

Tideway's ambition is to not only clean up the River Thames, but to reconnect Londoners with the River Thames for both business and leisure. The Victorian sewerage network simply cannot keep up with the demands of 21<sup>st</sup> Century London and needs future-proofing.



Tideway will construct the Thames Tideway Tunnel, from Acton to Abbey Mills, to intercept the sewer overflows and take the waste water to Beckton Sewage Treatment works for processing.

At 25 kilometres long, up to 65 metres deep, and more than seven metres in diameter, the Thames Tideway Tunnel will be the biggest infrastructure project ever undertaken by the UK water industry.

The project will have a huge impact on the economy, creating thousands of jobs, the environment and will leave a positive legacy for London.

### What was the challenge?

In September 2014, the Thames Tideway Tunnel was granted development consent by the UK government. This approved the tunnel for construction, but also effectively put in place a 12 month timetable for the new business to be separated from Thames Water and for award of the main works construction contracts.

A transition programme needed to be set up to recruit the new staff, secure necessary funding and set up the IT systems necessary for the new company to operate.

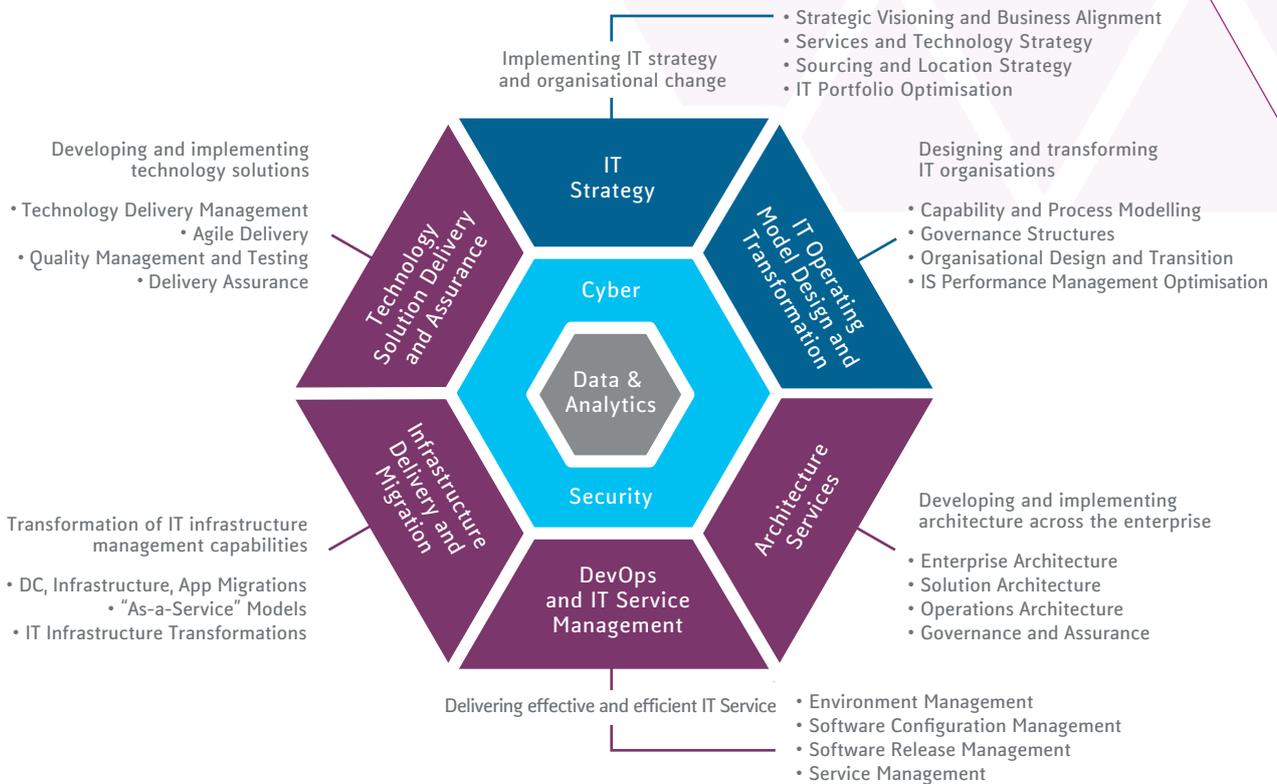
### How Baringa Helped

Baringa was able to draw its deep Water Industry and IT knowledge to support Tideway to evolve their business.



“We’ve been working with Baringa to build a solid IT foundation, that is not just fit for purpose now, but is expandable and sustainable going forward”

Mark Sneesby, Chief Operating Officer, Tideway.



A small team of Baringa consultants from our Technology Transformation and Energy and Resources practices partnered with Tideway to define and cost around 25 projects that made up the transition programme. It was imperative to do this and ensure that key milestones would be met and we continuously demonstrated value for money for the investment. Baringa's transformation framework was the cornerstone of how these changes were planned and implemented.

## What was achieved

### IT Strategy

Baringa developed Tideway's first Information Systems (IS) Strategy. These documents weren't simply "shelf ware", they the foundations for a high level business strategy that ensured that:

- the IS organisation was appropriately structured, had the right people and methodologies for the challenges ahead
- a review of the existing technology platforms was undertaken to ensure the technological roadmaps were understood and changes planned into the overall transition plan.

### IT Architecture Services

Baringa set up and ran the IT architecture team during the Transition project, and used the best of a number of cross industry frameworks e.g. TOGAF®, to:

- document the business requirements using business capability modelling
- developed a number of as-is and to-be architecture pictures
- document and agreed 10 "key principles" with the Tideway executive that were used to govern how investment of IT was made.

A measure of the overall success of the architecture and design work was that when all of the systems ran in tandem in end-to-end testing, they worked together seamlessly with no serious defects or gaps being logged.

### Cyber Security

Cyber Security was an important theme at Tideway heightened by the change in public visibility and the risk profile of the company. Baringa provided skilled resources to embed cyber security awareness at the most senior levels and then defined and delivered a cyber security programme used to mitigate key risks.

### Service Management

We used our Service management experience to identify and fix a number of key service management issues, introducing graduated level of service to improve support (focusing resources on the more critical business systems) around the key business platform, while not increasing the overall cost of the service.