.

Oracle Gold Partner

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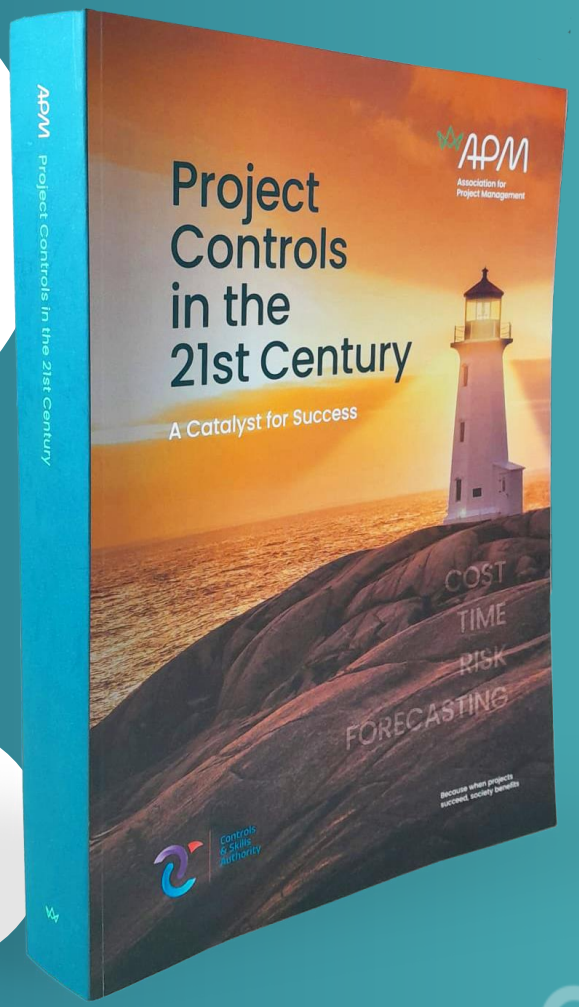
INTRODUCING **C3.**

Project Management Institute. | APM Association for Project Management | Controls & Skills Authority

PRECONFIGURED PMO CAPABILITY ACCELERATOR MODULES

C3 delivers a preconfigured PMO operating capability that utilises Oracle-native tech and has been built to reflect industry standard 'best practice' as defined in *'Project Controls for the 21st century'*.

Risk module is aligned to PMI standards and is currently processing through accreditation.



MODULAR DESIGN

Rapid deployment, quicker time to value, repeatable, helping organisations to solve specific programme control challenges while creating a foundation for integrated capital delivery.

ERP-INTEGRATED GOVERNANCE

Integration with ERP systems ensures robust governance and aligns project management with enterprise processes.

In-App contextual learning of Project Controls theories, practices, and case studies.

th3rdcurve

C3 PMO CAPABILITY ACCELERATOR MODULES.

SCHEDULE MANAGEMENT

EXECUTIVE PORTFOLIO VISIBILITY

CONTRACT & CHANGE



RISK MANAGEMENT

REPORTING INSIGHTS

COST MANAGEMENT

DIAGNOSTICS – Health Check

ORACLE Gold Partner

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OUR 3 KEY TAKEWAYS.

INVEST IN DIAGNOSTICS AND DESIGN

Rapidly establish current challenges and prioritise wins.
Establish an enterprise design that is controlled.

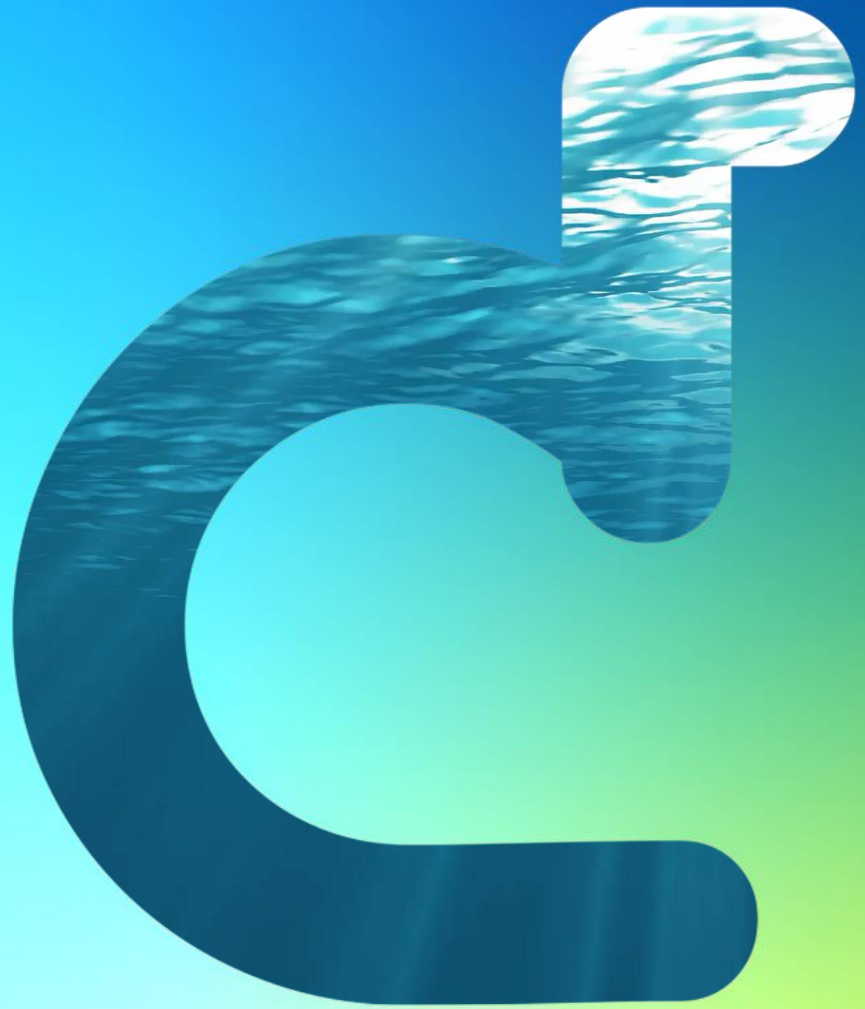
CHALLENGE SILO PROCESSES
REVERT TO CONNECTED BEST PRACTICE

Take the opportunity to challenge, refine and integrate. Ruthless simplification.

TRANSFORMATION IS MORE THAN TECHNOLOGY

The human element of digital transformation is as important (or more!) than the digital solution.

th3rdurve



ANY QUESTIONS?

Thank you for your time & attention.

Project success through digital insight.

Primavera Project Professionals

A big thank you to all our sponsors

ORACLE Construction and Engineering

Controls & Skills Authority

REPLY MOVAR

PMIS

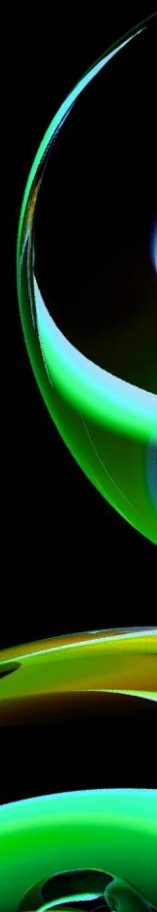
PACE

Planlab

thercurve®

XER ScheduleToolkit

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