

CASE STUDY: SOCIAL HOUSING

BUSINESS PROCESS REVIEW PROGRAMME

THE CHALLENGE

Our client a leading provider of affordable housing tendered a contract to provide a complete business process review across 46 processes currently used across their organisation. The requirement for this review was identified following a recent amalgamation with another Housing Association.

Although the client had undertaken some work to align business processes, however due to several reasons there were ongoing inconsistencies in the approach to delivering services. Therefore, it was identified that there was a need for a partner organisation to deliver a credible and robust business process review programme. Following the competitive tender process, Cosmos Performance were appointed to deliver the project based on our previous experience delivering similar process review programmes.

THE SOLUTION

We determined that a full review of the As Is processes would be required to understand the current position. To enable us to fully document these processes we conducted a series of workshops with the process stakeholders. As part of the review, any waste, duplication, inefficiencies, variations, non-value adding activities and opportunities for automation within the processes were recognised.

Following the identification of potential improvements, we again engaged with the stakeholders and process owners to complete To Be workshops. These workshops alongside our analysis of the As Is processes enabled us to create a new process that delivered consistent ways of working that also improved efficiencies and reduced manual intervention.

The benefits included the following components:

- **Introduction of consistent processes** have removed the inefficiencies and streamlined the workflow to deliver the business needs.
- **Implementation of strategic timeframes** that enable core departments to complete their actions without interrupting other departments within the process.
- **Enhanced use of technology** that enabled manual tasks to be automated delivering efficiencies as well as improving data accuracy.
- **Creation of standardised documents** that provide easy to use and follow guidance for when carrying out tasks within the processes.
- **Clear defined roles within the process** to ensure that ownership for each activity is aligned to the correct role when completing and following the processes.

THE OUTCOMES

By conducting this review, the client has received over 100 fully documented processes and subprocess that allow the business to deliver consistently and efficiently across the entire organisation:



Standardised documented processes have been created for all of the core business areas to ensure a consistent approach is achieved



Documented subprocesses that fully support the core process ensuring efficiency is achieved at multiple levels throughout the business



Defined process owners to ensure each process has a responsible person to safeguard that all processes are followed consistently



Aligned business wide processes that are operating across both the housing organisations now they are trading under a single business



Governance structure in place for updating and amending processes to ensure all required departments are included when editing takes place



Core deadlines met 97% of the time following the implementation of the new processes and subprocesses allowing for business KPI's to be achieved

Cosmos Performance are now providing training to allow self delivery of further process workshops and improvement events.



Now the processes are fully implemented we are seeing the real effect of the work Cosmos carried out for us, also the way Martin conducted the workshops really got everyone engaged."

– Project Manager

To find out how Cosmos Performance can help your organisation, reach out to us at info@cosmosperformanceltd.com or visit www.cosmosperformanceltd.com.