



WEBINAR TITLE	Delivering Northern Ireland Water capital programme through strategy, collaboration and digital improvements
PRESENTER	Mark Mitchell (Northern Ireland Water) and Brian Thompson (OutForm Consulting Ltd)
ORGANISATION	Northern Ireland Water and OutForm Consulting Ltd
DATE	Wednesday 29 th September 2021

Presenters

Brian Thompson

Partner, OutForm Consulting

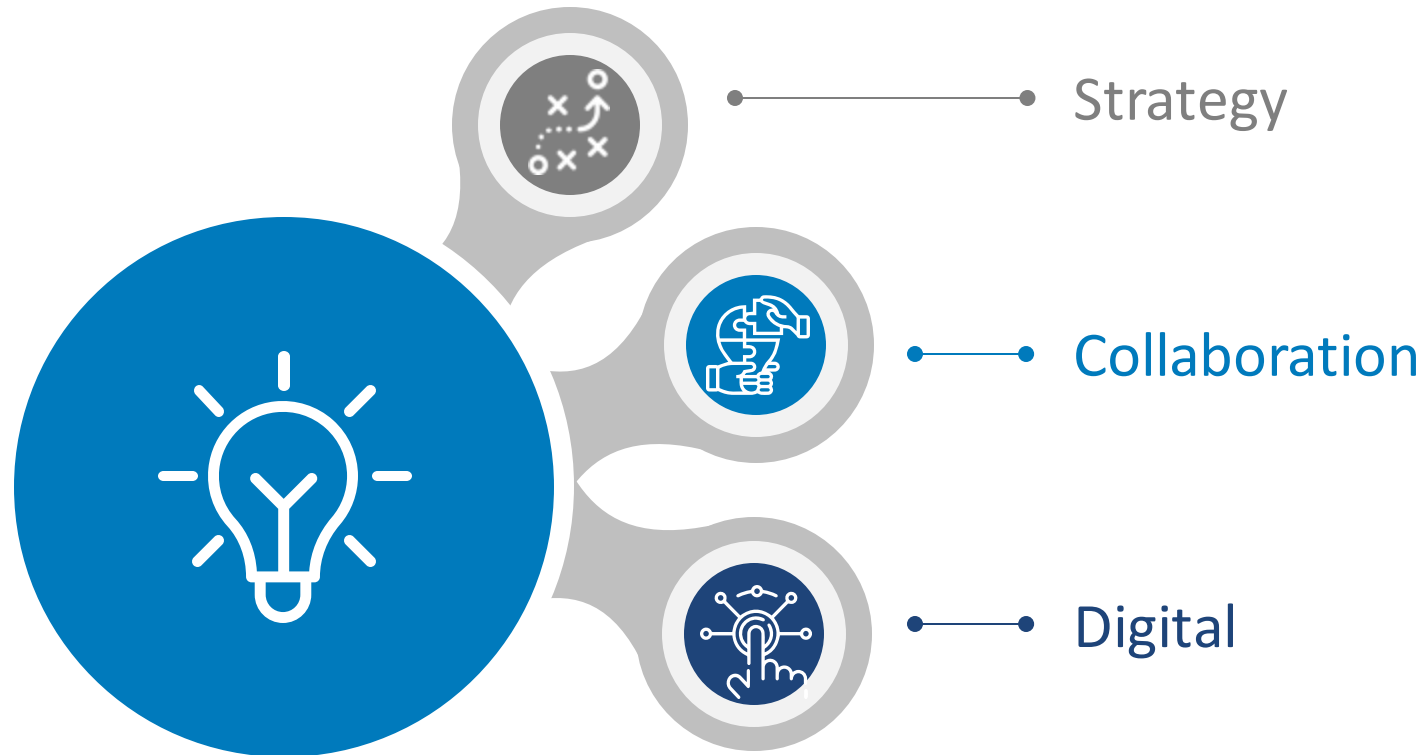


Mark Mitchell

Head of Capital Delivery, NI Water



Agenda for today



OutForm – Business Overview

A **genuine alternative** to the big consultancies

Experts in delivering
productivity and efficiency improvements

Deep industry knowledge
in the **manufacturing and infrastructure** sectors

We **make change happen and deliver results** through:

Making sure your strategy is fit for purpose

Mobilising your teams for implementation

Embedding new Ways of Working

Selected Clients



Selected Partners



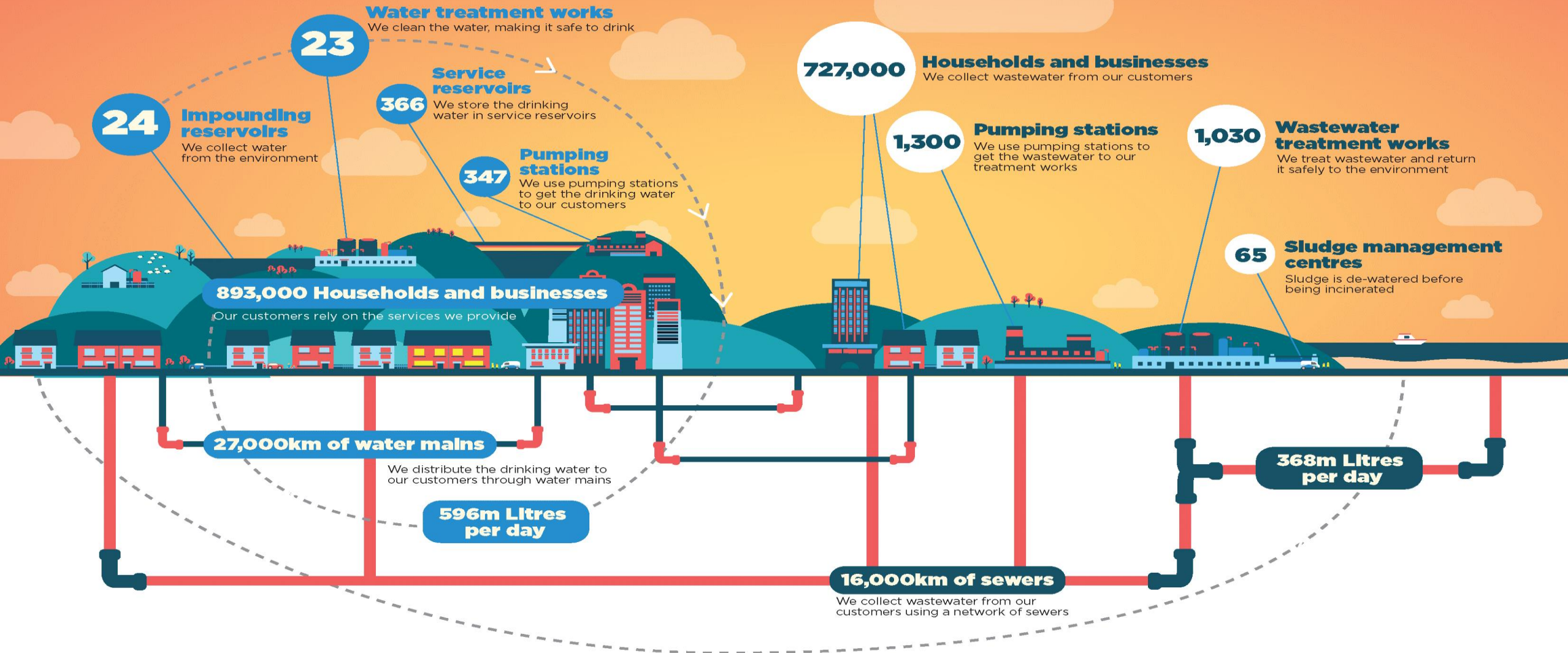
**Institute
of Water**



About NI Water

It costs around £680m each year to deliver water services in Northern Ireland. Thousands of assets at a value of around £3bn, are operated and maintained to provide these services. This includes over

40,000km of water mains and sewers - one and a half times longer than Northern Ireland's entire road network and long enough to circle planet earth.



NI Water Capital Programme PC21-

The biggest determination in our history

- **Unprecedented investment to improve services:**
 - Double the investment programme: £2.1bn
 - Increase in annual investment from £175m to a peak of £450m (Avg spend of £29m per month)
- **Biggest headcount increase in NI Water history**
- **Significant improvements to Water Quality, Environment, Resilience, Leakage**
- **Capital Efficiency challenge of 6% (Avg £1.7m per month from day 1)**

Our Challenge

- Pressure to support the economy through releasing Development Constraints
- A Step Change in the levels of Capital Investment stretching our resources
- Challenging Opex and Capex Efficiencies testing our ability to deliver more for less
- Increasing Customer Expectations, service targets
- Climate change and ageing assets straining the resilience of our service



Our Response

It's important to recognise we are proud of what we have achieved to date:

- **BUT** it is not the time for complacency
- **AND** we know what got us to where we are now, will not be enough to get us to where we need to be
- **SO** we have developed our strategy which will help us succeed in PC21 and establish the platform for PC27 success

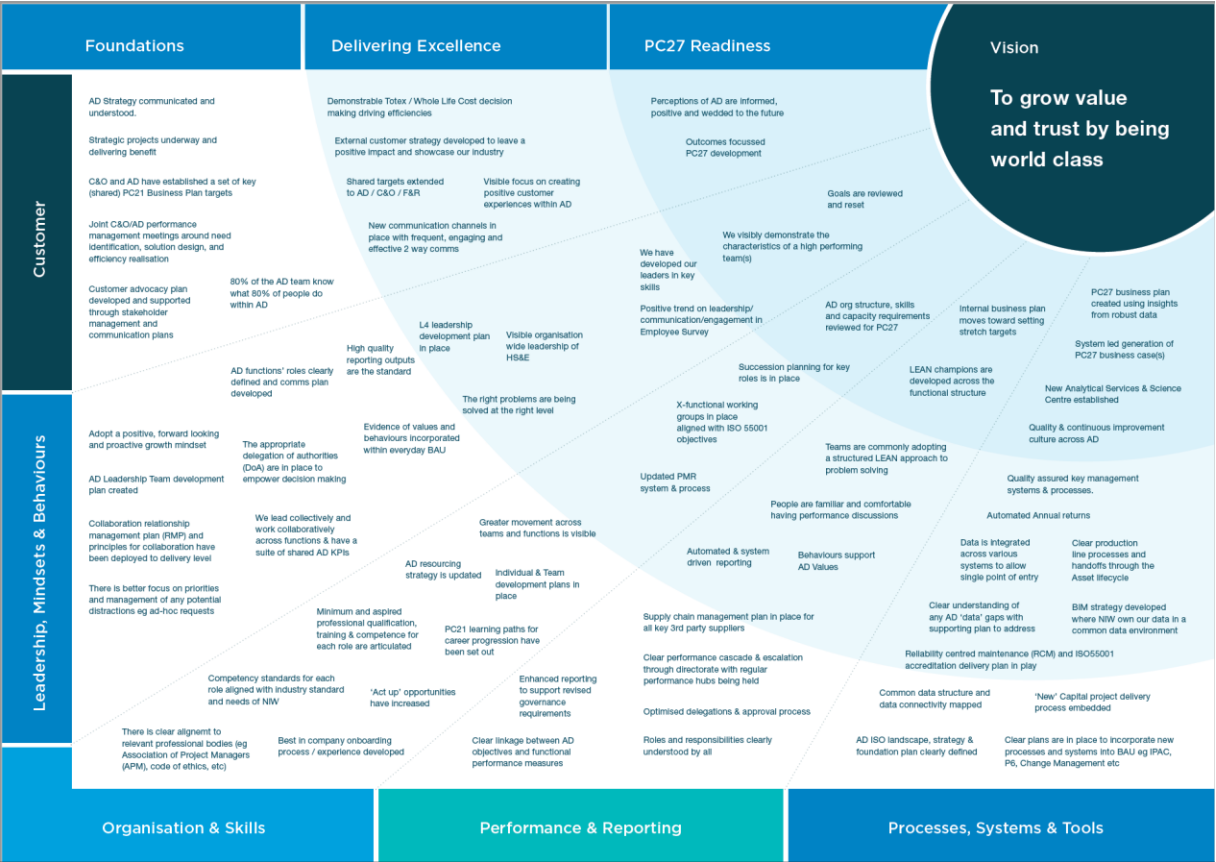
Our Future: Our Plan

In creating our strategy, we engaged over 60 people through multiple 1:1s and workshops across all areas and levels of our business plus key stakeholders



Our Future: Our Plan

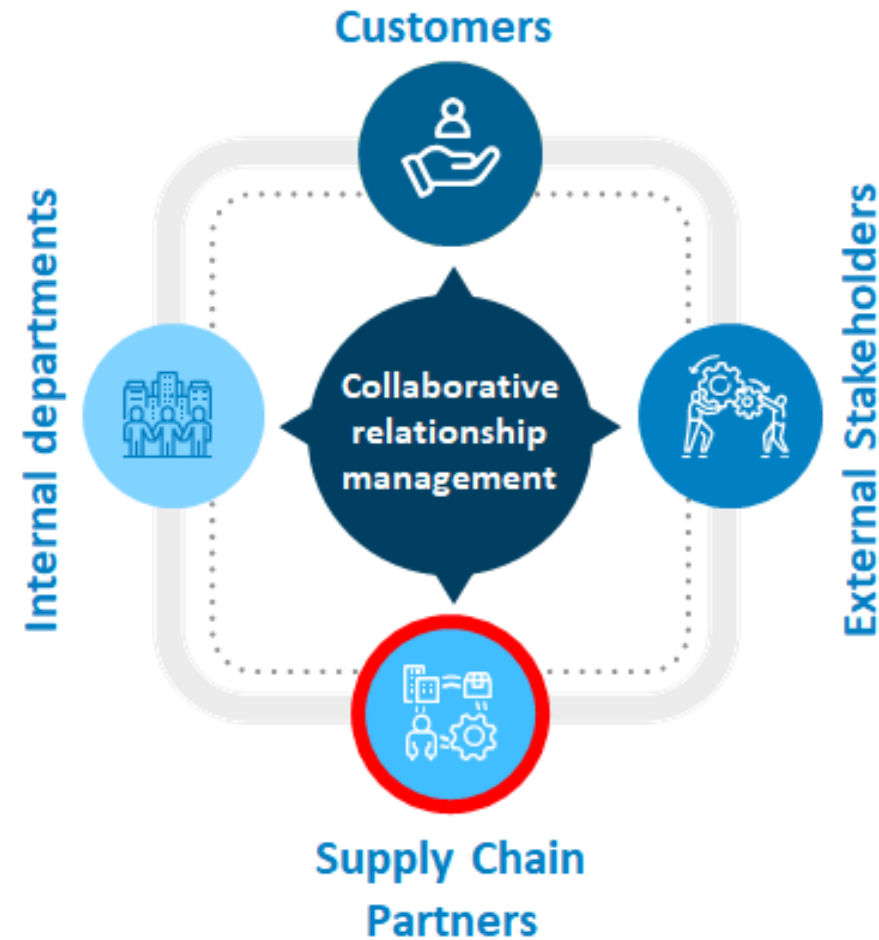
Within our strategy we have set out a roadmap, executing on this will enable us to deliver
Better, Faster, Together



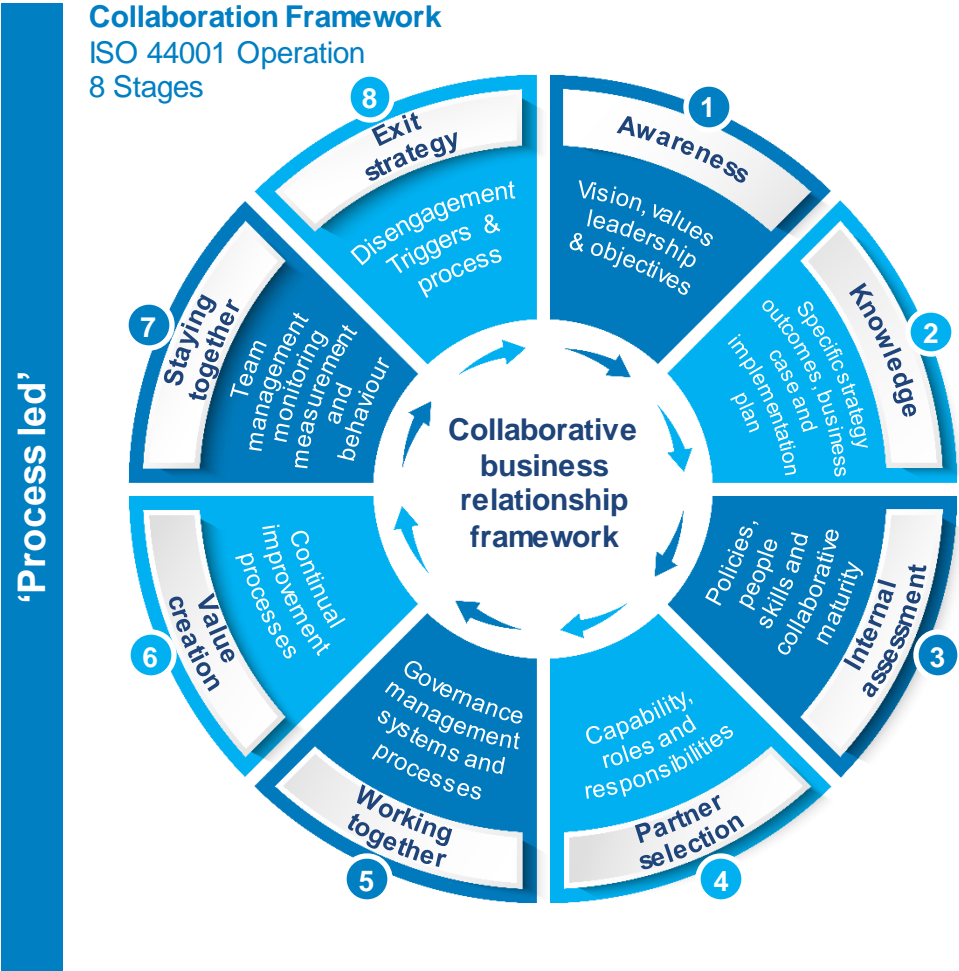


Collaborating with our Supply Chain

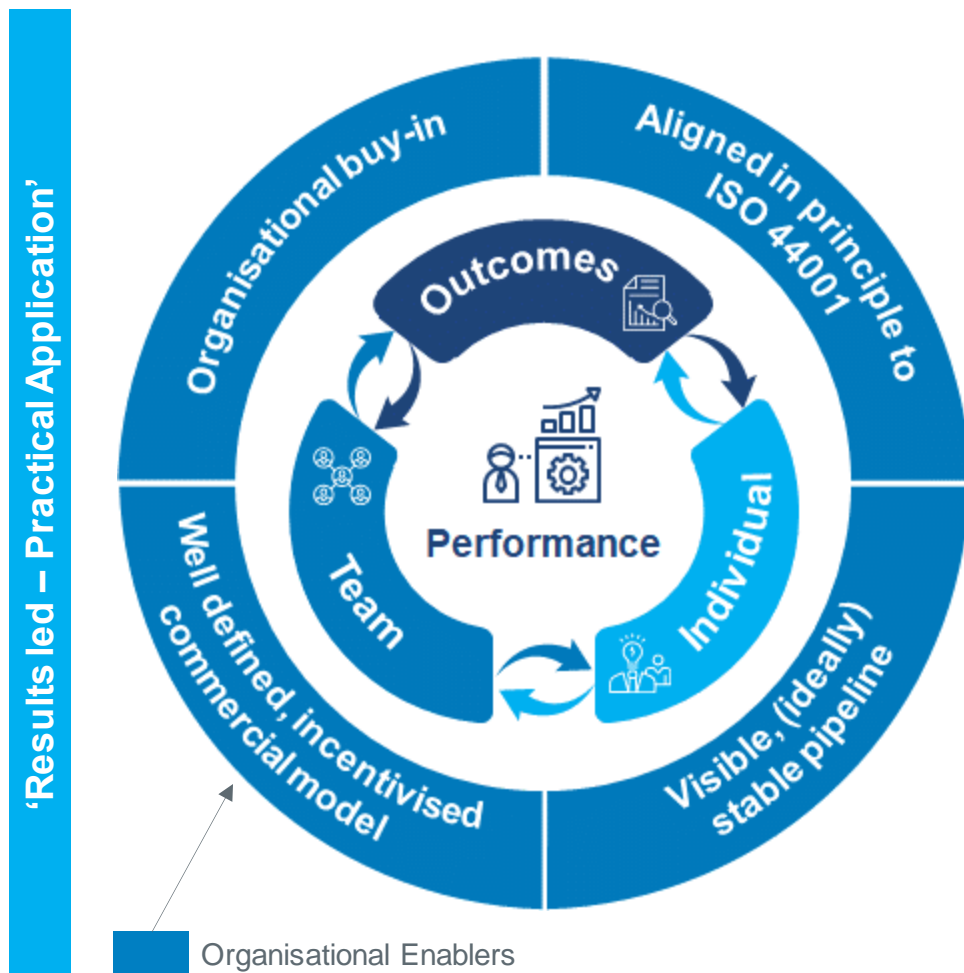
Collaboration is at the heart of making our strategy happen



What collaboration means: Our relationship with supply chain partners



What collaboration means: Our relationship with supply chain partners



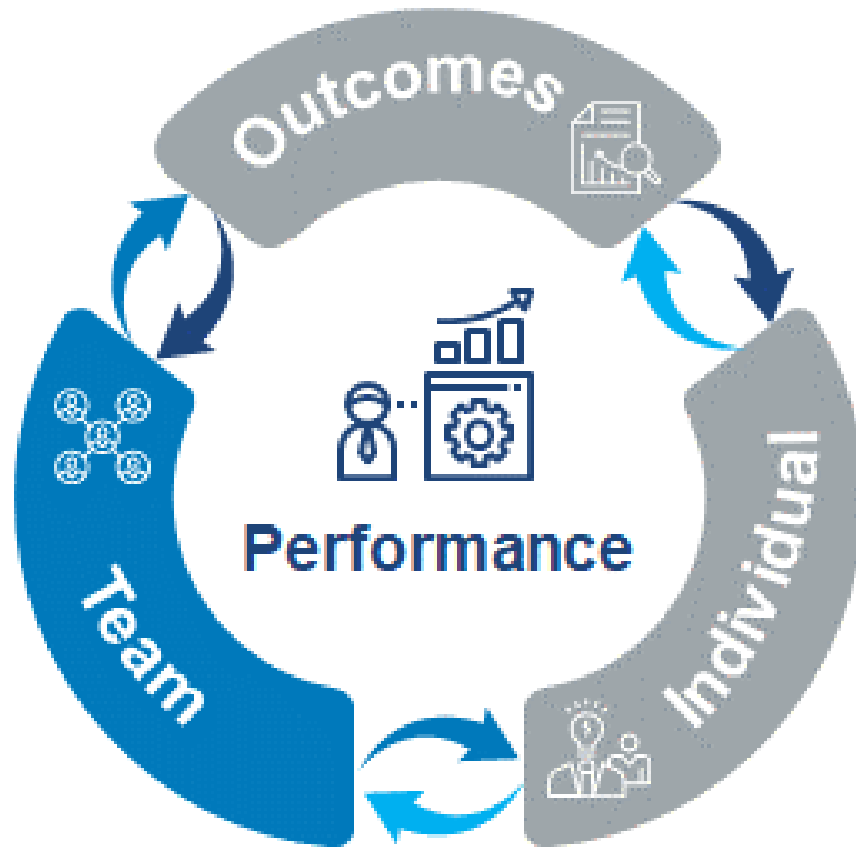
- NIW are aligned to the thinking within ISO 44001
- However, the goal is not the badge above the door or the Waterford Crystal in the cabinet
- The Goal is driving better programme performance, seeing more innovation, more efficiency, less slippage, all round better value for money where every party benefits
- ▶ We have taken our learning from the manufacturing sector where collaboration is not a ‘thing’ but very much how business is done
- Hence our immediate focus is two-fold:
 - Put in place the organisational enablers
 - Create **effective teams** through looking at how **Individuals** from multiple parties and disciples come together as One **Team** to deliver Exceptional **Outcomes**

Individual - People contribute more when they feel engaged and they know what is expected of them.



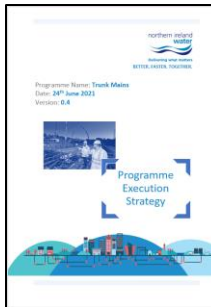
- While all disciplines are important, we think getting it right at the PM level is most critical
- So we:
 - Mapped our end-to-end project delivery process
 - Reviewed the role responsibilities for internal and external PM's alike. What is their role, the consultant's role and the contractor's role
 - Set clear expectations to drive accountability and ownership
 - Developed our capability eg NEC 3 and 4 training

Team - Most important outcomes are achieved by teams. Teams that collaborate well, have high levels of trust and clear communication.

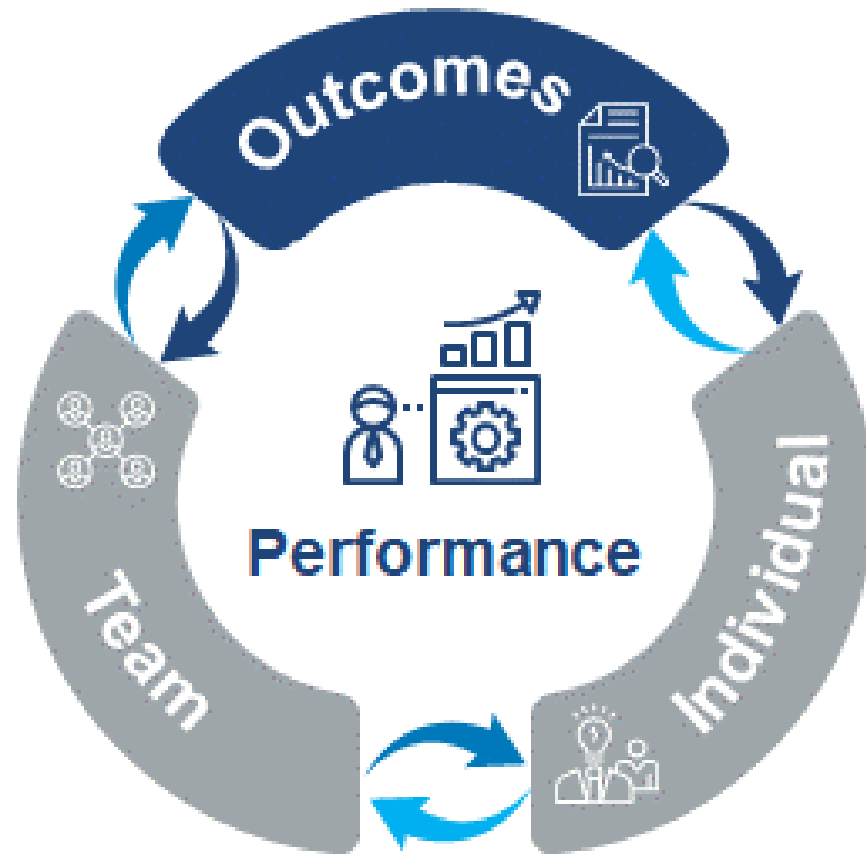


To create the conditions for our delivery teams to succeed we:

- Have created Collaboration Team charters
 - Alignment around a common purpose with a shared vision for success
 - Proper shared objectives and values
- Are providing transparency of the challenge through our Programme Execution Strategies
 - Transparency of pipeline
 - Programme milestones
 - Efficiency targets
 - Expected areas of innovation
- Ultimately driving right to left thinking – ensuring right interventions, at the right time to drive innovation and balance risk and value



Outcomes – It's important there is a constant focus on what we are trying to achieve through collaboration.



- We have created a bottom to top single source of the truth to help us:
 - Provide a previously unseen level of insight
 - Align and focus on the priorities of the business
 - Provide transparency of performance
 - Quickly have the right conversations and take appropriate actions





Embedding new Ways of Working through Digital Performance Management

EC DASHBOARD

Last Update: 22/09/2021

HSE Performance

> 1 RIDDOR event

> 1 Incident

No Incidents

Cost

Value (£)

157M

181M

59M

Current MR Budget

Est. This Year

Accrued YTD

Risk

Risk Status

Projected Risk

Projected Outturn Target

Risk Approved This Year

Risk Mitigated YTD

Accrual / Forecast

Drawdown YTD

Remainder

Risk Register Est

Challenge

KPIs

Time & Cost KPI Scores by Contractor

KPI Score by KPI Name & Contractor

Value

Value Stream

VM1

VM2

VM3

Net Effect YTD

£-

£-

£-

£-

Efficiency

Progress Year 1

Progress PC21

Improvement...

Supply chain...

Asset perform...

Q&EU compet...

Improved wor...

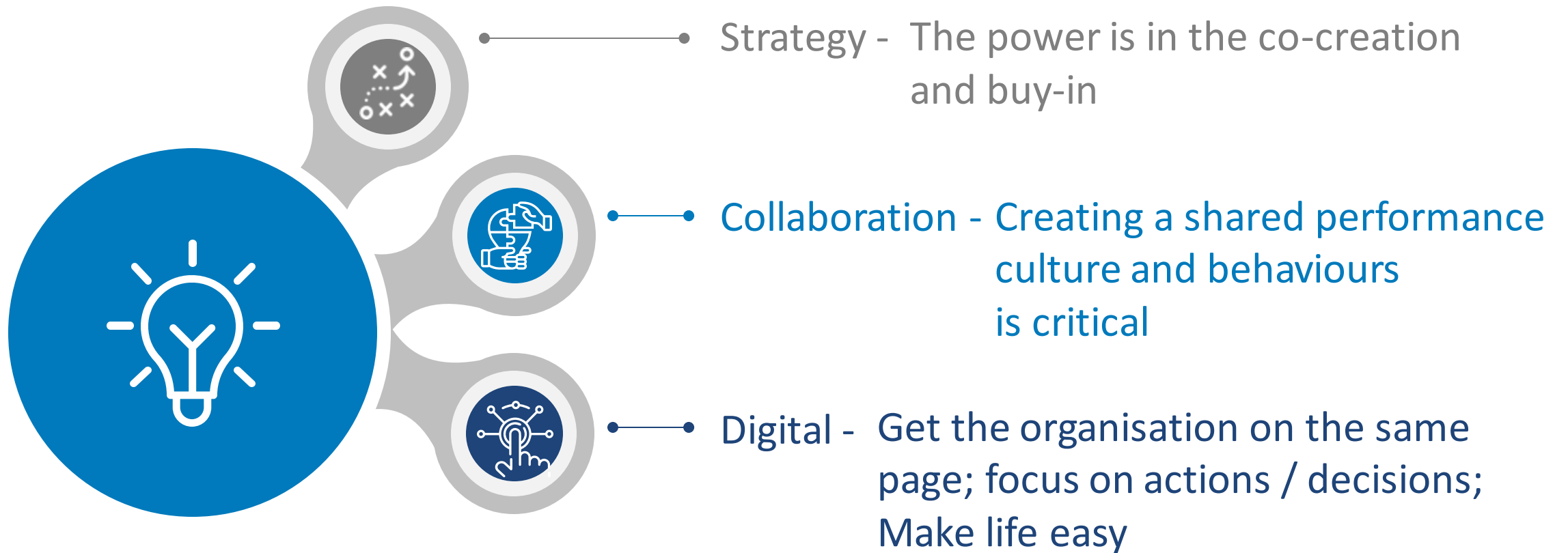
Performance L...

Asset standar...

NIW Supply &...

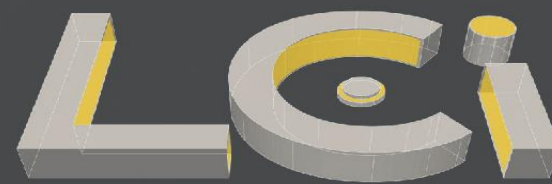
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Top Takeaways





LEAN
CONSTRUCTION
IRELAND



BETTER, FASTER, TOGETHER