

**DIN SOLUTIONS:
MEMBER TESTED**

Empty Homes Process Discovery & Performance Analytics

Using your data to create insights to understand how your empty homes process really works - and how it can be improved!

- What is impacting your empty homes process and performance?
- Unleash the insights from your own asset data.
- Find out through this project in just 4 to 8 weeks!



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The Challenge

Empty homes management problems lead to revenue loss, restrictions on property availability, and contribute to reputational damage for social housing providers. Meanwhile, providers are facing growing scrutiny and supervision over how they perform from the Housing Ombudsman, the Social Housing Regulators and respective governments.

Typical organisation challenges in respect of empty homes include:-

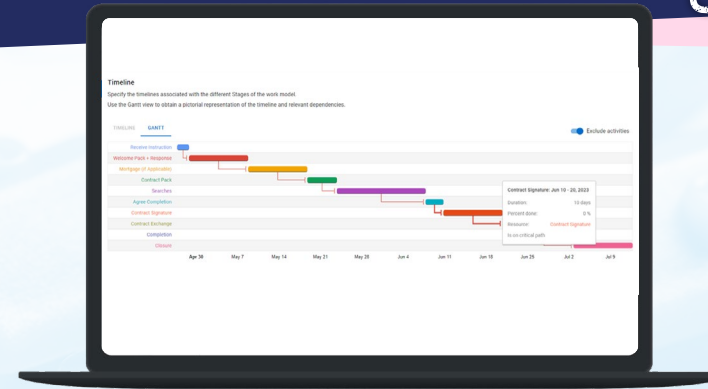
- How well does each empty home going through the process meet the expected SLAs, rather than an average?
- Is your process being followed, or are steps missed or added?
- Does your process need to be reviewed or changed, i.e. is it fit for purpose?

Empty homes management is a difficult challenge to tackle, not because of the nature of the specific work, but because of the complexity of the end-to-end reinstatement service itself.

Empty homes re-letting can entail upwards of 100 discrete activities, many of these activities are optional, based on the nature and condition of a property. When combined with the circumstances of individual tenants, no two individuals are likely to experience empty homes customer journeys in the same manner.

Hidden delays creep in and become embedded within the process. These arise due to complex coordination requirements, particularly when operated at significant scale and in parallel, across multiple internal and external stakeholders.

Legacy housing systems are primarily designed for transactional operations, rather than managing and diagnosing empty homes operational performance, nor optimizing such critical path requirements.



Whilst the focus is often on the major elements of empty homes reinstatement, delays associated with minor activities have simply become invisible.

- Housing providers often employ “tracker sheets” to help illuminate how their services are operating, yet these still do not yield that “big picture” view of how things are really working both for the housing provider and the new tenant.
- Many housing providers realise they have problems but lack the visibility and specific evidence to know where to look and in particular how to act, in order to improve empty homes performance.

- Complex, multi-stakeholder services, such as empty homes management can be difficult to analyse and trouble-shoot.
- Yet the truth is hiding in plain sight, within your data, but only the right techniques will reveal it.
- Unleash the insights, locked within your data, to reveal the hidden delays and pinch points impacting your empty homes process performance.
- Project duration: Four to eight weeks.

The solution offer

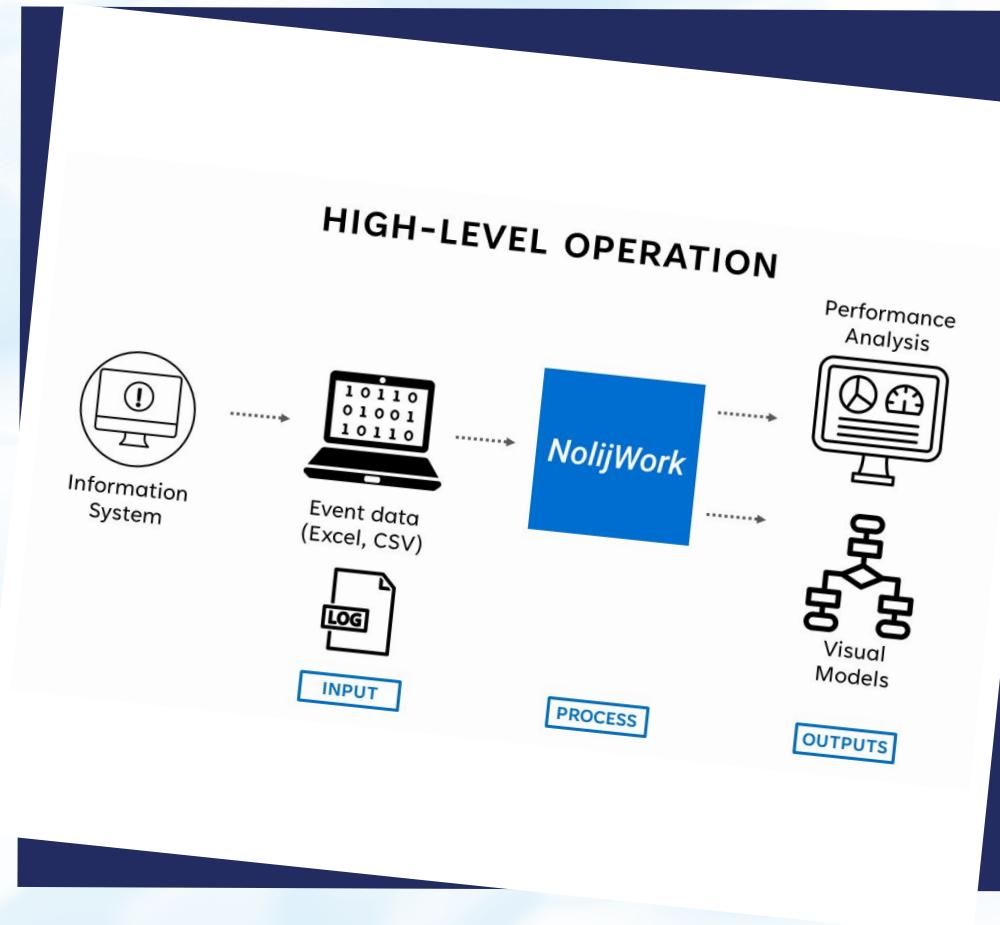
NolijWork analyses and highlight the delays and pinch points impacting YOUR empty homes performance, so that YOU can take specific corrective action.

NolijWork uses your existing operational data, which may be from your housing management system or perhaps from tracker sheets employed within the business to derive these insights.

Other housing providers have already successfully used this service to:

- Detect poorly performing service elements, which had remained hidden “under the radar”
- Highlight deviation from the prescribed process, suggesting that review was required.
- Provide evidence for specific courses of action as part of business case for improvement, including justification for additional resources
- Eliminate “rumoured” problem areas, (i.e., produce evidence to dismiss unwarranted concerns), enabling staff to focus on genuine issues.

This solution delivers tangible evidence for specific action, as opposed to trial-and-error approaches based on speculative change.



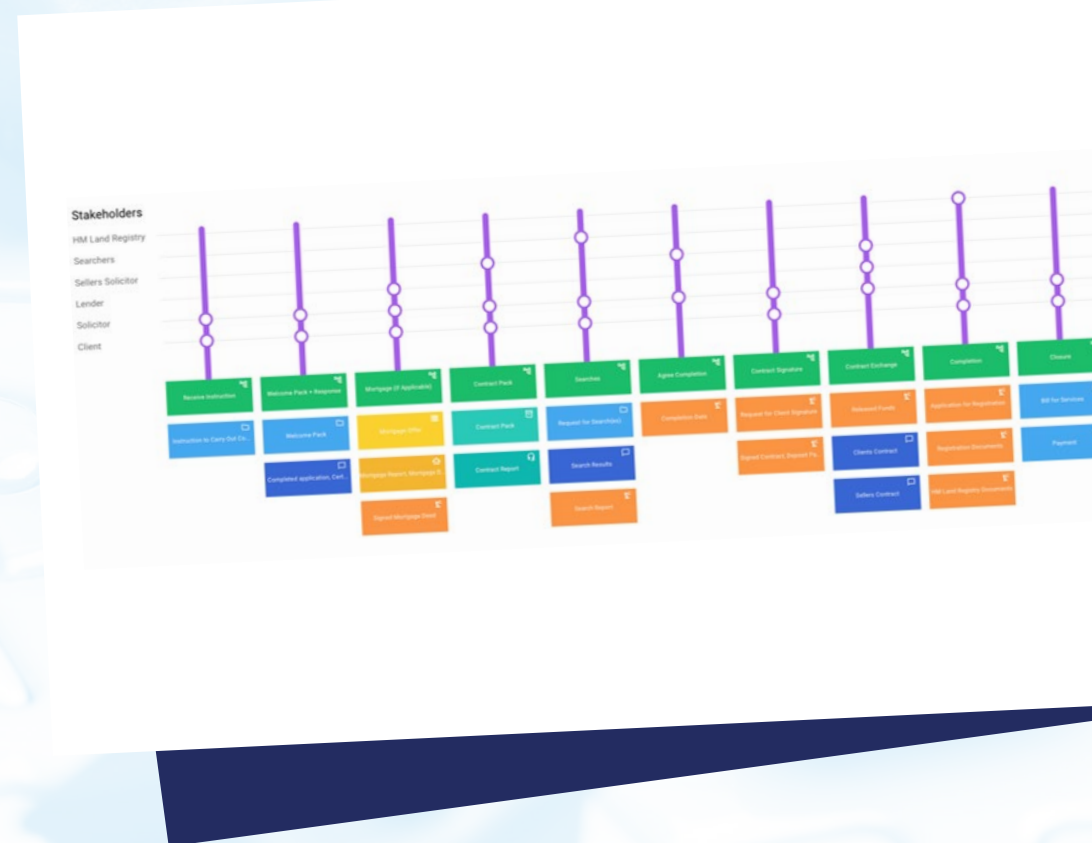
About the technology

In early 2023, PIN partnered with NolijWork and 6 housing providers, to test how process and data science could unleash the hidden insights locked within their empty homes data.

The results were insightful even with poor quality data. The service is simple for housing providers to use and will help increase efficiencies in the management of empty homes and other areas that have complexity.

Key points about the technology.

- Results are derived from statistical insights from operational data; there is no need for personally identifiable information (PII).
- Solving the empty homes management conundrum entails looking at this challenge through a complex coordination and optimization lens, which is NOT the focus of existing legacy housing management technologies.
 - Your data, together with relevant SLAs are used to analyse and generate a comprehensive report of statistics and visualisations for the different aspects of the service.
 - Frequent activities with poor SLA performance are immediately highlighted for attention and investigation.
 - The offering includes wraparound consultancy both at the beginning and at the end of the engagement, to ensure you fully understand the evidence derived.



Who is this solution for?

- Housing providers who are struggling to tackle the underlying problems with their empty homes and repair services. This could be property or housing management teams.
- Anyone interested in using a data-led approach for empty homes service improvement.
- Service Improvement Leads & Department heads who require data and evidence in support of action plans for service improvement, and may lack the internal resource, time and capacity to generate this.

Who benefits?

- Prospective tenants will benefit from a more reliable and predictable empty homes service, to enhance onboarding, whilst.
- Housing providers can benefit from a more streamlined and timely service, thereby reducing revenue loss through reduced empty homes turnaround times.

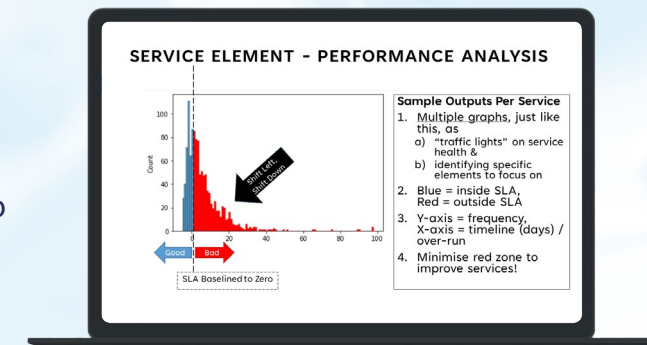
Sample Outputs

The following example images illustrate just one of the types of outputs produced as part of the engagement. Multiple graphs are generated by the system – one for EACH activity involved in Empty homes management (typically anywhere between 50 to 100 based on engagements completed to date).

Each activity is baselined to zero, according to the particular Service Level Agreement in days (SLA) for that activity. Hence activities performed inside the SLA timeline appear in blue (zero or less), whereas activities outside the SLA are highlighted in red.

Critically, the graphs illustrate the distribution of frequencies (i.e. Count) for each day under or over the SLA. These graphs make it easy to spot where problem areas really lie.

Improving empty homes turnaround involves detection and mitigation of SLA over-runs, both in terms of elapsed duration and the respective quantum, in order to optimise the empty homes critical path. i.e. maximise the blue, minimise the red.



Project Delivery

Four phase delivery

Phase 1 Pre-Engagement (No commitment at this stage)

- Online meeting for prospective Housing Provider to explore more about this service, and to understand the data requirements
- We expect most Housing Providers will have suitable data for this service, and we can provide appropriate guidance to this effect.
- A free review of the data will take place to ensure it is fit for purpose, or if any remediation or custom pre-processing may be required.
 - **If such is required then the data used for the empty homes will be remediated or pre-processed through the use of a customer-specific processing utility.**

Phase 2 Kickoff - Data Handover & Scene-set

- Housing Provider provides dataset for evaluation in advance of kick-off meeting.
- Follow-up session is arranged to provide any background context, address any data queries e.g. SLA information, and to discuss the context of any current issues.

Phase 3 Analysis & Results Delivery

- Data analysis and draft report production is performed off-line by NolijWork.
- Any clarifications or queries are addressed via email and/or online meeting as appropriate.
- An online meeting is arranged to present initial results and highlights, including draft report for the client organisation.

Phase 4 Engagement Review & Close

- Any queries or issues arising from initial report presentation are addressed, and factored into final report production & delivery.
- Engagement is reviewed and closed-out, with any follow-up opportunities identified.

Engagement timeline is flexible based on Housing Provider resource availability. Each phase is standalone and all 4 phases can be completed within 4-8 weeks.

What do we need from Housing Providers taking part?

NolijWork need a data snapshot (e.g. Excel / CSV format) for your empty homes service. This can be from your tracker sheets or housing management system.

No personally identifiable information (PII) is required.

Data & resource requirements are covered during the pre-engagement session, particularly if clients have concerns over suitability.

The solution is designed to be light touch for housing providers. Time requirements for your empty homes lead/project manager is between 4 to 8 hours (max) for any online meetings, clarifications, and other potential activities.

Outcomes

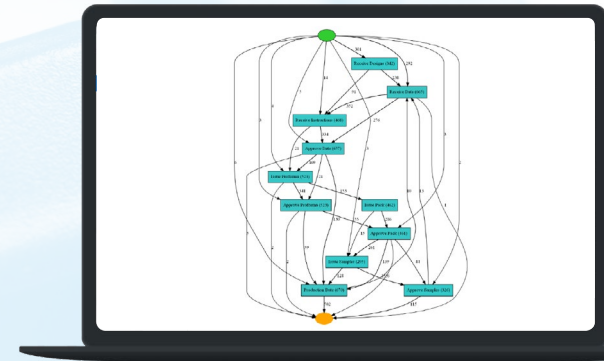
Housing Providers are provided with a report generated by NolijWork's technology which includes all of the relevant statistics, representing an excellent diagnostic of service performance.

Presentations of report highlights may also be produced and provided as part of the engagement – especially where specific issues are identified and require further consideration by the client.

Housing Providers will be able to use this analysis to understand service performance and also to pursue specific courses of action to address issues detected.

Follow-on engagement is also supported, whether to perform additional ad-hoc or custom analysis to consider client-specific challenges.

Going forward, Housing Providers may wish to repeat the exercise intermittently, to understand the “direction of travel” of service performance, e.g. year-over-year performance.



DIN member verdict

Earlier in 2023, PIN offered the opportunity for a selection of members to work with NoliWork to test the solution.



"The trial and results have been fantastic in terms of what we are trying to evidence. They have been invaluable to us in understanding where the pinch points are within our Empty homes process. The data was presented in a way which is easy to understand and the reports are exceptional.

We have managed to identify dead time between processes / average times against individual processes and this will lead into business cases for additional resources.

We have seen that there are individual processes which are an issue, and this is causing a knock-on effect against the whole process and extending our times.

I have personally used the data to set the expectations with a contractor who is not completing their work within the contractual SLA."

Steve Chapman, Operations Manager (Empty Homes and Planned) at CHP



" I have found it really useful, especially in identifying blockages in our process and also providing evidence that issues the delivery anecdotally thought were blockages were much less significant.

On the back of the data we made some changes to our process, cutting out handoffs between different teams. This data along with our internal initiatives have seen a significant reduction in our turn around times over the last 2 months."

Terry Shrimpton, Director of Operations, Evolve Facility Services Part of Riverside Group



NolijWork

About NolijWork

NolijWork is a start-up technology company focusing exclusively on the design, coordination and performance of service-centric work, in sectors such as financial services, insurance, public sector and legal.

Co-founder Paul O'Neill has over 15 years' experience working with clients across different sectors including workflow, case management, business process management and process automation technology markets. This makes him the ideal person to be delivering this programme.

Paul has participated in industry standards development including CMMN (Case Management Model & Notation) and BPMN (Business Process Model & Notation), and has also worked for vendor technology companies rated by analysts including Gartner and Forrester, Paul's holds qualifications in Computer Science and in Artificial Intelligence.

Disruptive
Innovators
Network

About DIN

DIN is a membership organisation for social housing providers investing in innovation. We have a passion for thinking and doing things differently. By capturing the best insights and knowledge from all sectors, embracing disruption and innovation we inspire leaders wanting to transform their organisation. With a hands-on approach we explore new ways of working, test new and emerging technologies, fresh business models and understand how to effectively deal with disruption. We are about collaboration, sharing and learning together. To find out more about how we deliver this, please visit our website at [Disruptive Innovators Network](#)

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