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A Guide to Uisce Éireann's Future Organisation Structure



Foreword

Dear Colleagues,

Uisce Éireann is now fully responsible for Water Services across Ireland. This marks a significant milestone on our journey of realising a fully integrated and shared organisation. We are now entering a new phase of that journey as we share our Future Organisation Structure with you.



We have developed a structure that ensures job security and opportunities for career progression in an organisation that is helping to shape our country's infrastructure for generations to come. We will transition to the final structure in a phased and controlled basis, ensuring we rise to the challenge of delivering transformative Water Services that enable communities to thrive.

Our job, as Ireland's national regulated Water Authority, is to deliver the highest quality drinking water to communities and ensure wastewater is properly treated and safely returned to the environment. From operating and maintaining our water and wastewater plants and networks locally, to building new or upgrading vital pieces of infrastructure that supports Ireland's social and economic development.

Throughout the transformation process, Uisce Éireann's main priority is continuity of service and, to achieve this, we will need to ensure our colleagues on the ground working for their communities are fully resourced, supported by specialised teams, and have access to all the necessary equipment and supplies locally.

In upcoming briefings, we will explain where your role fits in the new structure from a local, regional and national perspective. We will showcase what opportunities you will have as the organisation evolves and how it will help us to continue to provide the highest standard of Water Services for our communities, allowing them to thrive.

I recognise there is a lot of information we need to share with you before you can make a decision to join Uisce Éireann, so we will meet you all in person over the next few months to explain each of the elements that makes up our future Uisce Éireann. We will outline what it means to you and highlight the opportunities you will have to progress in our shared National Organisation, from your own locality.

For most of you, there will be little or no change immediately as we will transition to the new structure in phases. For those of you who will see some changes sooner, we will work with you and support you through every phase of these changes.

Our Vision is for a sustainable Ireland where water is respected and protected, for the planet and all the lives it supports. We are proud to take on the responsibility of protecting our water supply and passing on a safe and secure water system to a rapidly growing population while empowering Ireland's social and economic growth into the future.

Thank you for your dedication to your communities and to Water Services in Ireland. We hope you continue your work in Water Services and decide to join our shared Uisce Éireann.

Thank you,

Niall Gleeson
CEO, Uisce Éireann

We believe there are significant benefits to transferring to Uisce Éireann.

Your terms and conditions are guaranteed under the Framework Agreement, the €3,000 incentive payment will be paid in your first pay cycle after joining, you will receive the annual Performance Related Award (PRA) for that year, as well as no longer having to pay the pensions levy that all Local Authority staff pay.

We have more details on the benefits of joining Uisce Éireann on page 28.

Working with Uisce Éireann – some of our benefits

- €3000 on transfer
- Eligible for Pay Progression and Performance Related Award (PRA) on Uisce Éireann Pay Model
- Hybrid Working Policy
- Additional Superannuation Contribution (ASC) is not payable in Uisce Éireann
- Significantly improved sickness scheme
- Comprehensive Physical and Emotional Wellbeing scheme

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Chapter 1:

Our Journey towards the Future Organisation Structure

A summary of how we will get to the future structure, together.



We are on a journey and will reach our future organisation structure, together.

Local Authority Water Services Staff will have a choice to transfer to Uisce Éireann

- **There is a role for all Water Services Staff** within Uisce Éireann.
- Staff that transfer will be **matched to an end-state future organisation role**, based on their current role and experience.
- To maintain operational stability, **most Operations staff will continue with their current activities** on initial transfer and for a period following.
- **All staff in Water Services have the option to join Uisce Éireann** up to the end of 2026.

Reporting lines will change over time to relieve pressure on frontline

- Cohorts of staff that match to central functions – for example Scheduling & Dispatch and Procurement – will **change reporting lines, alleviating operational pressure** on the Integration & Management Team (I&MT).
- Establishing Operations Team Lead roles will provide the basis for regional operations teams, focused on core Operations & Maintenance (O&M) activity and **supported by centralised functions**.

Phased transition of activity moves us to end-state roles

- For the most part, **Frontline Operations staff** will continue to do the same activity that is carried out today.
- **Administration staff*** will continue to do many of the same activities and will become part of the central Operations Support Team, where work will be streamlined and redistributed where appropriate.
- **Role-based transition plans** will be developed to move teams from current to future activities.
- Controlled transfer and handover of activity between roles will **ensure operational stability** as the transition phase progresses.

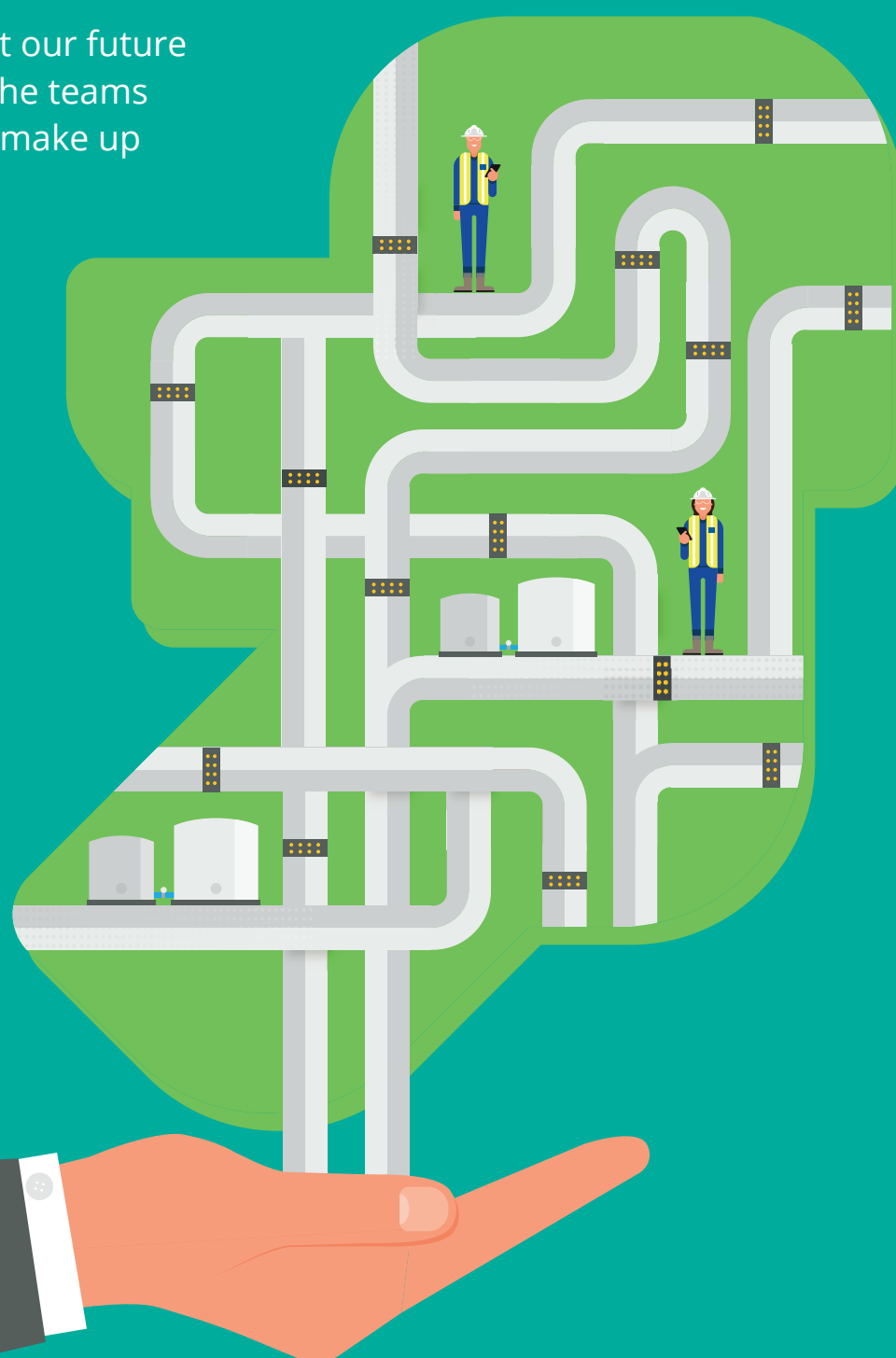
** For more detail on Administration Staff activities and transfer, please see pages 12 and 13.*



Chapter 2:

Understanding the new vision for Water Services in Ireland

A closer look at our future organisation, the teams and roles that make up Uisce Éireann.



Let's look at our future organisation structure in detail

The future structure reflects what Uisce Éireann will look like after everyone has been matched, assigned and moved into their enduring role.

We will not be moving to this immediately. We will make controlled and phased changes, moving only when we are ready to do so locally. The stability of services remains our priority while we continue to focus on maintaining consistency for our customers and our communities, and ensuring the safety and security of all staff.

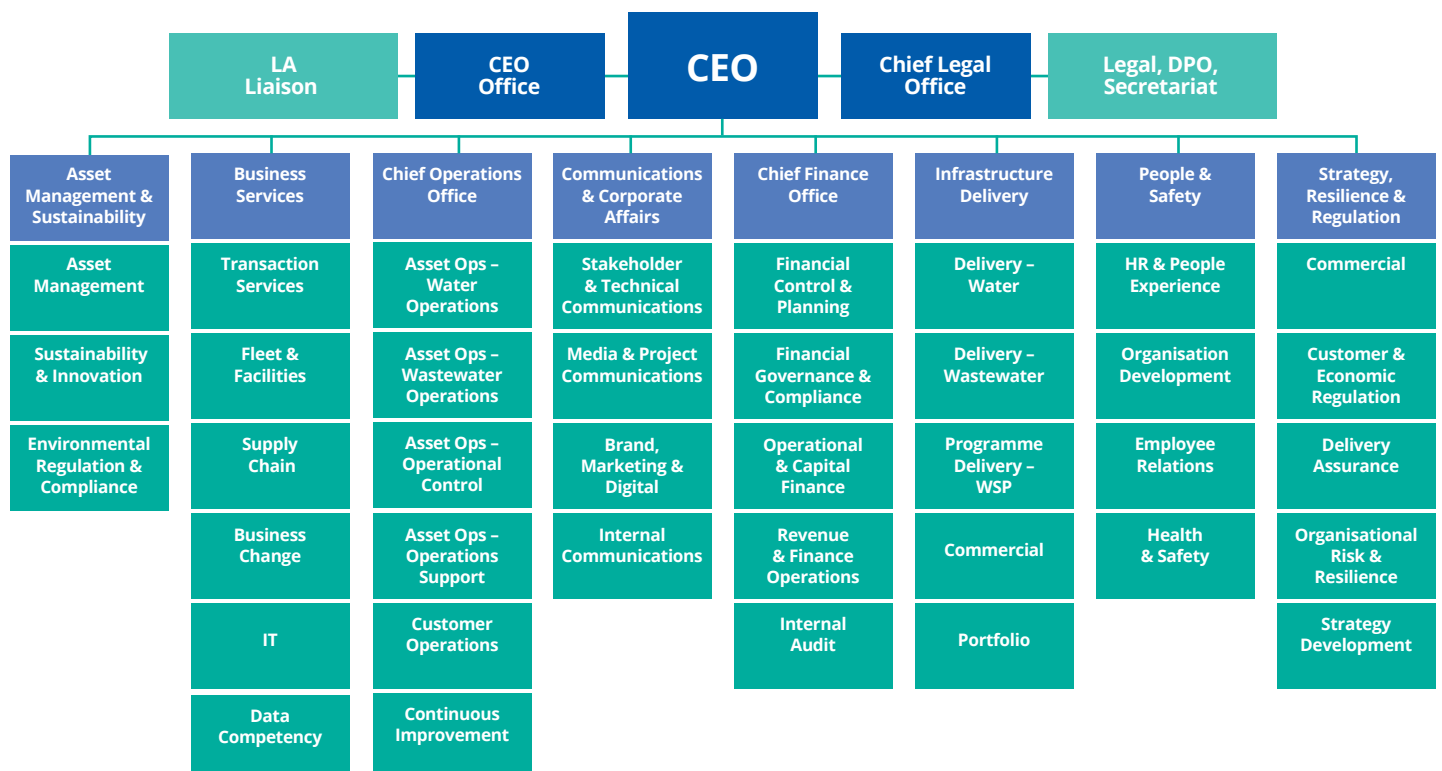
We will continue to evolve and grow to meet future demands on the water sector. We encourage everyone to embrace this change mindset as we continue to adapt, explore new capabilities, and celebrate successes along the way together.

This is the full future organisation structure for Uisce Éireann

The diagram below details all teams in the future Uisce Éireann organisation and how they report to the Chief Executive Officer (CEO). There are eight functions in Uisce Éireann. Each function is led by a Director, shown in the blue boxes below, organised around their core activities and how they best support and interact with one another.

This structure was developed to ensure the most efficient and effective organisation for the delivery and maintenance of Water Services across our communities.

This booklet focuses mainly on the Asset Operations Directorate of Uisce Éireann's Future Organisation Structure. In the rest of this chapter, we have focused on some specific roles and teams within Asset Operations.



A closer look at our Asset Operations structure

Asset Operations is the heartbeat of our organisation.

Every day across the country, Asset Operations ensures that our water services operate effectively and efficiently, bringing vital services to the homes, businesses and communities of Ireland, as Water Services Staff have done for decades.

For the vast majority of Asset Operations staff, the transition to the future structure will take some time to be realised as continuity of service cannot be compromised. The new structure will continue to deliver services locally, enabled by specialised national, regional and local support teams, so our frontline workforce can work more efficiently.

In addition, our future Property Strategy will allow for crucial services, such as inventory and stores, to be located strategically so that equipment and all necessary supporting material is available locally.

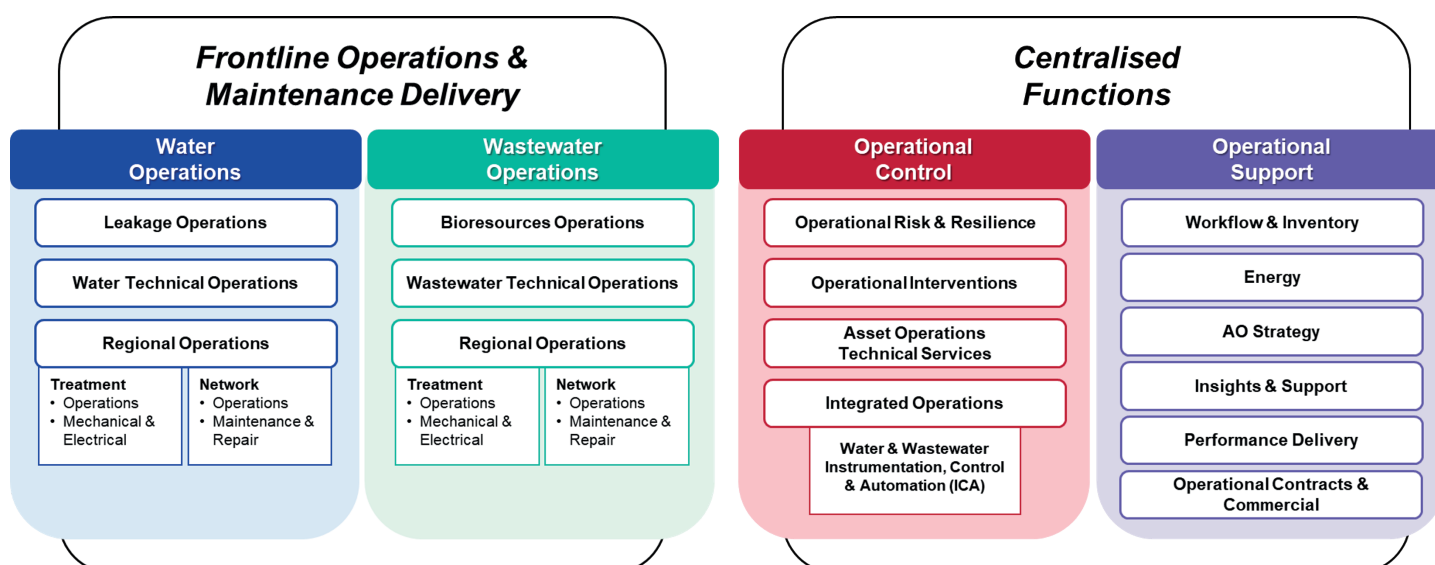
The new organisation structure will deliver more scope for flexibility and opportunities for career progression for staff, while they continue to provide water services for their communities, in their communities.

On the following pages, we outline what some of the Asset Operations roles will look like, how your current activities will fit into these roles, and what we consider will be the likely progression opportunities for you.

The examples will help to give a better idea of key responsibilities and activities, bringing the new structure to life.

In the new Asset Operations Structure, Water and Wastewater Operations will be supported by specialist teams.

Operational Control and Operational Support centralised functions will provide standardised and optimised support services to Frontline Operations. This will reduce the pressure on Regional Operations Staff, allowing them to focus on core maintenance and repair activities.



Operational Control provides planning, control and support across four key areas

Operational Risk and Resilience

Supports the management of operational incidents and develops plans to prepare for future incidents; provides compliance and assurance on operational activities.

Operational Interventions

Carries out capital maintenance activities – for example, areas that are triggered by Regional Operations for minor capital works.

Technical Services

Coordinates Asset Operations input into capital projects, and Water & Wastewater Process Optimisation; provides process science expertise to ensure regulatory compliance and reduce costs.

Integrated Operations

Oversees ongoing development and evolution of the National Operations Management Centre and telemetry strategy; responsible for improving asset monitoring and customer service, managing risk. Also responsible for managing Instrumentation, Controls and Automation tools.





Operational Support provides support to the delivery of service across all Asset Operations functions

Workflow

The Workflow Area is responsible for the management and monitoring of all outdoor work through the full work order lifecycle from planning to closure.

Inventory

Managing our inventory to ensure we get the right materials and stock to the right store locations, at the right time, delivering excellent customer service.

Energy

Supporting energy performance management to ensure the effective and efficient use of energy in operation.

Sustainability & Innovation

Driving the development of sustainability initiatives and enhancements across Asset Operations.

Insights & Support

Delivering best-in-class data management, reporting and insights capabilities. Overseeing delivery of a wide range of administration support activities including Headcount Management, Time & Attendance and Procure to Pay for Asset Operations.

Operational Contracts and Commercial

Manage Operations & Maintenance Contracts and Frameworks. Monitor performance and working with supply chain to account for evolving needs of Asset Operations. Management of DBO (Design-Build-Operate) operational and contractual compliance of Uisce Éireann DBO Operations activities.

Asset Operations Strategy

Coordinating all Asset Operations' strategies and initiatives to develop a clear plan of delivery.

Performance Delivery

Developing improvements to ways of working across Asset Operations and managing the associated changes.

Some Administrative activities will be streamlined, allowing for specialisation

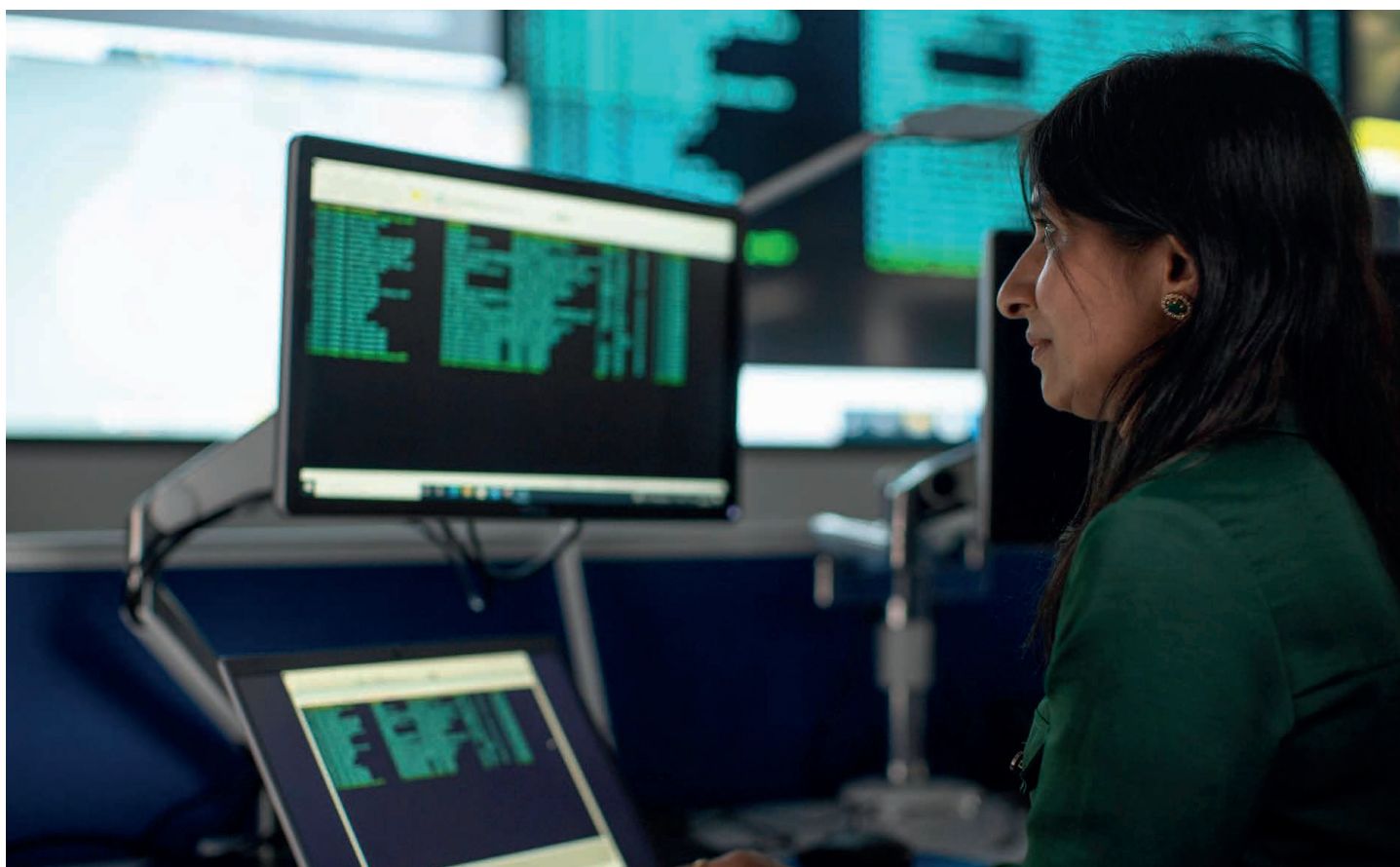
Local Authority's Administration Staff carry out a wide range of activities, nationally, and Uisce Éireann met with all Local Authorities to discuss these activities.

In some Local Authorities, the work is streamlined – individuals mostly work on one or two tasks – whilst in other Local Authorities, individuals may be working on a variety of duties. Much of the administration activities delivered in the Local Authority today will be carried out across Uisce Éireann and there are many opportunities to join these teams.

One of the objectives of the new structure is to focus the workload of operations staff. This means some administrative activities will be streamlined, allowing people to specialise in particular areas. This will create clear career paths. For Administrative Staff, the opportunities exist primarily within the Operations Support area within the Asset Operations Function. There will be an opportunity to specialise in areas such as Workflow, Scheduling & Dispatch, Outage Management, Complaints, Procurement, and Time & Attendance. The Asset Operations Support Function in Uisce Éireann will become a Centre of Excellence in supporting Frontline Operations.

As we begin to see where roles are matched, line management will change, in some cases, as some activities move into the Operations Support and Control teams. For example, if the majority of someone's working week is dedicated to Procure To Pay activities, it is proposed they will become part of a wider Uisce Éireann Insights and Support Team in Asset Operations Support. They will stay in their location under current arrangements, largely doing the same work, but they may stop doing other items that are not related to Water Services. Until an individual transfers to Uisce Éireann or moves out of Water Services, the individual will remain under Local Authority time and attendance systems.

Some Administrative Staff are already moving, both out of Local Authority Water Services, through reassignment back into the Local Authority, or a transfer to Uisce Éireann. These movements have resulted in the streamlining of work and Uisce Éireann supporting Local Authority-based administrative tasks.

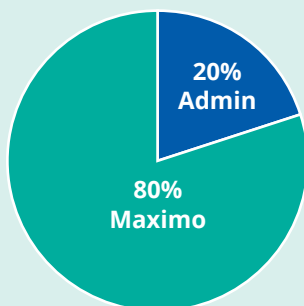
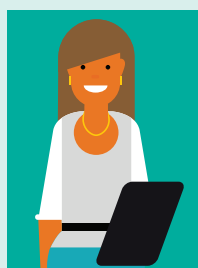


Here are some examples that outline the changes for Administration Staff.

Admin Sample Journey #1:

Staff who transfer to Uisce Éireann

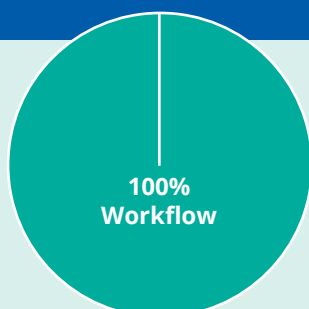
This is Jane Ryan, and her current workload looks like this:



Jane moves into Uisce Éireann Operations Support (Workflow), and her Admin activities will be streamlined within Operations Support.



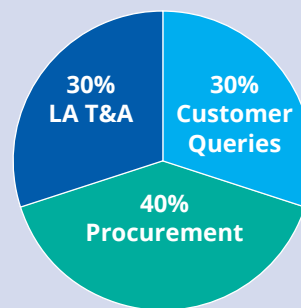
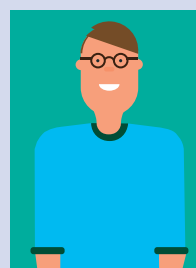
- Jane will have a new role title, reporting line and will be part of the Workflow team
- Previous Admin activities will be redistributed:
 - Local Authority internal admin back to Local Authority
 - Uisce Éireann admin redistributed
- The Local Authority is responsible for non-water-related activities.



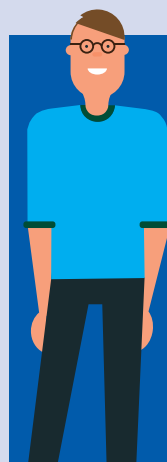
Admin Sample Journey #2:

Staff not transferring to Uisce Éireann immediately

This is Joe Maher and his current workload looks like this:



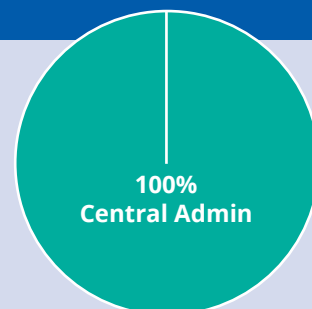
Joe continues work for the Local Authority in Water Services, and his Admin activities are reviewed and aligned to Operations Support, where Joe will match to an end-state role in the Insights and Support team.



- Joe will have a new reporting line
- Some streamlining of activities will occur where they will be reallocated either elsewhere in the Local Authority or into other teams in Uisce Éireann
- Joe may continue to look after Local Authority Time & Attendance (T&A) due to his access to the systems.

End State Workload Structure (at time of transfer to Uisce Éireann before / at end 2026).

If Joe decides to move to Uisce Éireann or opts for re-assignment within the Local Authority, his time spent completing T&A for Local Authority staff is reassigned within the Local Authority.

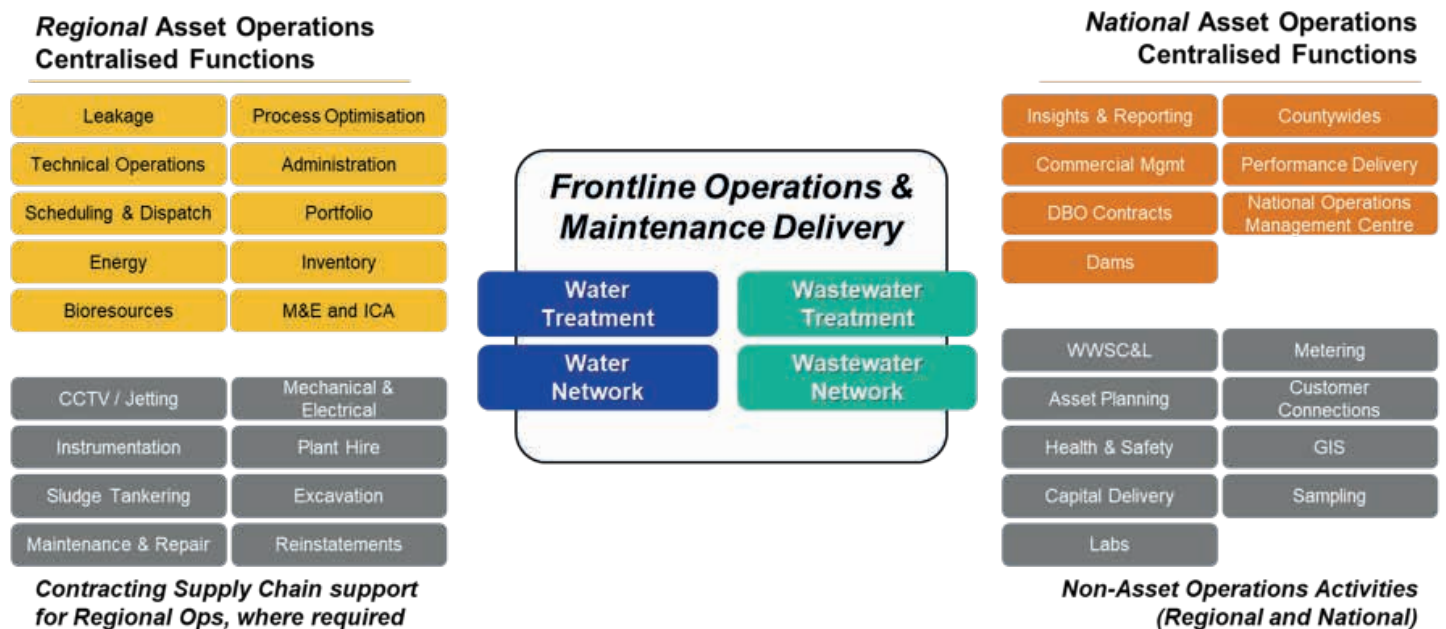


How Frontline Operations will work together with the new support teams

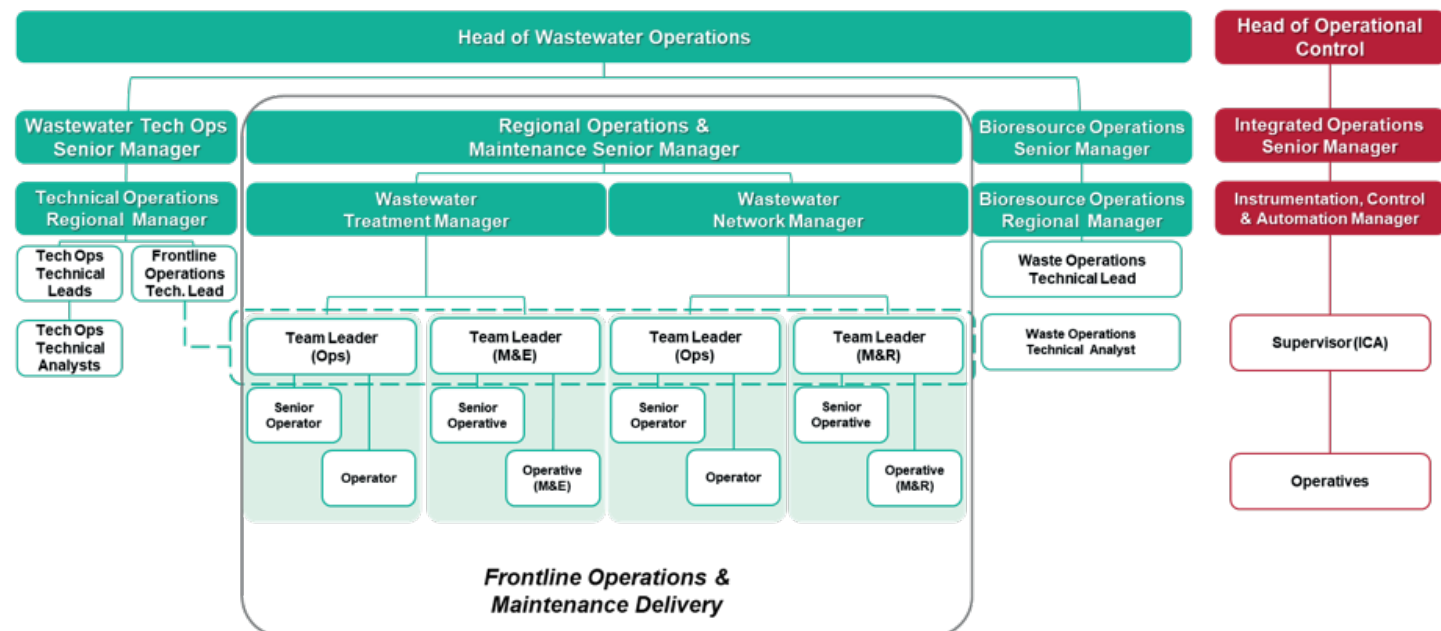
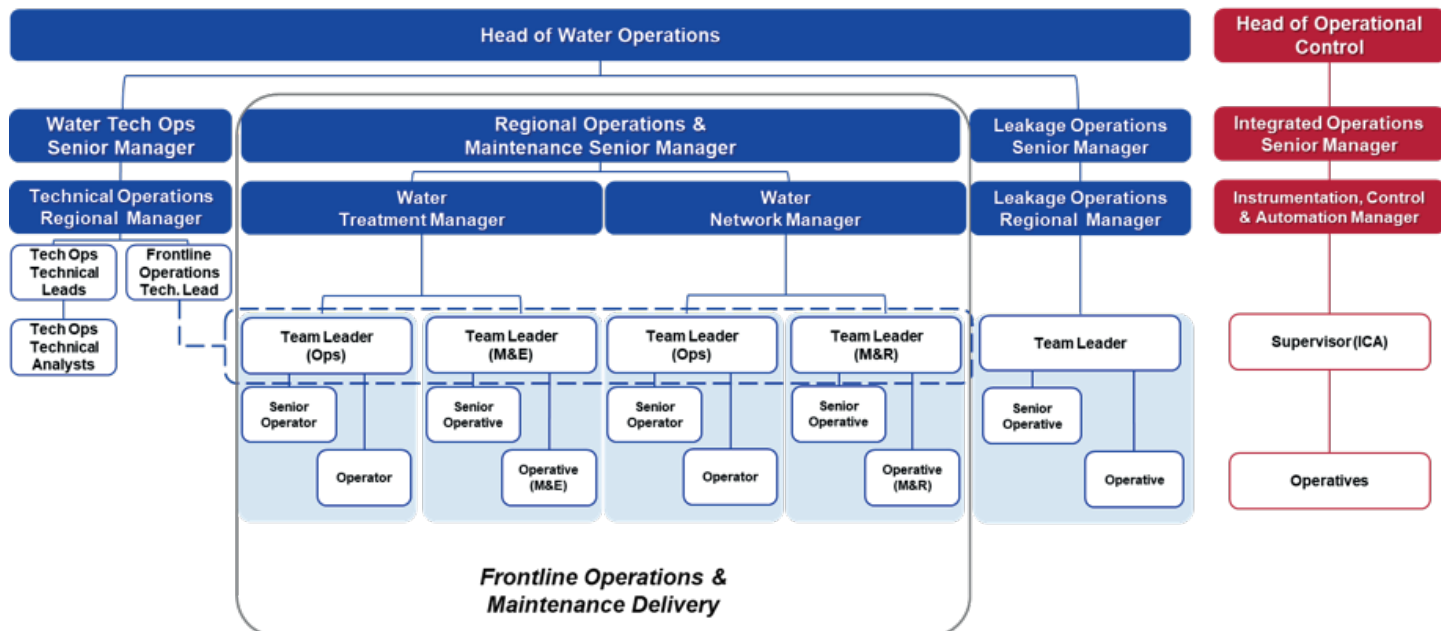
The Frontline Water and Wastewater Operations teams will draw upon the expertise and capability that has been built within Asset Operations and the wider Uisce Éireann business, supporting the delivery of customer service.

For example, the Operations Technical Lead role will support the Team Leader in day-to-day service delivery, whilst teams like Process Optimisation will analyse the performance of our plants and undertake root cause analysis to understand process performance issues.

The Instrumentation, Control & Automation (ICA) team in Asset Control will build a Centre of Excellence capability across the asset base to maintain and enhance our understanding of asset performance. Insights & Support will oversee the delivery of a wide range of administration support activities including Headcount Management, Time & Attendance and the Procure to Pay processes for all of Asset Operations, delivering best-in-class data management, reporting and insights capabilities.



The diagram below shows how the Frontline Water and Wastewater teams will work together with the new support teams.



A guide to future Asset Operations roles

In the following pages we will give you a more detailed view of some of the key roles within this structure.

- **Technical Operations**
- **Regional Operations – Water and Wastewater**
 - New Team Lead roles
 - Operators and Operatives
- **Water Operations – Leakage**
- **Wastewater Operations – Bioresources**



The Frontline Operations Technical Lead oversees issue and risk resolution

What is the Operations Technical Lead role?

The Operations Technical Lead is a key role in overseeing the resolution of any technical and engineering issues and service risks as they arise within the region.

The role will report into the Uisce Éireann Technical Operations Regional Manager and plays an important role in linking Operations & Maintenance Management, Team Leads and wider Technical Operations Teams together.

What is expected in this role?

Leads will integrate into Regional Operations, Managers and Team Leads in the local delivery of services and provide local support on Technical, Engineering and Customer complex issues.

They will also play a key role in coaching and mentoring the development of Team Leads.

They will support transformation of key areas such as health and safety, budget and procurement, people, customer service and assets, delivering transformation and operational performance and stakeholder engagement.

Who is the role suited to?

Engineering & Technical Staff involved in the day-to-day operations of assets within both Water and Wastewater will mainly be suitable for this team.

They will continue the work they do today and will transition from their current role to the new roles over time to ensure stability to the service is maintained.

Some examples* of suitable Local Authority roles include Senior Executive Engineer, Executive Engineer, Chief Technician, etc.

**Not an exhaustive list*





The Team Lead role is a new and important role in Uisce Éireann

What is the Team Lead role?

The Team Lead role will sit in Frontline Operations and be a critical link between field crews, operational management, and other functions across Uisce Éireann.

The role will report directly into Uisce Éireann Water or Wastewater Operations senior management teams at a regional level.

The focus will be on people, safety, time and budget management, along with frontline operational delivery.

Operations Technical Leads and other functions across Asset Operations will support this role, helping with technical issues, administration, and procurement to free up Team Leads to focus on frontline delivery.

What is expected in this role?

Team Leads will be focused on supervising the delivery of work – prioritising safety, managing budgets, supporting scheduling, rotas, and work orders for their team. They will be responsible for ensuring the safety of everyone they are supervising, with a critical role in Health & Safety compliance.

They will help build capability in their teams, enabling them to identify opportunities for progression and development.

They will be responsible for implementing changes on the frontline that will directly impact the service delivered to communities.

It will be a hands-on role and both people management skillset and technical experience will be recognised and valued.

Who is this role suited to?

This role will be suited to those who are good at managing people in the field and who are interested in embedding new and enhanced ways of working.

This role will offer flexibility for future career opportunities in teams such as Technical Operations, and with the ability to progress to regional operations management in time.

This role offers an opportunity to make a positive difference, both to the communities we serve and to the teams you will lead.

Operators and Operatives are the backbone of Water Services in our communities

What is the Operator / Operative role?

Water and Wastewater Operators will focus on operating our plants and managing the networks. They deal with incidents in communities to ensure continuity of Water Services and protect public health.

Operatives are involved in the maintenance and repair of Uisce Éireann assets to enable the continuity of this service to customers.

Operators are involved in the day-to-day operation of Uisce Éireann assets to deliver the service to customers. This can include support from process optimisation to improve the operation and efficiency of treatment plants and from technical operations supporting day-to-day delivery. The service provided by most frontline workers will stay the same.

What is expected in this role?

If you are a frontline worker today, who is in a specialised role, your responsibilities may get broader and there will be support for any additional training or upskilling, and greater opportunities for development and career progression.

There will be more investments in equipment and improved facilities to work in.

Over time some new ways of working and technology will be introduced that will make your job easier and alleviate pressures. Changes will not be made without consultation, in line with normal procedures.

Who is this role suited to?

In our future organisation structure, we will build specialisms and efficiency through the streaming of work and roles. All frontline operators and operatives will be streamed into water or wastewater, plants or networks and operations or maintenance.

We need as many people as possible who are working in Local Authority Water Services today to join Uisce Éireann, as you have valuable skills and knowledge that is needed in these roles.

This role offers an opportunity to make a positive difference to the communities we serve.





Leakage Operations workers are essential to Water Services

What is the role Leakage Operations?

People involved in Leakage carry out Leak Detection activities and repairs to watermains, service pipes, valves and meters.

The Leakage Operations sub-area is responsible for the regional operational management of planned leakage activities and ensuring District Metered Area (DMA) availability and operability, as well as using the Leakage Management software to make the best use of our resources and accurately target leaks in the field.

The planned activities include leak detection within DMAs, fixing those identified leaks, managing pressure to reduce leakage and coordinating capital leakage interventions such as watermain replacement.

What is expected in this role?

Today, work continues as-is, with frontline teams consisting of experienced Local Authority Water Services Staff, those transferring from Local Authority to Uisce Éireann and new staff recruited directly by Uisce Éireann.

In the short to medium term, there will be some change to ways of working for Operations Staff. In the new Uisce Éireann Organisation Structure, work within the Asset Operations function will continue in a similar manner to the ways of working carried out under Local Authorities, with improved technology to assist in the work.

Operational staff will continue to work in their normal locations, treatment plants and depots as they currently do, and the dedicated leakage teams under a Leakage Team Lead will be organised in due course.

Who is this role suited to?

Leakage Detection activities are a very important element of our work, and we expect to expand them over the coming years to ensure we address the challenges facing us in the management of our water networks.

Leakage Detection Operatives are very skilled and have a hugely important role to play and we are very keen to build upon the good work already completed by Local Authorities and by Uisce Éireann over the years by ensuring as many as possible of the leak detection and leak repair teams join Uisce Éireann and continue this work.

There is great job satisfaction to be gained in the Leakage Operations team and we intend to make good use of the knowledge and experience of the Local Authority Staff, with improved technology and equipment, and with good organisation of our teams, to make this a very fulfilling and interesting role in the long term.

The Bioresources Technical Lead is responsible for managing and monitoring waste compliance

What is the Bioresources Technical Lead role?

The role will report directly into the Bioresources Operations Technical Manager, and Uisce Éireann Wastewater Operations Senior Management Teams at a regional level.

As well as the management and active monitoring of waste compliance within Uisce Éireann, the Bioresources Technical Lead is responsible for liaising with Operational Contract Management as required to ensure compliance with current and future regulations affecting waste activities.

What is expected in this role?

Technical Lead will be responsible for monitoring and auditing of waste (wastewater and water sludge) recycling and disposal activities to ensure Uisce Éireann's compliance with Environmental Regulations and laws.

This role will drive the operational plans for Bioresources that come from Uisce Éireann's National Sludge Strategy, including the development, implementation and support of operational changes and efficiency initiatives for better waste management and compliance.

They will be responsible for managing incident responses, providing legislative advice and training, and coordinating operational adjustments to safeguard public health and the environment.

It will be a hands-on role with both people management skillset and technical experience recognised and valued.

Who is this role suited to?

This role will require a minimum of 5 years direct experience within waste management role (desirable). The work is suited to those who are good at managing people and who are interested in embedding new and enhanced ways of working.

This role offers flexibility for future career opportunities in teams such as Technical Operations, and with the ability to progress to Regional Operations Management, in time.

You will have the opportunity to make a positive difference, both to the communities we serve and to the teams you will lead.





The Scheduling and Dispatch Coordinator provides a critical support role

What is the Scheduling and Dispatch Coordinator?

In any given week, thousands of work orders are generated, covering everything from outages to leak detection. This role coordinates all the frontline activity to make sure the issues are resolved for customers.

There will be a focus on producing schedules for operational activities, maintenance, and repair work.

This role will be dedicated to running operations efficiently, optimising resources and improving performance on the ground.

What is expected in this role?

Regionally based in the Workflow Team, you will be the key person connecting our customers and communities with Uisce Éireann crews. Many of the activities required in this role may be ones you already do now.

You will manage all work orders using the Uisce Éireann scheduling system, helping to optimise workload, meet work priorities and manage resourcing constraints.

In the shared organisation you can play a part in designing new processes that improve how work is managed and be involved in the transformation of service delivery in the future.

Who is this role suited to?

This role is for those who want to play a key part in supporting frontline managers, team leads, operators and operatives to deliver excellence in water services to all local communities.

This role gives the opportunity to build further experience and skills such as People Management through manager shadowing and on the job learning and coaching.

There is a clear career path from Coordinator to Supervisor, and lots of opportunities to move into other functions.

You will also be in a supportive team environment with opportunities for training and hybrid working.

What do these changes mean for me and my current role?

Uisce Éireann has ensured there is a role for everyone in water services and, for most staff, there will be little change in the short-to-medium term. For staff who will see changes sooner, there will be support and training provided throughout each phase of the change.

Over the past year, a team from Uisce Éireann has been visiting all 31 Local Authorities to understand the roles carried out by every member of Water Services Staff across the country.

The assessment has allowed us to fully understand how to best plan our future organisation structure in each area, based on the roles and skillsets required. Each member of water services staff will have a conversation with their line management from the Integration & Management Team (I&MT) who will explain how their role will feature in the new structure.

Continuity of service is the priority for Uisce Éireann, allowing our communities to thrive across the country. Uisce Éireann needs and wants all staff to remain in Water Services, to enable this continuity and to grow our shared organisation together.

Uisce Éireann plays a pivotal role in Ireland's social and economic development. It will take a multi-annual, multi-billion investment to bring our assets and infrastructure to a desired standard. Your experience, skill and knowledge is crucial to achieving our commitment to providing the highest standard of water services to our communities.

On the next page you will see a planned timeline for activity across 2024-2026.



Detailed changes to our future ways of working

New ways of working will be required to enable frontline operations to work even more efficiently and effectively.

These changes will happen gradually and over time, in consultation, and will be delivered via a number of initiatives across five workstreams, aligned to the timelines on the previous page.

O&M Management	Dedicated roles specialising in a single service area	New roles and responsibilities to enable flexibility	Performance management driving continuous improvement	Improvement initiatives identified and implemented	Adoption of standardised systems & technology
O&M Field Force	All work managed within Maximo and completed on HHUs	New standardised tasks defined and held in Maximo	Start & finish from home	Optimised crew sizes	Field Force roles defined, with some new specialisations
Work Management	Dedicated roles for scheduling	Standard job times, improving productivity and schedule optimisation	Effective deployment of resources	Decreased non-productive travel time	Effective sizing of work groups against geography
Stores, Inventory & Logistics	Integrated stores & inventory management	IT capability supporting integrated stores & inventory management	Logistics infrastructure for distribution and storage of stock & inventory	Standardised policies, processes and procedures and item master	Fully stocked fleet to enable "1st time fix" and work productivity
Health & Safety	Leadership driving a health & safety culture	Structured OH3 approach to support safe design, maintenance & operation of assets	National Safety Management System to enable safe ways of working	Driving safety performance focusing on risk, competency & resourcing	National approach across People & Safety



Chapter 3:

Benefits of joining Uisce Éireann and Additional Information

Additional information about Uisce Éireann and the answers to some frequently asked questions.



A Guide to Uisce Éireann Benefits to those transferring

Uisce Éireann offers you a range of benefits focused around financial, physical and emotional wellbeing including our core benefits on both Uisce Éireann and Mirrored Pay Models.

All transferring Local Authority Staff will retain their existing terms and conditions.

Core Benefits:

- Pension Scheme – Pension is protected
- Additional Superannuation Contribution (ASC) is not payable in Uisce Éireann
- Sick Pay Scheme – 6 months full pay, 6 months half pay
- Income protection / Death in Service
- Educational Assistance
- Learning & Development courses
- Retain current annual leave plus standard Uisce Éireann 2.5 company days
- Paid Marriage / Civil Partnership Leave
- Enhanced Maternity Pay
- Paid Paternity Leave
- Compassionate Leave
- Other statutory leave



Financial Wellbeing:

- €3,000 on transfer from Local Authority (one-off)
- Overtime
- Employee's Credit Union
- Tax Saver Ticket
- Home Computer Purchase Discount
- Microsoft Home Programme scheme
- AXA Insurance Group Scheme
- Christmas Saving Facility
- Onsite Banking: Bank of Ireland
- Professional Subscriptions



Physical Wellbeing:

- Hybrid Working (indoor workers) – 3 days working from home
- Cycle to Work Scheme
- Flu Vaccinations
- Group health scheme: VHI, Irish Life, LAYA
- Eye Care Provision
- Digital Doctor Service
- Health Screening



Emotional Wellbeing:

- Eye Care Provision
- Digital Doctor Service
- Health Screening
- Employee Assistance Programme
- Mental Health First Aiders
- Time to Talk Programme
- Wellbeing Initiatives

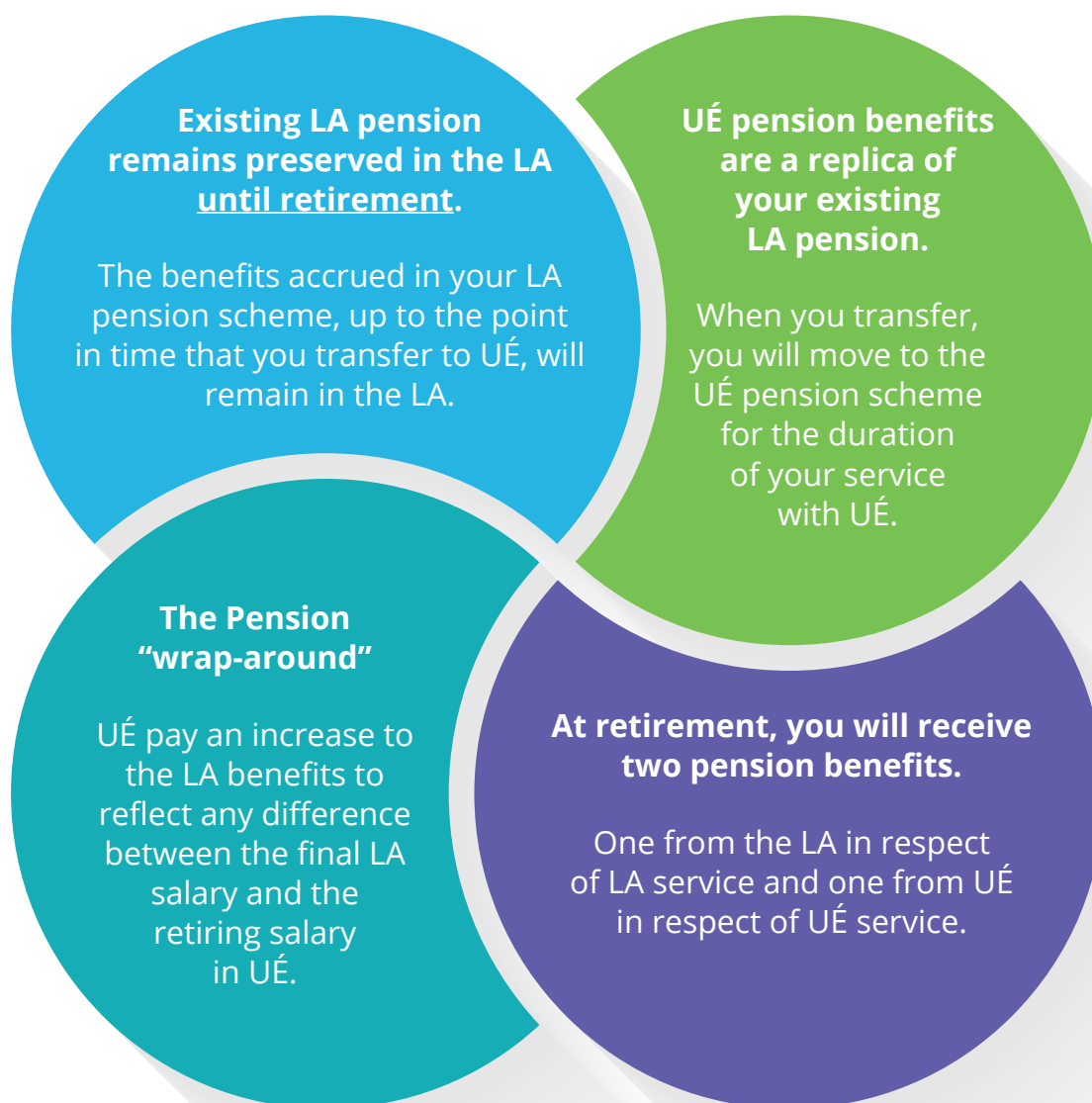


Uisce Éireann and Local Authority Pension Benefits

The Uisce Éireann Pension Scheme and its relationship with the Local Authority Pension Scheme was established and set out in legislation in 2013.

All existing benefits and terms and conditions in the Local Authority Pension Scheme have been replicated in the Uisce Éireann pension scheme.

Main points to note:



All Local Authority retirement benefits will be replicated in Uisce Éireann, including Professional Added Years (PAYs). Entitlement to PAYs is based on the former position within the Local Authority and will not be impacted by a move to Uisce Éireann. Any PAY entitlement is shared on a pro rata basis between the Local Authority and Uisce Éireann based on the service in each organisation.

Additional Superannuation Contribution (ASC) (formally known as the pensions levy) is not payable in Uisce Éireann.

Allowances, Overtime, Standby, and On Call information*

Staff will transfer to Uisce Éireann on their existing terms and conditions, choosing either Pay Model.

On promotion, the individual will move to Uisce Éireann terms and conditions for that role, which may or may not include overtime.

Uisce Éireann definitions around out-of-hours working are outlined below:

- **Overtime** – Work done outside of regular working hours and is variable, with certain exceptions such as regular and rostered overtime.
- **Variable overtime** – Overtime that comes up on occasion. It is outside of regular working hours and can vary from year to year. For example, it is not planned or structured if an incident occurs (burst) and there is a requirement to get work done. If this work is ongoing past 5pm, overtime may be offered to finish the job. Uisce Éireann does not currently foresee a drop in the overtime levels required to maintain water services.
- **Emergency On Call** – Applicable to certain roles and relevant overtime rates apply.
- **Rostered or Structured Overtime** – This is where work is required to be undertaken and is planned to take place outside of regular working hours, including Saturdays / Sundays / Company Days / Bank Holidays.
- **Standby/On Call** – This is a weekly payment for those who are available on a call-out basis. It is paid regardless of whether people are called out or not.
- **Allowances** – Allowances are applied to specific roles. There are a variety of allowances payable in LA water services and these transfer with the individual.
- **Acting** – This arises when an individual is paid a higher grade for a period or to perform a specific task or activity. This can be a short- or long-term agreement.

**These policies apply to Uisce Éireann staff only.*



Out of Hours / Standby On Call

Uisce Éireann is currently reviewing its OOH policy so that it can standardise it in-line with the future growth of the organisation and the new structure being established to facilitate this growth. The policy, when finalised, will be rolled out nationally. As part of the process, there will be extensive engagement with the relevant stakeholders.

The process to form this policy is taking cognisance of risk to service and steps will be put in place to mitigate any risk to service stability during implementation when the new policy has been fully finalised.

Uisce Éireann is looking to standardise the following:

OOH Standby & Callout Rotas

Standardising the OOH Standby and Callout Rota will ensure that there is the capacity to respond out of hours and that appropriate staff are available. It will ensure that staff are not always on call and that the right people are available at the right time. It will also ensure all staff will be compensated fairly for the inconvenience.

The proposal to standardise the OOH policy will also consider setting out circumstances under which payments will be made and what payments should be.

The following key features are proposed in the new policy:

- **Rota Arrangements:** Defines and makes provision for Regular, Emergency, and Ad-Hoc Standby and Call Out Rota Arrangements
- **Regular Standby & Call Out Rota target**
- **Standardised Standby Allowances (Not Pensionable)**
- **Call Out Overtime:** will be payable to grades eligible for overtime.
- **Governance:** Includes Governance and Approval procedures for Rotas and associated payments
- **Roles & Responsibilities:** Defines Line Management & Employee Roles and Responsibilities
- Non-pensionable allowances and minimum call-out payments will also be included.

Note: *As per the framework agreement any overtime that is currently pensionable will remain so.*

**These policies apply to Uisce Éireann staff only.*

Additional Information

What is the process for moving from the existing Local Authority operational structure to the enduring Target Operating Model?

We will stand up new areas of the business to support Frontline Operations, such as Operational Support. Existing jobs will be simplified by moving out some tasks to sit with new functions and teams. We will put our management and team lead structures in place, and support them to develop into their roles, before slowly, and over time, transitioning to the full future organisation structure.

What is the appeals process if I think I have been assigned to a role that does not match my current role or activities?

If you believe you have been assigned to a role that does not fit with your role or activities, you may query this with us. The query will be reviewed, and a final outcome furnished to you within two weeks.

What existing Local Authority Roles will be mapped into the Team Lead roles?

The Team Lead role is a new position within the future organisation structure. It is an important role in the day-to-day activities of water and wastewater operations. It is anticipated that roles that are aligned to an E grade can be eligible for the Team Lead role, however, it is most likely that the Team Lead role will be matched from those who are currently undertaking frontline supervisory Operations activities.

How will out of hours working be managed?

In time, Uisce Éireann will move towards standardised Out of Hours (OOH) arrangements across the country, but the current arrangements will be maintained following transfer of responsibility for water services from Local Authorities to Uisce Éireann. This will mean current individual local OOH arrangements within each water services area will remain largely unchanged on transfer. Uisce Éireann is working on an enduring solution, our policy will be formulated in Q2 2024, with implementation over a longer period.

Can I transfer to Uisce Éireann at a later date after being reassigned in Local Authority?

As per the Framework for the Future Delivery of water services relates to current water services staff only, therefore those who choose to be reassigned to various functions in their local authority cannot then choose to transfer to Uisce Éireann.

How will Uisce Éireann accommodate Staff who decide to transfer or join the Organisation?

We have identified potential locations for additional office and Operational Centres that will accommodate Water Services Staff across the country.

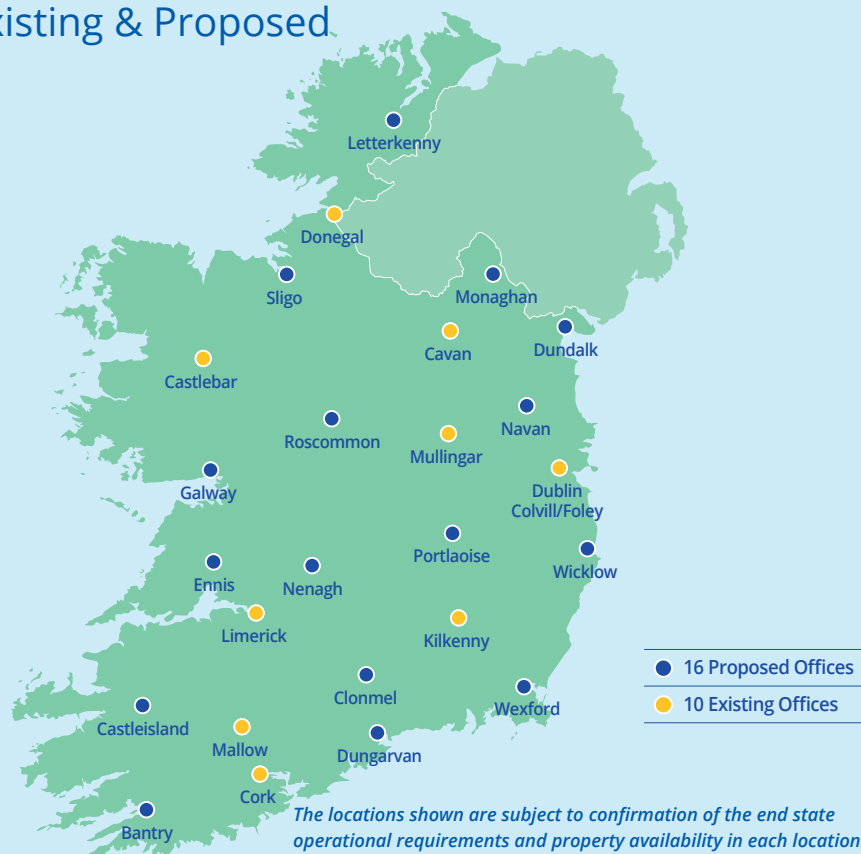
Our current property footprint is not localised enough and needs to be expanded to meet future capacity, so an additional 16 new offices will be added to our current 10 office locations.

We also have a network of Asset Operations sites that can accommodate operational staff. We expect to build out an additional 35 – 40 Operations Centres and Stores located throughout Ireland which will enable Water Services Staff to remain in their localities, working closely alongside their communities.

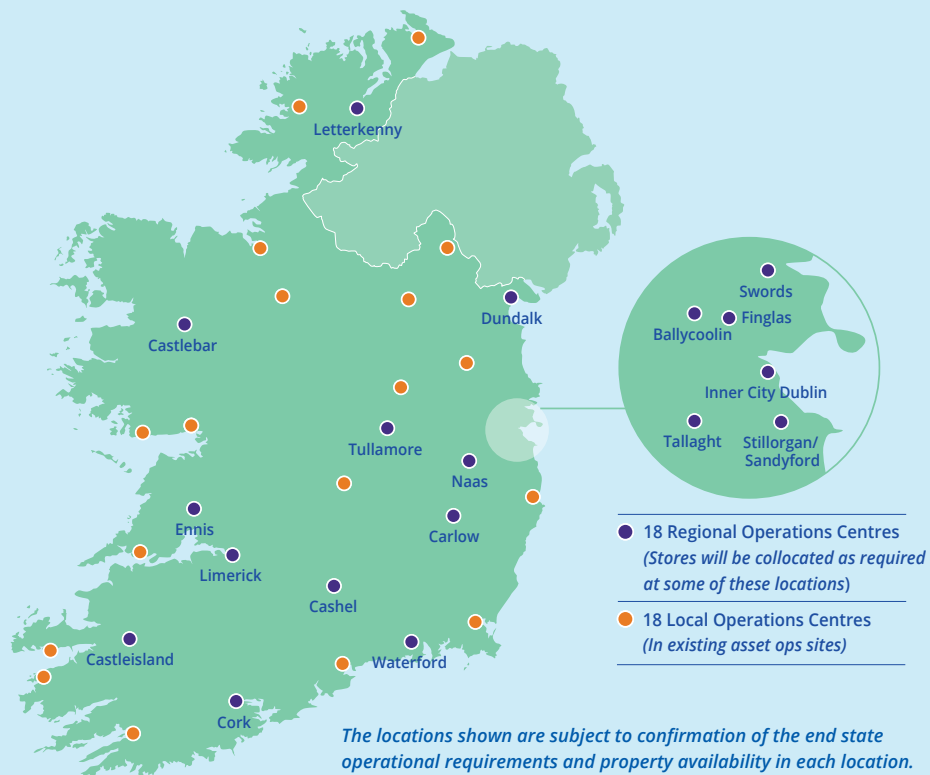
**These policies apply to Uisce Éireann staff only.*

Locations of Offices

Existing & Proposed



Locations of Proposed Operations Centres & Stores



Chapter 4:

Next steps for transferring to Uisce Éireann

The process to transfer to Uisce Éireann and contact information.



We are ensuring the skills and knowledge of Water Services Staff are central to forming the new structure

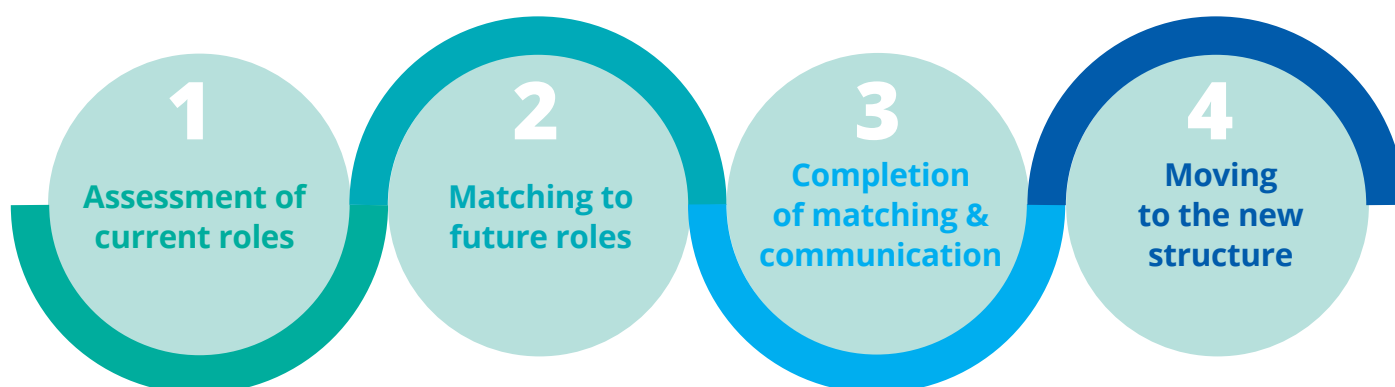
Understanding existing Local Authority roles and activities is a vital component of bringing the new teams to life.

It was important for Uisce Éireann to understand how staff across all 31 Local Authorities work delivering water services in their communities, including how staff work together across various teams.

Uisce Éireann wants all staff in water services who are eligible to transfer to join the new organisation. The skills, knowledge, relationships and experience are required to continue to deliver a safe and quality water service for the communities we all live in.

To design a structure that will deliver the best results, Uisce Éireann benchmarked against water utilities of similar sizes, geographical areas, and population sizes.

All of this is being delivered in four key phases – assessment of current roles; matching existing water services roles to future roles; complete the matching of these roles and communicate to staff; and the phased move to the new structure.



Four key phases of moving to the new structure.

1. Assessment of current roles

A local, regional and national review was completed with Local Authority Management, Regional Operations Managers and the Integration & Management Team to understand the structure, roles and activities across Water Services.

2. Matching to Future Roles

Individuals were matched to a role based on activities fulfilled and validated against business requirements in conjunction with the Regional Operations Managers, HR and the Regional Scheduling Team.

3. Completion of Matching & Communication

Conversations will be held with Integration & Management Team to confirm the matching outcome or to consider alternative roles, where options are available. Matching is finalised once individuals have had an end-state role confirmed and issued with Uisce Éireann contract.

4. Moving to the new structure

A plan to support individual's transition will be communicated. In some cases, teams or areas will make an earlier transition and in other cases, transition may take longer and will include interim arrangements.

Summary of confirming new roles

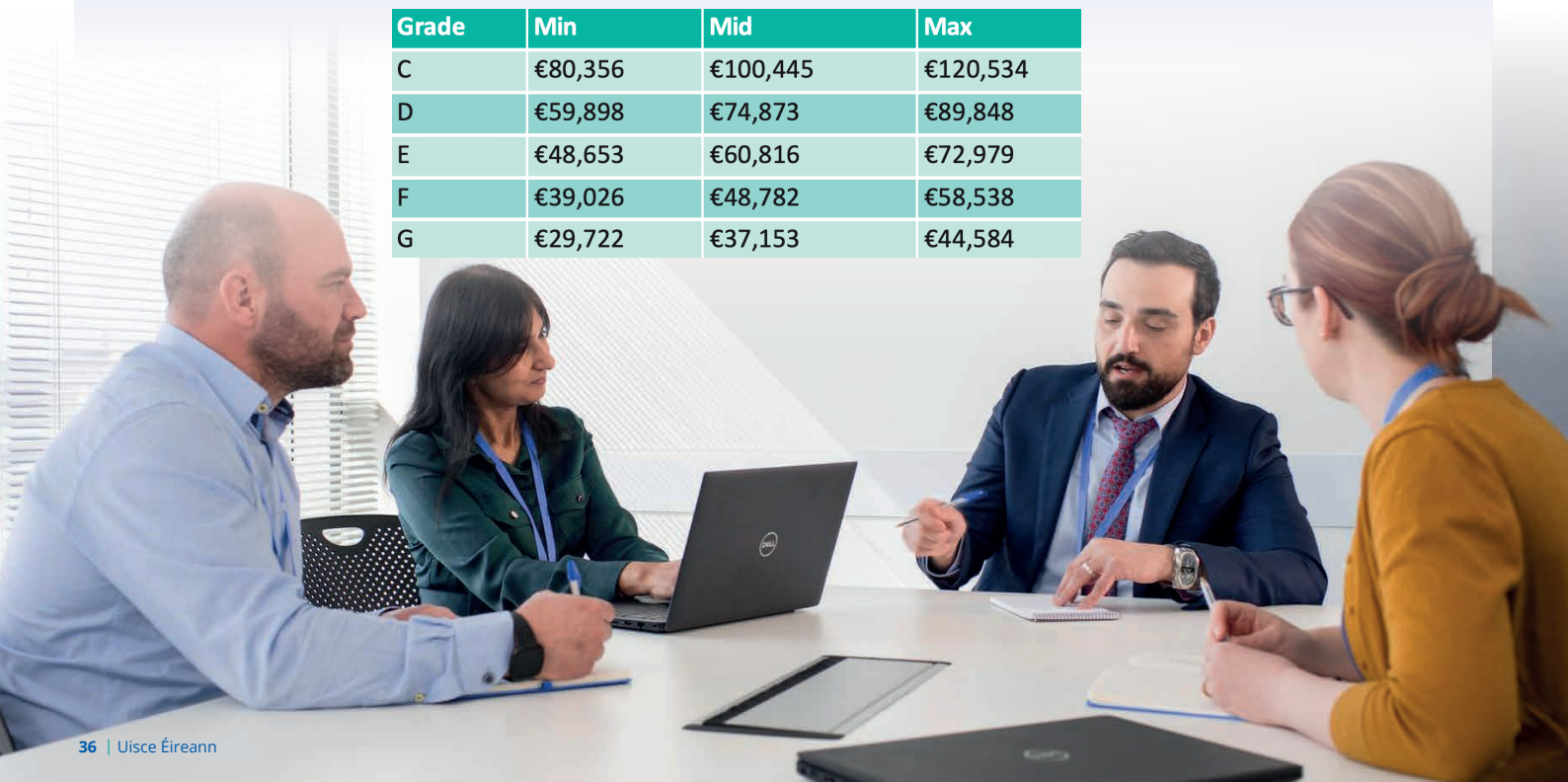
- There is a role for everyone interested in transferring to Uisce Éireann.
- Operational stability is a key consideration when matching and assigning personnel.
- Staff who spend 50%, or less, of their time in Water Services are not eligible for transition to Uisce Éireann.
- Roles are matched by activity and then by grade.
- Both populated and vacant roles have been matched.
- Roles are matched based on your activities most undertaken day-to-day, where this could be identified.
- All Water Services Staff will match or be assigned to a role within their grade and competence.
- While people will match to their role in the future organisation structure, they may be required to continue in their existing role, for a period, to ensure service stability.
- Some people will match to more than one role in the future organisation structure, in such cases people will be matched or assigned to the most suitable role from an individual and organisational perspective.
- Individuals can only transition to a role at a grade aligned with their current grade.
- You cannot be promoted or demoted in the matching exercise.
- An appeals process will be put in place to resolve issues, if required.

Uisce Éireann Pay Ranges Grading existing Local Authority roles in the new structure

Most Local Authority roles matched to Uisce Éireann roles will span across four Uisce Éireann pay grades, namely Grades G to D. Uisce Éireann's future structure will not feature as many variations in named roles as previously seen within the Local Authority structures, therefore a multiple of those traditional roles will match to the same grade within Uisce Éireann.

As part of our initial analysis, Uisce Éireann had matched or assigned most operational roles to grades within our existing grading structure.

Grade	Min	Mid	Max
C	€80,356	€100,445	€120,534
D	€59,898	€74,873	€89,848
E	€48,653	€60,816	€72,979
F	€39,026	€48,782	€58,538
G	€29,722	€37,153	€44,584



The process to transfer to Uisce Éireann

Interest in joining Uisce Éireann

To consider transferring employment to Uisce Éireann, complete the Interest in Transfer – Data Collection Form at the end of this booklet.

Return this form:

- By post – send to **LA Liaison Team, PO Box 900, Uisce Éireann, Webworks, Eglinton Street, Cork, T12 YHR3**
- By email – photograph the completed form and send as an attachment to **LStaffqueries@water.ie**
- In person – **at the next briefing session with Uisce Éireann.**

Personal Employment Information

Submitting the form will authorise Uisce Éireann to request the collection of personal employment data from your Local Authority.

The following information is required to create your new contract:

- Your contact information
- Your current terms and conditions including leave entitlement/parental leave
- Your working arrangements e.g. full/part time
- Your pay and pension information
- Overtime, allowances and mileage information.

Transfer

Uisce Éireann will contact your Local Authority HR Department for verification of the above data – this can usually take a few weeks and we would ask people to advise their Local Authority of their intention to transfer as soon as possible.

Once the above data is received from your Local Authority HR Department, a new contract will be issued from Uisce Éireann, which you will sign and return.

You will need to provide written notice to your Local Authority HR Department of your departure/transfer date.

Onboarding process then commences.

How Uisce Éireann will support you through the transfer process

Ongoing communication regarding role matching to the Future Organisation Structure

The I&MT leads and the Uisce Éireann Programme Team will communicate role matching, end-state teams and locations to all Water Services Staff. Confirmation of Role Matching Conversation Letter will be issued (see example of same on next page).

HR Conversation

If you have not previously had a 1-2-1 conversation with HR, regarding pay model options, terms and conditions and any other HR-related queries, you can register for one by following one of the following options:

- Email **LStaffQueries@water.ie**
- Fill out a 'Register for HR 1-2-1' form online **www.water.ie/framework**
- Call **01 237 2966**

Points of Contact

Point of Contact team members are available to provide high level updates and guidance on the process to transfer.

This is the letter you will receive from Uisce Éireann after the role matching conversation



PERSONAL PRIVATE & CONFIDENTIAL

Dear NAME

DATE

I wish to confirm, as per the Framework for Future Delivery of Water Services, your existing base salary and your terms and conditions including your leave entitlements remain unchanged.

If you decide to join the Uisce Éireann pay model you are eligible for a performance related award and annual pay progression. If you choose to join Uisce Éireann on a 'mirrored' Local Authority Pay Model you will follow the Local Authority structures and any future public sector pay agreements.

The Additional Superannuation contribution does not apply on transfer to Uisce Éireann. This is the case no matter what pay model you choose.

As discussed, you will transfer along the following lines:

Role:

Reporting Manager:

Location:

While you map to the role outlined above you will continue to conduct the activities and responsibilities of your existing role until advised by Uisce Éireann. To ensure operational stability, a degree of flexibility will be required and, you may be reassigned if required to cover other network and assets in the locality subject to operational requirements.

To begin the process towards transfer to Uisce Éireann, please complete the 'Interest in Transfer - Data Collection Form'. You can return this form:

1. By Post: Filling the form in the back of *Guide to Uisce Éireann's Future Organisation Structure* Booklet and either return by post to: LA Liaison Team, PO Box 900, Uisce Éireann, Webworks, Eglington Road, Cork, T12 YHR3
2. By Email: Photograph the completed form and email as an attachment to lastaffqueries@water.ie

As the next step, we will request the transfer of your personal employment information from your Local Authority. This data is used to facilitate the creation of your new employment contract with Uisce Éireann. The data types that will be sent to us are as follows:

- Your contact information
- Your current terms and conditions including leave entitlement / parental leave
- Your working arrangements e.g. full / part-time
- Your pay and pension information
- Overtime, Allowances and Mileage information

If you have any queries relating to this data transfer, please contact the Uisce Éireann Data Protection Officer at dataprotection@water.ie. Once the data transfer process has been completed, a contract setting out your terms and conditions of employment with Uisce Éireann, will be issued to you.

Should you have any queries in relation to this correspondence, please contact us via email LStaffqueries@water.ie or telephone 01 2372966.

Regards

Integration & Management Team

'cc HR Dept, Uisce Éireann

Uisce Éireann
Teach Colvill
24-26 Sráid Thalbóid
Baile Átha Cliath 1
D01 NP86
Éire

Uisce Éireann
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Stiúthóirí / Directors: Tony Keohane (Cathaoirleach / Chairman), Niall Gleeson (POF / CEO), Christopher Banks, Gerard Britchfield, Liz Joyce, Michael Nolan, Patricia King, Eileen Maher, Cathy Mannion, Michael Walsh.
Offig Chláraithe / Registered Office: Teach Colvill, 24-26 Sráid Thalbóid, Baile Átha Cliath 1, D01 NP86 / Colvill House, 24-26 Talbot Street, Dublin, Ireland D01NP86
Is cuideachta ghníomhaíochta ainmnithe atá faoi theorainn scaireanna é Uisce Éireann / Uisce Éireann is a designated activity company, limited by shares.
Cláraithe in Éirinn Uimh.: 530363 / Registered in Ireland No.: 530363.

Interest in Transfer – Data Collection Form

Please complete this form to consider transferring employment to Uisce Éireann.

Uisce Éireann Interest in Transfer – Data Collection Form

PLEASE USE CAPITAL LETTERS

Complete all fields marked with *

Preferred Pay Model*:

Pay Model A
Uisce Éireann Pay Model

Pay Model B
Mirrored Local Authority Pay Model

I wish to begin the process towards transfer to Uisce Éireann in*:

(Insert Month)

(Insert Year)

Signature*

Date* (DD/MM/YYYY)

Print name*

Contact telephone number*

Email address*

Local Authority*

Position/Title (current position/title in Local Authority)*

Grade (current Grade in the Local Authority)*

Submitting this form will authorise Uisce Éireann to request the transfer of your personal employment information from your Local Authority to create your new employment contract.

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- By post to: **LA Liaison Team, PO Box 900, Uisce Éireann, Webworks, Eglinton Street, Cork, T12 YHR3**
- By email: photograph the completed form and send as an attachment to **LStaffqueries@water.ie**
- In person: at the next briefing session with Uisce Éireann.

Thank You

Thank you for your continued dedication in serving your communities. We want and need everyone to remain working in Water Services across Ireland.

Be Engaged

Talk to us and ask questions

Be Informed

Find out about working at Uisce Éireann

Transfer

Begin the process to join Uisce Éireann

Contact Us

Please note that we are always available to chat to you and answer any question you may have in relation to any of the information contained in this booklet.

You can call us on **(01) 237 2966**.

Alternatively, you can email your query to **LStaffqueries@water.ie**

Feel free to check our dedicated website **www.water.ie/framework** where you can find more information on the Uisce Éireann Transformation Programme.







ON LONG ME

Uisce Éireann
Irish Water

STI Reflective

Uisce Éireann,
PO Box 860,
South City Delivery Office,
Cork City

Telephone: 1800 278 278
Email: info@water.ie
[@IrishWater](#)

water.ie