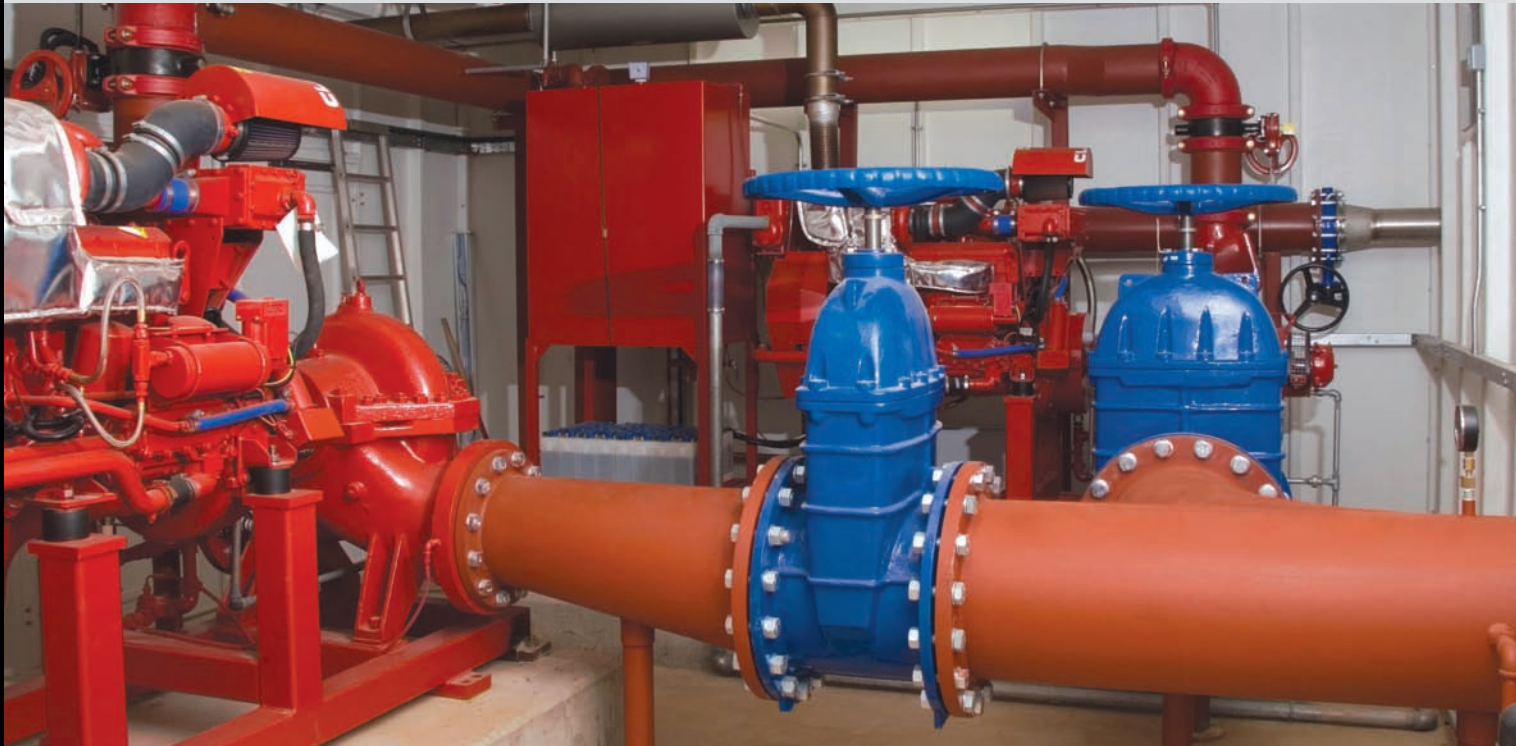


# Modernising Scotland's Water System with Primavera

## Project Management Highlights:

- Primavera's coding flexibility helps Scottish Water deliver concise reports on its 3,500 projects
- Provides management control for all project levels across the portfolio
- Simplifies project information for everyone to understand



Innovation is nothing new to Scottish Water, the only publicly owned water company in the UK. Formed following the highly complex merger of the three former water authorities – namely, East, West and North of Scotland – in April 2002, Scottish Water has since played a key role in improving and protecting the nation's health by providing water and waste water services 365 days per year to 2.2 million domestic customers and 130,000 business customers across a challenging geographical area that covers one third of Britain's land mass.

## The Challenge: Dealing with neglect

Once amalgamated, the newly formed organisation was immediately confronted with decades of under-investment that had left Scotland's water industry in need of immediate attention. Many of the assets inherited by Scottish Water were built in the nineteenth century and were now unable to serve the needs of the modern day community. Specifically, 78 waste water treatment facilities failed compliance tests and

40% were deemed unfit for their purpose. 60% of the water mains and sewers were judged as being in poor or very poor condition and in 2001/2002, decayed pipes were the cause of 9,600 costly and inconvenient bursts.

In 2001 it was determined that, in order to meet European Union regulatory standards, £2.3 billion of investment in water quality and waste water treatment would be required in Scotland by 2006. Scottish Water management realised just how mammoth this task was and sought to find the all-important ingredient, which would guarantee them success in delivering the challenges of Quality and Standards II (Q&SII), part of a phased investment given to Scottish Water by the Scottish Executive. This £1.8 billion capital input is the biggest single investment Scotland has ever seen in its water industry.

## The Solution: New organization brings a fresh approach

As a result, in September 2003, Scottish Water Solutions was founded. Structured as a new kind of capital investment

delivery model, it pooled the expertise of eight industry leaders in one of the biggest joint venture partnerships of its kind. It was hoped that having such a wide pool of resource to draw upon would provide Solutions with the creative and flexible capabilities needed to deliver such a demanding programme, on time and on budget.

It was apparent to all involved that, in order for Scottish Water Solutions to be run efficiently, a sustainable organisation had to be established. The organization decided to utilise the best practices for asset delivery that its partners had employed in their own organisations during the 13 years of privatisation in England and Wales and standardised those practices across Scottish Water Solutions. These included, for example, common contract conditions, common kit frameworks and a clear delivery framework called the 'Racetrack'.

Strict, uniformed internal processes and procedures were then established, along with a harmonised corporate culture – which centred around specific values and principles, designed to support the company vision of 'Delivering More for Less'.

Senior management recognised that thorough and effective project management systems would be a necessity if the programme were to be a success. Having researched various options, Primavera's project management software was deemed the most suited to the development, monitoring and reporting of more than 2000 projects. Senior management's own previous positive experiences of using Primavera software confirmed this. As Solutions was a completely new organisation, there was no single project management system in place, which Primavera would have to replace, although a range of systems was being used across the eight partner organisations and the various standalone companies. The system was implemented straight away and, by ensuring that all other, independent programmes were inaccessible, effective use of the facility was ensured and Primavera quickly became a fundamental tool across the entire organisation.

### **The Benefits: Gaining control with Primavera**

"A major benefit of the Primavera implementation has been the software's ability to summarise and simplify the project information," explained Solutions' business performance and planning manager, Tom Elvin.

Scottish Water Solutions' project portfolio is extremely complex – the information from the 3,500 individual projects is extracted by project type, delivery area, resource type, project status, type of contract, partner allocation and any combination of these parameters. The project and activity coding flexibility within Primavera has allowed filtering, grouping and summarising, which delivers concise reports on any aspect of the overall project. This high level data has allowed the management team to make informed decisions on project resourcing and timings that undoubtedly have led to improved project completion dates and reduced overall costs. All standard performance measures such as KPIs, comparisons to original budgets and target dates, and comparisons to approved budget and target dates are all showing positive outcomes.

"By allowing Solutions to develop and monitor cost profiles at a project level, the use of Primavera has ensured that firm controls have remained in place throughout the project lifecycle", said Elvin. "As a direct result, efficiencies in both cost and schedule have been achieved, in accordance with key performance indicators set by the Scottish Water."

Primavera's system has played a pivotal role in shaping Scottish Water Solutions. Effective project management solutions have proven to be key in making Solutions the success story that it is today, affording it the facility to have management control of its portfolio at all levels, giving clear indicators of monitoring and demonstrating professionalism to customers and stakeholders alike. Primavera has further enhanced the growing recognition and reputation of Solutions within the utilities industry, providing the organisation with a solid foundation, which is key to Solutions' future. The system is currently used by 35 planning engineers, with Primavera reports providing support to some 600 employees throughout the organisation.

Scottish Water Solutions now supports around 8,000 construction projects in Scotland and accounts for about 40% of the industry's work. Scotland's water provisions have been transformed, and the corporate vision, to "deliver more for less", is being realised.

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