

# PROGRAMME MANAGEMENT

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# Today's Talk

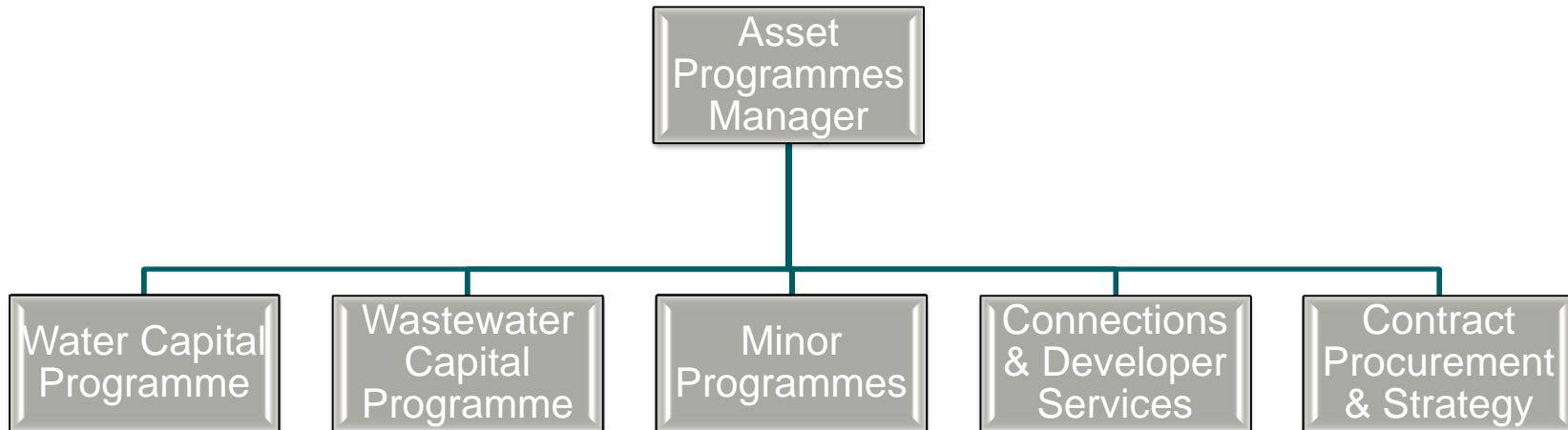
- What is Programme Management
- Overview of IW Minor Programmes
- Differences between programme management and project management
- Key Issues

# What is Programme Management

The management of a series of programmes of work, each containing a number of construction projects

# Irish Water Structure

# Asset Programmes Structure



# Minor Programme Management Structure

Minor Programmes Lead

Regional and National Minor  
Programmes Specialists (10 Staff)

Local Authority  
Project Managers, Assistant PMs, Technicians,  
Resident Engineers, Operations Engineers

Engineering Consultants, Contractors, LA  
DLO Crews

# Minor Programmes - Water

Driver	Programme
Water Quality	Service Reservoir Refurbishment Programme
Water Quality	Process Optimisation & Control Programme
Water Quality	Filter and Coagulation Programme
Water Quality	Disinfection Programme
Water Quality	Unidirectional Scour Facilitation Programme
Water Quality	Plant Refurbishment Programme
Water Quality	RAL Program Works
Water Quality	Source Protection Measures
Water Availability	Pressure Management Programme
Water Availability	DMA Programme
Water Availability	Small Mains rehabilitation
Business Efficiencies	Energy efficiencies programme
Asset Condition & Performance	Critical Asset Programme
Health & Safety	HSQE

# Minor Programmes - Wastewater

Driver	Programme
Environmental Compliance	Flow Monitoring & Sampling
Environmental Compliance	Process Optimisation
Environmental Compliance	Inlet Works
Environmental Compliance	Quick Win
Environmental Compliance	Small Plant Improvement
Environmental Compliance	ECJ Projects
Environmental Compliance	Nutrient Programme
Wastewater Availability	Network Flow monitoring & Rehabilitation
Wastewater Availability	Network Survey
Wastewater Availability	Pump Station Upgrades
Business Efficiencies	Energy Efficiencies
Business Efficiencies	Sludge
Asset Cond. & Performance	Critical Asset Programme
Health & Safety	HSQE



# Examples of Programmes

- Disinfection Programme
- Energy Efficiency Programme
- WWTW Metering Programme
- Health & Safety
- Small Mains Rehabilitation
- Pressure Management

# Building Blocks

## Standardisation of

- Strategy
- Specifications
- Procurement
- Management Systems

Culture - Keeping an open mind



# Delivery

## Current Delivery Routes

- LA staff as Project Managers
- Engineering Consultancies
- Contractor led delivery

## Future Delivery Routes

- All of above
- Automated systems

# Frameworks

- MEICA, Civil Engineering, Site Investigation, Network Rehabilitation
- Working to automate delivery
- Eliminate tendering phase with next stage of frameworks for all smaller works

# Programme Management v Project Management

# Programme Management v Project Management

- High level view
- Focus on dates, time periods, costs
- Manage people more than projects
- Seek to “smooth the path”
- Only delve in where there are problems
- Standardised solutions
- Only six key dates per project in P6 Primavera

# How to standardise

- Development of standard strategies & specification that applies to all aspects of capital investment
- Eventually an operator will find the same system in place in every plant in the country
- Use of frameworks and standard tender documents



# How to standardise

- Automation of delivery – Maximo
- Automation of information gathering
- Delivery using proforma documents
- Systematic approach to identification of needs

# Immediate Challenges

- Start-Up Company
- Strategies still being developed
- Specifications not fully in place
- Large number of urgent needs – reactive
- Level of information available
- Resource Management

# Critical Path in Programme Management

- Our critical path lies in the processes of delivering programmes of work
- From needs assessment to final account
- Establishing the critical path
- Value chain review to examine every step
- What steps can we eliminate
- What adds value
- What can we do better, quicker, more effectively

# Forecasting and Reporting

- Primavera P6 used to provide forecasting and reporting tools
- Qlikview allows reporting from P6 and other source documents for full picture
- P6 is a management tool, it does not manage anything. That is the function of people.

# Governance

- Hugely important in programme management
- Too light – loss of consistency, tracking, auditing issues
- Too heavy – nothing will move, governance becomes the reason rather than the guide
- Currently err on the heavy side

# Culture

- We cannot micromanage
- Development of a high performance culture
- Low standards not accepted
- Always strive for better
- Constant reassessment and prioritisation

**OK IS NOT OK**

# Standard Setting

- Standards set by strategy and specifications in terms of what we do and when we do it but not the standard of performance from people
- Important for programme manager to set standards of behaviour for project managers
- Best practice from other similar utilities

# Developing the Culture

- Lead by example
- Set the boundaries & rules
- Set targets
- Encourage innovation
- Open sharing of ideas



# Delegate and Empower

- Must be more than just words
- Acceptance that mistakes will be made
- Less blame, more learning
- Encourage open environment
- Keep an open mind
- Accountability

# And Finally... People

- Programme Management is about managing people
- Elements of programme management in every project
- Let common sense rule
- People manage, machines function