

case study

The Brief

Home Group is one of the leading providers of affordable and supported housing for people in the UK. With a turnover in excess of £230m, Home Group manages 52,000 homes and provides care and support services to more than 14,000 people across the UK each year. The Group also aims to build more than 2,000 additional affordable homes every year.

Home's IS department is responsible for maintaining and developing the IS infrastructure to support the Group's 2,000 staff and deliver services to 50,000 customers across the UK. In 2006 Home were implementing a significant investment programme of infrastructure and systems development projects. E AND H had worked with the Group previously, successfully leading the delivery of a major project to replace the Group's key operational Finance and Housing

Management IT systems. Home wanted to build on this success, and improve the overall effectiveness of project delivery by embedding the proven methods and approaches into a standard framework for all projects.

With the need to improve the quality and consistency of project delivery, Home engaged E AND H to develop a new and effective project management method, assist with the production of a project management manual and facilitate the embedding of the new way of working.

Home Group -
Improving Project Delivery

home



Management.
Projects. Change.

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Approach

Working with Home Group's Programme Manager in three key areas, E AND H:

- Developed a set of project management processes and templates, where appropriate exploiting the PRINCE2 method and building on approaches that had already proved successful in the organisation
- Used the new ways of working to bring about the organisational benefits and outcomes needed
- Initiated the establishment of a Project Support Office function to support the Project Managers in delivering the IS investment programme.

Later in 2007, when E AND H carried out the review of the effectiveness of the method, areas where further benefits could be realised were identified. Although the new method had improved the success of projects, the increasing

size of the investment programme and continued increase in the number of projects and staff, vindicated structuring the method into a 'Handbook', and formalising its use across the department. E AND H worked with Home's Programme Manager to develop the manual and design and deliver training in its effective use.

Benefits

The Group now delivers almost all its IS projects on time and within budget, because it has a best-practice approach aligned with the specific business needs of Home Group, uses methods that work consistently well, and staff can see the benefits of the approach and use it.

"The new approach and manual are fantastic, and have completely revolutionised the way we deliver projects – IS projects are delivering brilliantly. The whole perception of IS in the business has improved significantly."

The success of the approach in IS has resulted in the project management manual being adopted by the wider business. Also, the manual is now being enhanced to support the Group's organisation-wide Transformational Change Programme.

"Working closely with E AND H to design the training, and having their support for delivering the initial training was invaluable."

***Joanne Reid, IS Project Office Manager,
Home Group Limited***



A Clear Way Forward

