

Change Management

The Background

Disjointed IT infrastructure can have a highly detrimental effect on a company's efficiency and profitability, a fact not lost on our client, a leading Lloyd's Specialty Insurance Underwriter. Their IT General Controls comprised a London service desk and a Spanish-based infrastructure team, and our initial task was to review these and help to align them with Lloyd's standards.

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The Challenge

It was agreed that due to their regional spread the two IT teams were disjointed, and a lack of communication and common line management lead to disagreement on a wide range of priorities and expected outcomes. In addition, our Change Management team quickly established that IT controls were not being evidenced.

Our Recommendations

Following a review of our client's change methodology and undertaking a series of interviews with key individuals, staff and consultants, there were inconsistencies found across the portfolio. From our findings a number of recommendations were then submitted to the senior leadership team.

Our Solution

We started by assisting the client with the production of a comprehensive register of change to bring consistency to prioritisation and reporting. We introduced a Project Management Office (PMO), whilst the company had change methodology across their operational teams, the same could not be said for the IT function's own projects. We then on-boarded a specialist Project Manager so that the client could pass Lloyd's Minimum Standards and have critical IT General Controls in place before any future audit. We also recommended a Business Impact Analysis, which provided an indication of which systems were the most important, where vulnerabilities were, and how fast blockages could be removed.

Finally, we recommended some important changes that would lead to common IT leadership, including the definition of roles and responsibilities, the implementation of daily huddles between London and Spain, the cross-training of less busy team members, and the implementation of improved cyber security.

The Outcome

Fifth Step helped to break down barriers between the two teams by establishing what was being achieved with the firm's IT infrastructure – and crucially – what was not. We also provided IT with administrative support to help document processes and controls.

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The Benefits

The Fifth Step team added significant value, clarity of purpose and increased the strength and robustness of the company's IT controls. This final point was a vital consideration in the face of the due diligence that would accompany a merger.

The Future

Our client is able to see exactly what needs to be done via a centralised dashboard containing the full list of projects required to deliver their portfolio of change, this provides insight for costs and resourcing required to successfully deliver the initiatives. Going forward, they predict increased efficiencies and profitability, and their IT teams now have a common goal, which commands consistent governance and a clear view of forecasted cost and effort.