

Rolling out the system across GHA

GHA launched the system internally during November 2008, after four months of development. Staff quickly learnt how to operate the system and only needed two hours of training initially to get started in using the system and accessing their performance information.

The screenshot displays the Covalent software interface. On the left, a 'Scorecards' window shows 'Business Performance (City Wide)' with a description, red and amber thresholds set to 1, and a list of sub-objects including Rents, Void Lost Rents, Letting, Homeless, Stock, Gas, Finance, Applications, Repairs %, Repairs Spend, Investment Spend, and Investment Output. The main window shows 'Snapshots' for 'Ardenglen - 09 Repairs %'. Below this is a table of 'Performance Indicators' with columns for Status, Performance Indicator, Last Update, Current Value, Target, Short Trend, and Long Trend. A 'Ownership' pop-up window is also visible, showing details for 'Responsible OUs', 'Administered By', 'Managed By', 'Assigned To', 'Portfolio Owners', and 'Also Visible To'.

Status	Performance Indicator	Last Update	Current Value	Target	Short Trend	Long Trend	PI#
✓	OFF538_RR_ABR_O Ardenglen - % of Appointment ...	WC 09-Feb-2009	0%	100%	5%	95%	
✓	OFF538_RR_ABR_P Ardenglen - % of Appointment ...	WC 09-Feb-2009	5.44%	95%	5%	95%	
⚠	OFF538_RR_ALL_O Ardenglen - % of All Responsive ...	WC 09-Feb-2009	97.56%	5%	95%	5%	
✓	OFF538_RR_ALL_P Ardenglen - % of All Responsive ...	WC 09-Feb-2009		95%	5%	95%	
?	OFF538_RR_ASB_O Ardenglen - % of Asbestos Rem...	WC 09-Feb-2009		95%	5%	95%	
?	OFF538_RR_ASB_P Ardenglen - % of Asbestos Rem...	WC 09-Feb-2009	0%	5%	95%	95%	
✓	OFF538_RR_DMP_O Ardenglen - % of Dampness Re...	WC 09-Feb-2009	100%	5%	95%	95%	
✓	OFF538_RR_DMP_P Ardenglen - % of Dampness Re...	WC 09-Feb-2009	0%	95%	5%	95%	
✓	OFF538_RR_EME_O Ardenglen - % of Emergency Re...	WC 09-Feb-2009	91.67%	5%	95%	95%	
✓	OFF538_RR_EME_P Ardenglen - % of Emergency Re...	WC 09-Feb-2009	0%	95%	5%	95%	
⚠	OFF538_RR_ENV_O Ardenglen - % of Environmental ...	WC 09-Feb-2009		10.26%	5%	95%	
✓	OFF538_RR_ENV_P Ardenglen - % of Environmental ...	WC 09-Feb-2009	100%	5%	95%	95%	
?	OFF538_RR_Fab_O Ardenglen - % of Fabric Repairs ...	WC 09-Feb-2009	8.57%	95%	5%	95%	
✓	OFF538_RR_Fab_P Ardenglen - % of Fabric Repairs ...	WC 09-Feb-2009	100%	5%	95%	95%	
✓	OFF538_RR_GEN_O Ardenglen - % of General Repair...	WC 09-Feb-2009	0%	95%	5%	95%	
✓	OFF538_RR_GEN_P Ardenglen - % of General Repair...	WC 09-Feb-2009	100%				

'Feedback from LHO Managers (who were one of the first groups to test the system) has been positive, thanks to the ease of the system, the visual display, and the excellent performance monitoring reports.'

'Since then, the process of rolling out Covalent across the organisation has been extremely smooth. During internal training sessions, we were very careful about how we presented Covalent to staff and started by introducing them to Snapshots, Scorecards and Report Central, all of which provide invaluable overviews of performance in a very user-friendly, digestible format. We found that by using this approach trainees became comfortable with the system quickly. They found the software simple to use and were keen to explore Covalent further.'

'We have also set up appropriate ownership for each PI to ensure that each user only sees those items that they are responsible for, making updates even easier to manage for everyone involved.'

Al Smith, Project Manager, Glasgow Housing Association

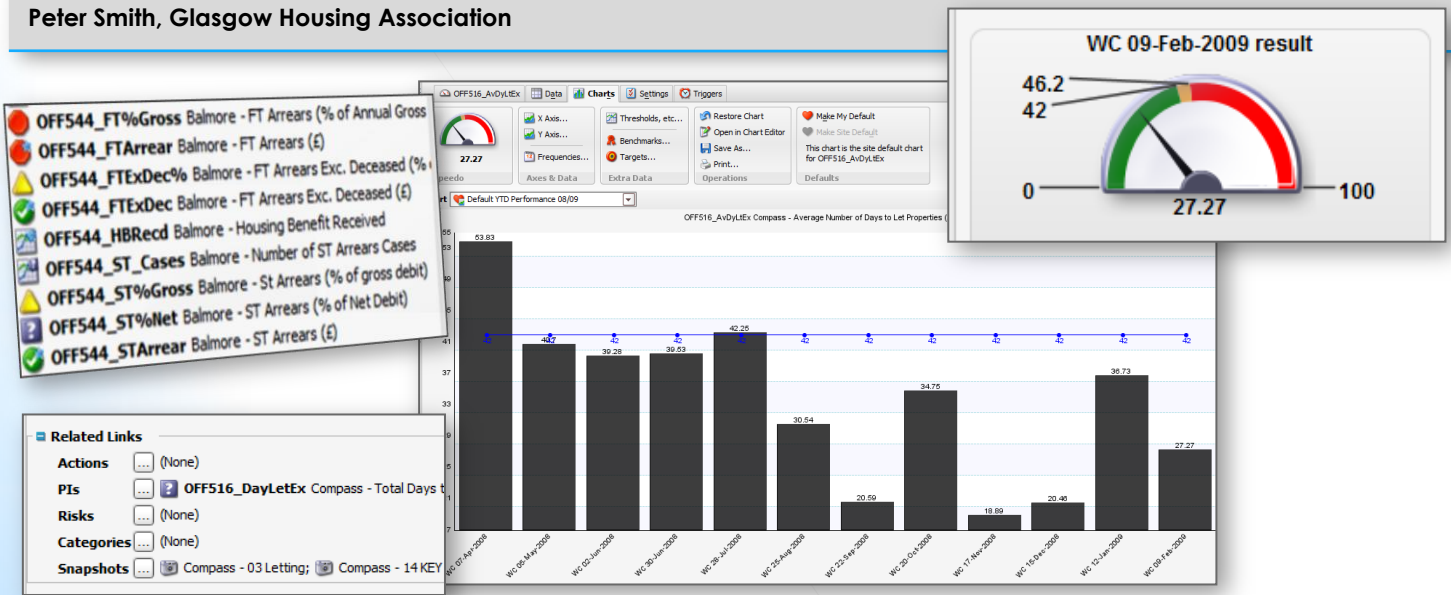
CLIENT CASE STUDY

Managing current and future PI performance levels

'Before we purchased Covalent, it was difficult to understand the reasons behind our performance levels. The RAG status, gauge and trend chart displayed for each PI on the system gives an immediate indication of current and forecasted performance which we find very useful.

'Managers are required to provide explanations in the 'Notes and History' field for the status of each PI, so that executives can obtain a composite overview of elements within the hierarchy, and can identify areas of concern or best practice. This functionality helps to make co-ordination much easier for the Performance Team. We will link related items to each PI over the next few months to give a fuller understanding of performance.'

Peter Smith, Glasgow Housing Association



Monitoring team performance with Covalent's integrated reporting tool

GHA uses Covalent's integrated reporting tool to monitor the performance of the small teams for each housing patch. Managers find it useful to see the traffic-lighted status of each PI at a glance, or to drill down to individual PIs as appropriate.

'Covalent is a great visual reporting tool, and has proved useful in creating reports for Board and Committee members. We particularly like the fact that once a report template has been set up, we can generate an up-to-date report at the click of a button without the need to recreate a new report each time from scratch.'

Peter Smith, Glasgow Housing Association

DMT Presentation TCH - Repairs %

Team	Short Name	Current Value	PERIOD 10	PERIOD 11
RR_ASB_O	Tenant Controlled Housing - % of Appointment Based Repairs Overdue	0.02%	0.0%	0.02%
RR_ASB_P	Tenant Controlled Housing - % of Appointment Based Repairs Complete on Time	99.91%	99.12%	99.91%
RR_ALL_O	Tenant Controlled Housing - % of All Response Repairs Overdue	9.94%	7.95%	9.94%
RR_ALL_P	Tenant Controlled Housing - % of All Response Repairs Complete on Time	90.06%	94.97%	90.06%
RR_ASB_O	Tenant Controlled Housing - % of Asbestos Removals Overdue	0%	0%	0%
RR_ASB_P	Tenant Controlled Housing - % of Asbestos Removals Complete on Time	100%	100%	100%
RR_SMP_O	Tenant Controlled Housing - % of Disrepair Repairs Overdue	178.55%	4.79%	178.55%

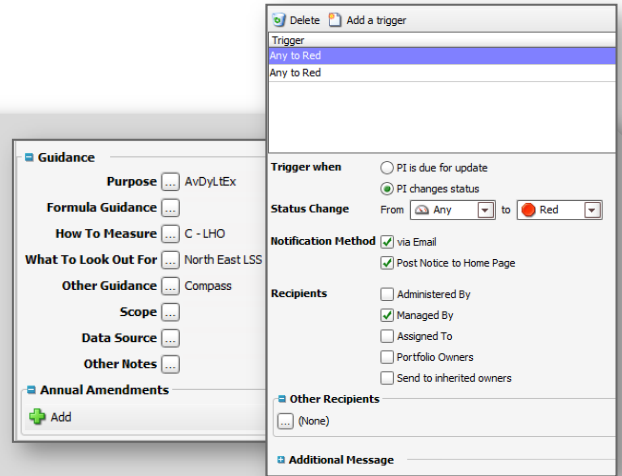
Plans for the future

'We would like to use Covalent's Web Updates module in the future, which will enable users to quickly and efficiently update relevant performance data without having to log into the software itself.'

'We have now started to set up trigger on Covalent, so that e-mails will be automatically sent to remind those responsible that a PI is due for update, or to alert them changes in RAG status.'

'We are really pleased with the fact that we can add bespoke fields to the system. This option helps to make our Covalent site even more useful for performance management. The Covalent Helpdesk has set up a number of these for us already and we are looking to add more in the future.'

**Thomas Monaghan, Reporting Information Analyst,
Glasgow Housing Association**



Summing up Covalent

'Although we have only been using Covalent for a few months, we can already see the possibilities that Covalent brings. Covalent is helping to develop our improvement focus and our processes for identifying key performance results. Furthermore, we are able to present the information in an intuitive and understandable format. We are confident that the system will help to improve the performance management culture at GHA and we are already developing our skills to get the best from the software in the future.'

Martin Armstrong, Executive Director of Housing & Customer Services, Glasgow Housing Association