



Case Study:  
Hyde Housing

Service **Improvements**  
Voids and EHL

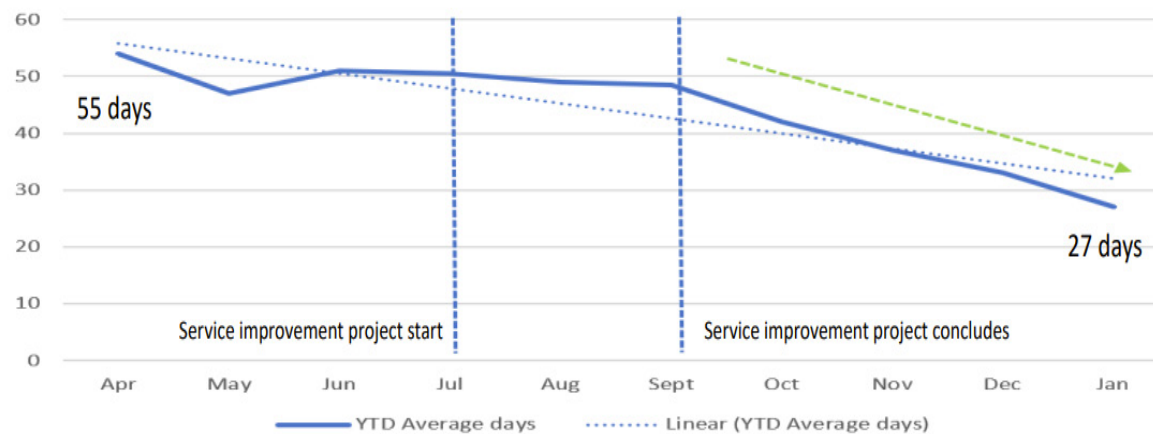


We now have the process, skills and technology to ensure we have more homes available

Hyde is a social housing provider based in London we are also A member of the G15. We have properties along the South coast, Kent, Peterborough and London, we have approximately 31,000 general needs tenants and 14,000 shared ownership owners.

Just over a year ago, Hyde pledged to cut the time its homes are empty by speeding up the process of preparing a property for new tenants. In 2022, it took an average of 55 days between a tenant moving out of a home and a new tenant moving in. By October 2023, the turnaround time had been sustainably halved to just 27 days.

Average void Turnaround times



## From our project lead Andy Kelly

“

Strategic change and transformation within Hyde has 3 arms, PMO, Portfolio management and our Service Improvement Team. Our Service Improvement process is underpinned by a framework and policy called “Process Excellence”. Process excellence is split into 3 areas, Service Improvement, Process Governance and the centre of lean excellence (Training arm) the service improvement we do is heavily based within Lean thinking using the focus of People, Purpose and Process. We know People and Process drive value to the customer and tech, skills, leadership, risk mitigation, measures etc enable people and process to improve service and quality. This project used the same approach setting a sustainable foundation for further improvement

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**Andy Kelly**  
Business Analyst



# 10 Objectives of the project



Reduce the  
turnaround time of  
the empty property



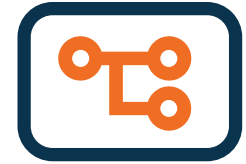
Reduce the cost for  
void repair



Make better use of  
the notice period



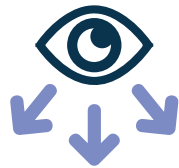
Improve the quality  
of the property  
when returned



Create processes  
using Engage  
Process



Understand the waste,  
cycle times and lead times  
for the current state



Add all levels of process  
maps to Hyde's process  
operating model (POM)



Align the regions to  
work in the same way



Upskill all staff using SOPs  
and training which is stored  
in our POM on Engage



Use engage to  
calculate cost to  
serve across the E2E

# How did we achieve this success?

- We understood the customer experience and feedback
- We mapped current state processes and then improved state
- We looked at the service performance across the 3 regions
- We carried out the full Resource improvement modelling across the teams. This included:
  - Team analyses using skills wills charts and time management.
  - A comprehensive skill matrix for 3 regions
  - Standard Operating procedures (SOPs) created for all tasks.
  - Full set of skills cards created for behaviour tracking.
- Updated Tort process and procedure to better fit the Void KPI's

Created a new process and used the 4 week notice period to greater effect

Aligned the 3 regions to work in the same way

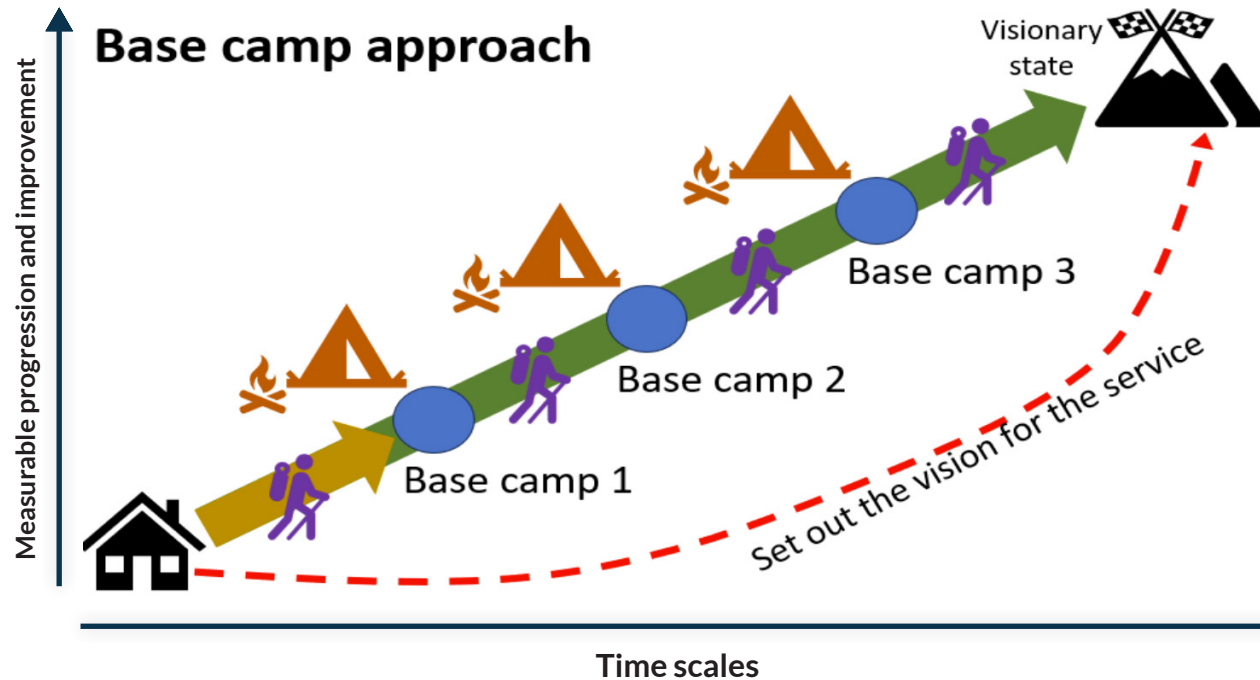
Improved the moving home assessment to help with the planned works

We now set customer expectations earlier and communicate better

We have created a recharge process for empty home to start to recharge

We improved the handover between EHL and property maintenance

- Better process to resolve queries'
- Created performance measures in line with process performance



Hyde's continuous improvement approach follows the FMCG manufacturing sector, this is very different to the way the housing sector generally approaches its growth and efficiency. We know that people and process are the main factors that drive value to the customer, everything else enables the people and people to work faster, smarter and more efficient. Our base camp approach also enables us to strategically plan service improvement, starting with building a good foundation (Base camp 1) then moving to the visionary state. This means we can gain immediate improvement through quick wins and continue to build a long-term improvement as we move through base camps.

# How does the Engage Process Modeller help us with our process management & reviews

We have used the Engage Process Modeler for around 5 years, we use it as a group modelling tool, it helps us understand our system touch points, indicate risk points, calculate cost to serve including the resource times for each step and it gives us process data to highlight low performing processes.

Engage has really helped us use process data more precisely and change the reason for mapping, we are creating a process operating model for the organisation linking e2e processes on 4 levels. This is a bespoke idea and Engage has developed this framework with us, we have also sent 10 of our employees to have admin training with Engage to become superusers, these people approve process changes, train other staff and maintain the POM in their area.

A process in a draw should not be seen as a success, a process map that is readily available, correct and contains good data is key and Engage process modeller give us this capability

## Hyde teams involved with the project:

- Empty homes & Lettings team
- Property Maintenance
- Surveying team (London, South, Kent and Peterborough)
- Tenancy team
- Business Intelligence
- Policy and Risk
- Strategic Change and Transformation team
- Customer service team
- Finance team
- Disposal team
- Digital system team
- Comms team
- Customer engagement team



## About Engage Process

Engage Process offers an easy, highly effective way of mapping and analysing processes to drive improvements across your organisation. Designed to get your team involved in exploring, documenting and improving your processes. Engage Process is 100% SaaS, so you can be up and running in just one day.

It empowers staff to discuss, evaluate and improve processes together. Putting the employee first makes Engage Process a true “human centric” solution. This means proactively exploring and reimagining processes in real time, by the people who are actively working with these processes day-to-day. Processes create the foundation for management programmes such as cost savings, compliance, service (re) design, and digital transformation.

Over 300 organisations in the UK, Europe and North America use Engage Process on a daily basis. These include City of Edinburgh Council, Sedgemoor District Council and Cheltenham Borough Council.

## HEADQUARTERS

**Phone:** +31 20 530 72 80  
**Email:** [sales@engageprocess.com](mailto:sales@engageprocess.com)  
**Website:** [engageprocess.com](http://engageprocess.com)  
**Office:** Boeingavenue 8  
1119 PB, Schiphol-Rijk  
The Netherlands

## UK OFFICE

**Phone:** +44 2045927949  
**Email:** [sales@engageprocess.com](mailto:sales@engageprocess.com)  
**Website:** [engageprocess.co.uk](http://engageprocess.co.uk)  
**Office:** 3 Waterhouse Sq, Greater  
London, England EC1N 2SW