

## **Aligning IT with the business**

Peter Brett Associates LLP was established as a private partnership in Reading in 1965, originally providing structural advice and has expanded to be one of the UK's leading independent consultancy firms offering a full range of multi-disciplinary services to private and public sector clients worldwide.

An initial investigation was undertaken into the internal services that the IT department provided to all UK and International offices, which covered around 550 employees based in 20 offices. Following discussions with the key stakeholders changethreesixty produced a report of recommendations that was accepted by the Management Board. The implemented recommendations were:

- introduction of a new IT strategy, integrated with the business strategy
- production of detailed business plans
- introduction of a revised team structure, defining proper roles and responsibilities
- establishing a proper internal customer focus
- introduction of internal processes and controls, including an information security policy
- completion of hardware and software inventories
- completion of a number of projects that had been outstanding for some time
- updating the network and hardware infrastructure, to improve resilience
- controlling the level of Helpdesk calls and introducing a service level agreement
- recruitment of a new Senior IT Manager to lead the department
- refining the capital expenditure request process
- establishing personal development plans for all team members

With these foundations in place the new Senior IT Manager was able to assume full responsibility. The IT team is now fully aligned with the business, helping to deliver the strategic objectives.

***“Following discussions with the key stakeholders in the Practice, changethreesixty made clear recommendations to transform our approach to Information Technology, significantly improving the strategy, planning, team structure, processes and controls.***

***The recommendations were approved by the Management Board and changethreesixty led the implementation of the required process, people and technology changes, working closely with the existing IT team”.***

***Scott Witchalls, IT Partner, Peter Brett Associates LLP***

## **Business improvement strategy**

Peter Brett Associates LLP was established as a private partnership in Reading in 1965, providing structural advice and has expanded to be one of the UK's leading independent consultancy firms offering a full range of multi-disciplinary services to private and public sector clients worldwide.

changethreesixty directed a programme of business improvement changes, linked to their strategic objectives, comprising process, people and technology elements. A programme management process was designed and implemented to coordinate and report on the status of these changes monthly.

The business improvement changes had been identified from employee workshops undertaken in all 10 UK regional offices. They were prioritised and the final change programme comprised the following:

- implement an account and bid management process
- implement a coaching and mentoring strategy
- introduce email guidelines
- undertake a review of Customer Relationship Management (CRM) systems
- enhance the training programme for Client Brief and Internal Brief Managers
- implement a project management framework
- introduce team briefings to improve company-wide communication
- restructure the organisation into 9 business groups

The change programme included specific documentation for each change manager to complete, including a change statement that highlighted the business objectives, a change charter and a monthly progress statement. Regular updates with change sponsors and change managers were held to ensure business needs were being met and to highlight and address any risk.

From monthly Management Board meetings a one-page summary highlights progress, status, risk and the next steps. A six-month review was undertaken of all the changes to identify learning points and this has provided input to the business planning process for the next financial year.

***“changethreesixty has introduced the concepts of effective change management into our internal business improvement programme, helping us to achieve our strategic objectives.***

***Working closely with the Management Board, the successful delivery of these key changes is now providing tangible benefits in support of our continued growth strategy”.***

***Malcolm Cleaver, Managing Partner, Peter Brett Associates LLP***