

## IT Operations Audit & Review



“Smartdesc conducted a ground up review of our IT estate – including the people, processes and technology that have organically grown over time.

The review gave us a clear understanding of the priority areas to focus on, and a roadmap to work towards implementing a forward looking and robust IT Strategy.”

*Hannah Bodek, Finance Director, **Aspens***

## the project

### Background

Aspens provide support to children, young people and adults with a range of disabilities, complex needs and those on the autism spectrum.

Following a large and complex merger, the new organisation needed an independent strategic review, audit and roadmap to develop a holistic IT strategy. The new charity wanted to ensure the organisation has a single, forward looking and scalable IT platform using appropriate technology and run via a suitable IT Service Delivery model..

### Situation

A mixed and varied technology stack was in use, as well as challenges with existing vendor service levels and processes.

Smartdesc was chosen by Aspens to conduct a full and detailed independent review of all aspects of IT Service Management across the charity, including a technical audit and analysis, stakeholder interviews and process and policy analysis.

### Solution

The output was a set of core recommendations and initiatives touching all aspects of IT; from Support Delivery to MI Reporting, Governance, Security and Policy & Processes.

Interviews were held with stakeholders, senior managers and the IT team. Financial data was analysed and a Risk Register created highlighting gaps and areas for improvement based on priority and complexity using "T-shirt sizes" as a guide.

The report and recommendations were broken down into "Quick Wins" and longer term strategic projects, outlining how IT roles and responsibilities should be restructured to make the best use of existing talent based on industry best practice, along with a roadmap to develop and implement an holistic IT Strategy.



The engagement provided Aspens leadership with a better understanding on the current state of IT within the organisation, and clarity on opportunities for improvement.

Through the prioritisation, risk rating and sizing estimates, the report allowed the group to take strategic decisions on how best to move forward with their IT strategy to ensure the network is more resilient and scalable moving forward.

### Results

- **A clear, prioritised set of workstreams the Executive Team can take forward and track progress against**
- **A register of Quick Win items that can be actioned immediately at minimal cost, to realise rapid benefits and improvements**
- **A medium-term roadmap to migrate to cloud computing, removing the overheads and risk associated with maintaining traditional on-premise server infrastructure**
- **Implementation of a part time "Virtual IT Director" (vCIO) leading the internal IT staff and holding external vendors to account to deliver improvements**
- **The building blocks for a proactive IT Strategy plotting out the next three years of innovation and change management.**

