

Mortgages Plc was founded in 1997 by a group of Senior Executives from Link Securities and is now owned by a major US financial organisation.



mortgagesplc

Lean Team

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Lean Implementation Project One Touch Processing – Leading to "Touch Reduction Review"

The team developed a detailed value stream map and identified the touches at each part of the process. This led to a conclusion that the primary objective had too broad a scope to be dealt with under one project. The project was re-evaluated with a new focus on a 'Touch Reduction Review'.

The team used the following tools to analyse the business throughout the lean programme:

- Value Stream Mapping – to identify touch points and non value added activity
- Team Brainstorming – Using "lean" principles to engage the wider workforce in questioning the "status quo"
- Ishikawa diagrams – problem solving and root cause analysis to visualise the opportunities
- Why - Why, – questioning current methodologies to create the platform for change
- Pareto Analysis – to analyse and highlight the major reasons for rework, for example volumes on Re-offers

Sub Projects arising through the Analysis

1. Pre-Offer Summary Call
2. Increased Mandates
3. Online Legal Packs
4. Pre-printed COTS
5. Gifted Deposit Condition

Annualised Benefits from Lean Improvements

Project 1 annualised at £38,888
Project 2 annualised at £5,409
Project 3 annualised at £29,531
Project 4 annualised at £27,115
Project 5 annualised at £5,640

The total tangible cost improvement equated to £106,583 with a new culture emerging to embrace further "Lean" projects.

"The Lean programme acted as a facilitation that actually led to implementation and made these projects happen. "Lean Management Thinking" was invaluable as it brought the team together to focus each individual on the projects and provided the methodology that made the implementation real.

The significant barrier has been finding time to commit to projects and analyse existing processes to make improvements and as such the benefits would not have been realised without the "lean" disciplined approach. The team found that the process mapping gained good input from the wider workforce and created the motivation for change & improvement"

Scott Callaghan – Costing & Planning Manager