

Irish Water / Fingal County Council Annual Service Plan (ASP)

2015



Final V 1.4

Table of Contents

1	Document Control.....	2
2	Purpose of Annual Service Plan	5
3	Overview	6
3.1	Vision and Values	6
4	2015 ASP Context and Risk	7
4.1	Industry Opex Funding Context	7
4.2	Transformation Plan.....	7
4.3	Customer Handbook and Codes of Practice	7
4.4	Building Control Regulations Exemption	8
4.5	Risks to ASP Delivery	8
4.5.1	Reducing Risk through the Transformation Programme	9
5	Annual Service Plan Methodology	10
5.1	Objectives.....	10
5.2	Performance Indicators/Metrics.....	10
5.3	Definitions	11
6	Objectives Overview	12
7	Inputs	19
7.1	Budget & Headcount.....	19
7.2	Transformation Plan (2014 – 2017)	20
7.2.1	Delivering the Transformation Plan	21
7.2.2	How the Transformation Plan fits with the SLA and ASP.....	22
7.3	Capital Investment Plan 2014-2016.....	23
	Appendices	24
A.	Detail of Objectives	24
B.	Schedule of Reports	48

1 Document Control

Version	Date Issued	Author	Approved by	Status	Circulated to	Changes
0.2	21/08/14	[Redacted]	[Redacted]	Draft	[Redacted]	[Redacted]
1.0	14/10/14	[Redacted]	[Redacted]	Draft	[Redacted]	[Redacted]

1.1	14/10/14	[Redacted]	[Redacted]	Draft	[Redacted]	[Redacted]
1.2	28/10/14	[Redacted]	[Redacted]	Draft	[Redacted]	[Redacted]
1.3	29/10/14	[Redacted]	[Redacted]	Draft	[Redacted]	[Redacted]
1.4	12/12/14	[Redacted]	[Redacted]	Final	[Redacted]	[Redacted]

2 Purpose of Annual Service Plan

Irish Water and Fingal County Council agree to work, under the terms of the Service Level Agreement (SLA), to provide efficient and quality water services. This ASP documents the agreed objectives of Irish Water and Fingal County Council. The ASP commits both parties to deliver these specific objectives and standards of performance against a budget covering headcount, goods and services and investment in the forthcoming year as per SLA clause 16.4.1

The ASP concentrates on outputs and imposes a commitment on both sides to deliver these agreed outputs. The Service Plan identifies:

- The detailed and specific targets and objectives for 2015.
- The performance indicators being monitored to ensure achievement of objectives.
- The methodology for measurement and calculation of performance.
- The process of reporting against the agreed performance indicators.
- The budget and headcount agreed by Irish Water and Fingal County Council for 2015.
- The 3 Year Transformation initiatives.
- The elements of the Irish Water Capital programme that are pertinent for Fingal County Council.

In order to effectively adapt to developing targets and objectives, including those set out in the Commission for Energy Regulation (CER) Customer Handbook and the CER decision on the Water Charges Plan (and the subsequent complexities associated with volume ranges, performance standards and measures, and potential changes in customer needs), the Service Plan will be agreed annually. Each successive Service Plan should seek to continually improve the type and quality of services provided by Irish Water in partnership with Fingal County Council.

The Service Plan sets out how objectives and actions agreed between the LA and IW are to be delivered, and is not to be interpreted as the detailed scope of the Services, which the LA is obliged to deliver as per the SLA.

3 Overview

Irish Water, working with Local Authorities under the SLA, aims to provide water services, as per the Water Services Acts. In doing so, Irish Water aims to satisfy the needs of its customers, in compliance with statutory and regulatory requirements, and in a cost effective manner.

3.1 Vision and Values

As per the Irish Water/CCMA Joint Vision & Values Output Report, the joint vision for Irish Water (IW) and the Local Authority (LA) sector should be to create a high performing utility that delivers:

- A seamless service for the customer with a single way of working.
- A motivated workforce who are all part of the transformation and delivery agenda.
- A formal recognition of mutual interdependencies.
- Increased integration.
- Identifying best practice to drive continuous improvement.

To progress towards this vision, the joint values in the Transformation Plan for IW and the LA sector are:

- Openness and transparency.
- Recognising interdependency.
- Effective communication - especially the fullest sharing of information.
- To recognise and value our skills and capability.
- Mutual respect and understanding.
- Customer service - that continues to improve.
- Working together to deliver joint objectives.
- To be forward looking.

4 2015 ASP Context and Risk

4.1 Industry Opex Funding Context

Arising from the recently published decision by the Commission for Energy Regulation (CER) on the Water Charges Plan, the amount of the industry 2015 “Allowed Opex” is now known and will be €795m. While this is broadly similar to 2014 in quantum, it has to accommodate much increased new activity and related Opex, particularly in areas associated with the introduction of domestic water charging. This additional new activity must be delivered while operating within the available budget.

The CER’s decision is based on imposing an average efficiency requirement of circa 7% per annum for both 2015 and 2016, [REDACTED]

4.2 Transformation Plan

As an industry, we are obliged to meet the regulatory financial targets set by the CER. The Transformation Plan will assist us in delivering world class services within our funding and revenue limits.

Irish Water and the Local Authorities will work together to transform the water industry and meet the objectives of the Government and our Regulators as well as keeping commitments to our stakeholders and customers. The Transformation Plan has been developed through a series of workshops between Irish Water and the CCMA/WSTO. This single Transformation Plan is in place for the sector, and this will inform the individual Annual Service Plans (ASPs) under the SLAs.

Operating together, Irish Water and the Local Authorities will take a strategic, national approach within the SLA framework to create an industry with the capacity to deliver world class water services. This will provide the capability for planning, development, raising finance, investment and operations necessary to meet this objective

4.3 Customer Handbook and Codes of Practice

The 2015 ASP incorporates the relevant elements of the CER Customer Handbook and Codes of Practice. The objectives, 1 – 6 in this document, set out the targets and measures for meeting these objectives. Full implementation of these measures is dependent on the roll-out of the Customer Handbook and Codes of Practice transformation initiative. In the interim, *Business as Usual* must be delivered for the Customer, building on the 2014 ASP.

4.4 Building Control Regulations Exemption

Irish Water and the Local Authorities will adopt a joint partnering approach to the efficient completion of water and wastewater projects commenced by the Local Authorities and to be completed by Irish Water where Irish Water will be relying on the Local Authority exemption from Building Control Regulations.

4.5 Risks to ASP Delivery

The graphic below highlights areas of risk, for the overall delivery of this Service Plan



4.5.1 Reducing Risk through the Transformation Programme

- Organisation.
- Process.
- Technology.
- To move towards an Industry model.
- Development of centres of excellence/specialisation to consolidate and drive performance, including, inter alia:
 - Laboratory Services, water loss management, water safety plans, DWIRPS/WINREPS, minor works, DBO Management, 24 hours treatment plant monitoring and alarm management.
- Cross-boundary working.

5 Annual Service Plan Methodology

This Service Plan is an objective-focused document, using Performance Indicators to signal progress in achieving specific targets and improvements in performance.

5.1 Objectives

The objectives have been grouped into 4 categories representing the pillars of the Balanced Scorecard:

- **Customer** – Providing services that are valued by customers. This is influenced by the CER Customer Handbook.
- **Internal Process / Compliance** – Adherence to all reporting requirements and meeting regulatory requirements as set out by IW and relevant statutory and regulatory bodies, e.g. CER and EPA.
- **Financial** – Providing a cost effective service, within budgetary constraints.
- **Learning & Growth** – To continuously improve & drive change initiatives.

The progress for each objective will be monitored throughout the year, as required.

5.2 Performance Indicators/Metrics

Where possible, each Performance Indicators (PI) /metric has:

- A historically-based baseline.
- An agreed target.
- A method for calculation.

Monitoring of PIs/Metrics will occur through monthly reporting tools, i.e. Performance Dashboard snapshots and the Balanced Scorecard. Tier 2 & 3 meetings will continue as they are until such time as the SLA / ASP Meetings Protocol is agreed.

SLA

3 Year Transformation Plan

Annual Service Plan

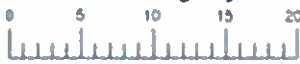

Objectives - (Customer, Finance, Internal Process /Compliance, Learning & Growth)

• PIs

• Metrics

Performance Dashboard & Balanced Scorecard

5.3 Definitions

Term	Explanation
Strategic Objective	Strategic Objectives describe important medium- and long-term goals that Irish Water wishes to achieve. Example: <i>“Provide safe, high quality, sustainable compliant operations”</i> .
Objective	The element that must be completed to achieve the Strategic Objective. Derived by asking <i>“To achieve this Strategic Objective, what must we do well?”</i>
Measure(s)	How we measure performance for success. Example: <i>“Number of ...”</i> or <i>“Percentage of ...”</i> . 
Target Set only one Target per Measure.	The required level of performance to ensure success by closing the gap between current and expected performance. 
Risk	Regarded as a possible loss or other adverse consequence that has the potential to impact on Irish Water’s ability to achieve its objectives and fulfil its mission.
Initiative(s) Also known as Task(s), Action(s), or Programmes.	These are actions that must be taken to achieve success, and, thus, the Irish Water Objectives. Initiatives should be included that will assist in off-setting some or all of the Risks that may otherwise hamper success.
Business As Usual (BAU)	The normal execution of standard functional operations – in accordance with SLA clause 3.4. In relation to customer, this relates to any works, notifications, classification, identification of customers affected by loss of service and/or monitoring of both planned and unplanned activities that are currently being carried out in the Local Authority.

* - to be supplemented through CER Customer Handbook and Codes of Practice Transformation Initiative

6 Objectives Overview

This table outlines the Performance Indicators (PIs) / Measures for Water Services in Fingal County Council. They relate to a number of Objectives, which are described in the Objective Detail section of this Document. Where appropriate, a Baseline has been identified for each measure. The Objectives are categorised in one of the four pillars of the Balanced Scorecard (Customer, Internal Process, Finance and Learning & Growth).

The first 6 objectives relate to Customer metrics. These metrics are specifically relevant to the CER Customer Handbook and Codes of Practice and will be reported to the CER. There is a specific initiative in the Transformation Plan, which deals with the CER Customer Handbook and Codes of Practice. This includes the capability to accurately measure and report on the objectives. It is recognised that the majority of these activities are currently being carried out by LAs, as per Section 3.4 of SLA. These 'BAU' levels of performance must continue up to the time that the initiative enables LAs to meet the CER-specific requirements through Processes, Organisation and Technology. Full compliance with these CER-related objectives is not measured against until this transformation initiative has been rolled out.

Note that for Irish Water Customer Centre to respond to customers within the time requirements required by CER, the Local Authorities will be required to deliver the required activity and reporting to meet the target times. The Services are to be delivered in accordance with ASP 2015 budget with due regard to the Transformation Initiatives outlined above.

(* denotes standards set out by the Commission for Energy Regulation (CER) in the Irish Water Handbook CER/14/364. Measurement definition is to be agreed with CER.)

No.	Objective	Measure(s)	Baseline	Target 2015
CUSTOMER				
1	Planned Interruptions*	(A) Number of properties given <u>2 days'</u> notice or more of planned interruption - expressed as a percentage of all properties connected to the water distribution system where planned interruption is experienced. (Charter payments to apply from 1 st October 2015.) (B) Number of properties on the Priority Services Register given <u>2 days'</u> notice or more of planned interruption - expressed as a percentage of all properties on the Priority	BAU	BAU + Transformation initiative - CER Customer Handbook and Codes of Practice BAU + Transformation Initiative - CER

No.	Objective	Measure(s)	Baseline	Target 2015
		<p>Services Register connected to the water distribution system where planned interruption is experienced. (Charter payments to apply from 1st October 2015.)</p> <p>(C) Number of properties where supply is restored within 24 hours of supply cut off, or as advised in planned works notification - expressed as a percentage of all properties connected to the water distribution system where planned interruption is experienced.</p>	BAU	Customer Handbook and Codes of Practice BAU + Transformation Initiative - CER Customer Handbook and Codes of Practice
2	Unplanned Interruptions*	<p>(A) Number of properties where supply is restored within <u>12 hours</u> of cut off – expressed as a percentage of all properties connected to the water distribution system where unplanned interruption is experienced.</p> <p>(B) Number of properties where supply is restored within <u>24 hours</u> of cut off as a result of large water main issues – expressed as a percentage of all properties connected to the water distribution system where unplanned interruption is experienced.</p> <p>(C) Number of properties on the Priority Services Register given notice of interruption to supply anticipated to last more than <u>4 hours</u> – expressed as a percentage of all properties on the Priority Services Register connected to the water distribution system where unplanned interruption is experienced. (Charter payments to apply from 1st October 2015.)</p> <p>(D) Number of properties on the Priority Services Register given notice of interruption to supply anticipated to last more than <u>12 hours</u> and where alternative supply is arranged – expressed as a percentage of all properties on</p>	BAU	BAU + Transformation Initiative - CER Customer Handbook and Codes of Practice BAU + Transformation Initiative - CER Customer Handbook and Codes of Practice BAU + Transformation Initiative - CER Customer Handbook and Codes of Practice BAU + Transformation Initiative - CER Customer Handbook and Codes of Practice BAU + Transformation Initiative - CER Customer Handbook and Codes of Practice

No.	Objective	Measure(s)	Baseline	Target 2015
3	Asset Flooding *	<p>the Priority Services Register connected to the water distribution system where unplanned interruption is experienced.</p> <p>(A) Number of properties affected by flooding from water (assumed to originate from an Irish Water asset) attended to within 4 hours of notification – expressed as a percentage of the number of properties, affected by water, notified. Exceptions include failure of assets due to extreme or severe weather events which cause reasonable design capacity of Irish Water assets to be exceeded.</p> <p>(B) Number of properties affected by flooding from wastewater (assumed to originate from an Irish Water asset) attended to within 4 hours of notification – expressed as a percentage of the number of properties, affected by wastewater, notified. Exceptions include failure of assets due to extreme or severe weather events which cause reasonable design capacity of Irish Water assets to be exceeded.</p>	BAU	<p>Handbook and Codes of Practice</p> <p>BAU + Transformation Initiative - CER Customer Handbook and Codes of Practice</p>
4	Water Pressure*	<p>(A) Number of investigations into reduced pressure carried out within 5 working days of customer request – expressed as a percentage of the total number of investigations into reduced pressure requested.</p> <p>(B) Number of advices to rectify reduced pressure given within 10 working days of customer request – expressed as a percentage of the total number of advices into reduced pressure given.</p>	BAU	<p>BAU + Transformation Initiative - CER Customer Handbook and Codes of Practice</p> <p>BAU + Transformation Initiative - CER Customer Handbook and Codes of Practice</p>
5	Asset Fault Reporting*	Number of responses given to customer within 2 working	BAU	BAU +

No.	Objective	Measure(s)	Baseline	Target 2015
6	Customer Complaints*	<p>days of notifying a fault on an Irish Water asset – expressed as a percentage of the number of notifications received.</p> <p>Number of customer complaints responded to within <u>5</u> <u>working days</u> with a resolution or a plan for the steps required to achieve a resolution, under normal conditions – expressed as a percentage of the total number of complaints received. (Charter payments to apply from 1st October 2014.)</p>	BAU	<p>Transformation Initiative - CER Customer Handbook and Codes of Practice</p> <p>BAU + Transformation Initiative - CER Customer Handbook and Codes of Practice</p>
INTERNAL PROCESSES / COMPLIANCE				
7	Drinking Water Supply	<p>(A) Provide Annual Water Quality Sampling and Analysis – measured as a percentage of regulatory annual samples taken and analysed in accordance with agreed Sampling Plan.</p> <p>(B) Upload drinking water test results for all samples analysed as per agreed Sampling Plan to EDEN. Measured as a percentage of samples (i.e. check and audit) uploaded in accordance with agreed Sampling Plan.</p> <p>(C) Water quality – measured as a percentage of tests undertaken (for Micro, Chemical, and Indicator suites) which comply with statutory and regulatory requirements.</p>	100%	100%
8	Leakage Management	(A)(i) Number of leaks fixed (A)(ii) Number of leaks found (B) Improvement on Unaccounted for Water (UFW) on 2014 expressed as a percentage of total water supplied under water supply schemes that Irish Water is responsible for.	450	500
			580	580
			29.90%	27.90%

No.	Objective	Measure(s)	Baseline	Target 2015
9	Wastewater Provision	<p>(C) Number of fully functioning District Metering Areas (DMAs) – measured as a percentage of all DMAs.</p> <p>(A) Provide Wastewater Quality Sampling and Analysis - measured as a percentage of statutory and regulatory annual samples taken and analysed in accordance with agreed plan.</p> <p>(B) Regulatory wastewater reports provided by statutory and regulatory timescales – measured as a percentage of statutory and regulatory reports required.</p> <p>(C) Wastewater quality at wastewater treatment plants serving greater than 500 population equivalent achieving compliance with statutory and regulatory requirements – measured as a percentage of plants.</p> <p>(D) Wastewater quality at wastewater treatment plants serving greater than 500 population equivalent achieving compliance with statutory and regulatory requirements – measured as a percentage of population equivalent.</p>	<p>90%</p> <p>100%</p> <p>100%</p> <p>TBC</p> <p>TBC</p>	<p>95%</p> <p>100%</p> <p>100%</p> <p>TBC</p> <p>TBC</p>
10	Capital Investment Plan	<p>Manage the progression of contracts / projects to meet objectives as agreed between LA CaPO PMs and IW Regional AP/CD Leads – measured as a percentage of agreed objectives.</p>	N/A	100%
FINANCIAL				
11	Costs	<p>(A) Total LA managed PO's processed through IW Oracle System - measured as a percentage of total value of approved PO spends (*LA FMS + Oracle).</p> <p>*LA FMS Calculation excludes Payroll, CMC, drawdowns from central stores / machinery yards or other agreed LA incurred costs. Calculation only includes procurement</p>	66% to 82%	95%

No.	Objective	Measure(s)	Baseline	Target 2015
		<p>transactions that could have gone through oracle, Transaction type OP/OR in LA FMS.</p> <p>((B) All overtime must be reported appropriately. The quarterly overtime budget may not be exceeded without IW written approval.</p>	N/A	0%
12	Revenues	% revenue collected by Local Authority on behalf of Irish water versus % target revenue collected (% target is average of revenue in 2011, 2012 & 2013 plus 1%, 68%)	N/A	100%
13	Retrospective PRs	<p>Value of PRs that are approved either before goods or services are delivered or within <u>3 working days</u> after goods or services have been delivered.</p> <p>Measured as a percentage of the total value of all approved Goods and Services PRs.</p>	N/A	98%
LEARNING & GROWTH				
14	Health and Safety	<p>(A) Percentage of reportable accidents reported to Irish Water and the H.S.A..</p> <p>(B) Percentage of corrective actions risk-rated greater than or equal to 16, raised through Irish Water HSQE inspections, statutory inspections or Irish Water hazard reporting system, tracked to closure within <u>1 week</u> or a timeline that is agreed as being reasonably practicable between Irish Water and the Local Authority.</p> <p>Note : Where timelines are extended effective temporary measures must be put in place to reduce the risk.</p> <p>(C) Percentage of corrective actions risk-rated less than 16, raised through Irish Water HSQE inspections, statutory inspections or Irish Water hazard reporting system, tracked to closure within <u>1 month</u> or a timeline</p>	N/A	100%
			N/A	100%

No.	Objective	Measure(s)	Baseline	Target 2015
		<p>that is agreed as being reasonably practicable between the Irish Water and the Local Authority.</p> <p>Note : Where timelines are extended effective temporary measures must be put in place to reduce the risk.</p>		
15	Transformation	<p>(D) Percentage of Post Incident Reviews submitted to Irish Water in accordance with IW- PRT-HSQE -001.</p> <p>The successful roll-out of 3 Year Transformation Plan in line with agreement with Sector (including CCMA) Measure – quarterly report from Business Change with an overall RAG rating per LA on success of progress.</p>	N/A	100%
16	Reporting	<p>The overall percentage of completed reports returned on time, in line with agreed process and templates. There is detail in the Objective Detail section and the Schedule of Reports.</p>	N/A	100%

7 Inputs

7.1 Budget & Headcount

Irish Water - O&M Budget 2015

LA & IW Budget supporting the ASP

Fingal

LA Budget

	Budget 2014	Budget 2015	Notes
	€	€	
Payroll			
Basic & Allowances			
Overtime			
Total Opex Payroll			
Capital Office Payroll			
Total Payroll Cost			
Travel & Sub			
Opex			
Capex			
Total Travel & Sub			Payroll + Travel & Sub
CMC			
Total CMC			
	2014 ASP and movements	Restated Budget 2014	Current FTEs
FTEs			Budget 2015
ASP 2014			
Adjustments to 2014 FTE - Agreed			
Opex			
Capital Office			
Total FTEs			