Hyde

Hyde Group improve resident service satisfaction

Results & ROI

On completion of this project, the expected benefits included:
- Increased engagement from residents with clear expectations set and managed
- Improved access to information, enabling the resident to manage their situation so that Hyde are not needed in the future
- Improved use of staff resource
- Improved data quality and insight (with measurable outcomes)
- Joined-up approach across functions to improve the resident experience

The client

The Hyde Group is a large housing association, with 95,000 residents and 49,000 homes across London and the South East. With such a large-scale organisation and a wide range of needs in today's challenging social environment, demand for support services is complex and sizeable. Hyde thus asked Ad Esse to undertake a review of its Resident Support Service, wanting to design a joined-up approach and making sure resources dealt with actual need.

The challenge

Hyde were concerned that there were duplications and inefficiencies in their support services. Key findings from the beginning of this review showed that although staff were committed to doing the right thing for the resident, sharing information and knowledge across teams was not systematic. Support was very process-driven and reactionary, with little scope in the current process to be pro-active.

Ways of working were not standardised (e.g. use of spreadsheets and non-standard updates across systems created duplication). There was no robust process for prioritising referrals and a lack of clarity across teams as to who was responsible for which type of service.

The approach

One of the key principles of Lean is to 'respect the front line' as they know the processes well and can identify the areas for improvement. A series of workshops were therefore conducted with staff across all the support services, which covered the following:
- Understanding the current state process – included initial planning and preparation, value stream mapping, data collection / analysis and process validation with other staff
- Developing a new high level process – included analysing current state findings, developing redesign principles, mapping the redesign and generating one set of outcomes
- Planning for the future – included forming the agenda for change for the Housing Senior Management Team and identifying a series of quick wins that the team took on to implement.

The benefits

By the end of this project, Hyde were developing the new process and pursuing the agenda for change. This enabled the organisation to access current non-user groups and engage with more diverse groups. The end result was that Hyde gained a holistic picture of the support the resident has and needs in the future with more relevant and targeted contact.

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