



Barclays

About Barclays

Barclays is a major global financial services provider engaged in retail and commercial banking, credit cards, investment banking, wealth management and investment management services, with an extensive international presence in Europe, the USA, Africa and Asia.

With over 300 years of history and expertise in banking, Barclays operates in over 50 countries and employs over 150,000 people.

Barclays moves, lends, invests and protects money for over 42 million customers and clients worldwide.

Barclays Internal Audit

With over 600 staff in 22 different countries across the globe, Barclays Internal Audit (BIA) deliver internal audit services across the Barclays business. The various teams within BIA used a number of different techniques, tools and systems to manage the audits they conducted and it became difficult to aggregate and analyse this information.

BIA had appointed Nine Feet Tall to manage a business transformation programme to implement a standard audit methodology and software toolkit to support this global audit process. The project was called Synergy which provided a platform upon which to enhance Barclays' world class auditing capabilities.

Objectives

The key objectives of the Synergy project were:

- To save time by reducing duplication and manual processing
- To provide access to real time management information through a single IT system
- To provide automated and flexible management information reports
- To simplify and standardise the way the audit team works
- To making the audit teams more effective and efficient

Delivering Positive Change

Nine Feet Tall led work across the project lifecycle, delivering positive change in the following areas:

- **Business Analysis:** Working closely with the Internal Audit team and Barclays IT, Nine Feet Tall managed the software selection, requirements gathering and functional design phases of the project.
- **Test Management:** Nine Feet Tall led the functional testing phases of the project including the definition of the test plan, the management of test execution and the delivery of all test documentation for sign off.
- **Data Migration:** Nine Feet Tall worked closely with Barclays to develop a series of tools to convert and load audit data from multiple sources and to process the data ready for the load. This work reduced the time required to get data migrated into the new solution.
- **Project Management:** Nine Feet Tall worked in the Project Management Office, producing weekly project status reports for the Steering Committee. This information helped deliver a clear and transparent mechanism for the Barclays team to manage the project delivery, control their costs and measure benefits.
- **Operations:** Nine Feet Tall delivered a detailed Operating Model for the Internal Audit operations team that are responsible for supporting the system now that it has gone live.
- **End User Training:** Nine Feet Tall supported the definition and coordination of the end user training for the project. This work included the completion of a Training Needs Analysis for each team and location, compilation of training curriculums and materials plus the scheduling and coordination of over 1,800 man days of classroom based training.
- **Communications:** Nine Feet Tall delivered a communications strategy using multiple channels (including internet, email, printed media and presentations) to communicate and engage with the Barclays team about the programme. Innovative solutions included the naming and branding of the project, including the creation of logos and a brand identity for Synergy.

Outcome

Synergy has been successfully deployed globally across Barclays Internal Audit as the single, integrated platform for managing their end to end internal audit activities. Nine Feet Tall helped to successfully deliver this change as an integral part of the Barclays team.

“By working closely with the Barclays team from the beginning of the project, we were able to provide deep insight and support across the delivery and help ensure that the global deployment went ahead on time and on budget. The success of the project was down to the success of the partnership between Barclays and Nine Feet Tall – we were able to work closely together to ensure the right leadership, skills and people were used to deliver Synergy.”

Michael Shand
Partner, Nine Feet Tall