

CLIENT CASE STUDY Managing corporate performance at Knowsley Housing Trust



Knowsley Housing Trust selected Covalent as its corporate performance management solution in mid 2006. Following just a 6 week implementation and training programme, Covalent was rolled out across the organisation. With 90 users now registered on the system and most of these users logging onto the system at least once a month, KHT has now developed into one of the most active customers on Covalent.

'Covalent has transformed the way we manage performance at Knowsley Housing Trust by **unifying** what were previously many different systems across the organisation. We now do all our reporting of PIs, Risks and Actions on Covalent so every manager knows what they've got to do. The Board now has all the detail they need in their Covalent performance reports, with a **trend view** that makes it very easy to pick out what's happening. In particular, we can now **easily track progress** on action plans and key projects to **quickly identify potential problem areas**. Covalent is simple to learn, and staff have reacted very positively and like using the software, to the extent that user adoption has been widespread with no significant issues!'

Janet Daniels, Assistant Director: Corporate Services, Knowsley Housing Trust

Snapshots: summarising performance with personalised views

Status	Performance Indicator	Last Update	Current Value	Target	Short Trend	Long Trend
●	015 % Repairs Where An Appointment Was Made & Kept	December 2007	98.6%	99.3%	↓	↓
●	031 % Complaints Resolved Within Target Time (of those resolved)	January 2008	90%	95%	↓	↓
●	471 % of customers who feel they have been treated with courtesy and respect	January 2008	96.85%	95%	↓	↓
●	473 % of telephone calls answered within 3 rings (10 seconds) - Customer Co.	January 2008	85%	80%	↓	↓
●	475 % of customer e-mails acknowledged within 1 working day	November 2007	100%	95%	↑	↑
●	476 % of customer e-mails responded to within 5 working days	January 2008	100%	95%	↑	↑
●	479 % of offices displaying up to date performance information for the quarter	December 2007	67%	100%	↓	↓

One of the key uses for Covalent within KHT is reporting performance in a meaningful and interesting way to individual managers. There are now over 130 Snapshots set up on Covalent providing **personalised views** to key users that summarise performance from many different perspectives. This is illustrated on the **Customer Charter PIs** shown on the screenshot opposite.

Scorecards: mapping strategies, priorities and objectives

Knowsley has also set up a large number of Scorecards that map different aspects of performance to the Trust's strategies, priorities and objectives. This allows managers to see **progress against plan** at any time, using the traffic-lighted Scorecard view, as shown opposite on the **Trust's Corporate Plan**.

Scorecard	Value	Target	Trend
Corporate Plan 2005 -2006			
Delivering The Promises We Made			
Better services for older people			
Day to Day repairs service improved			
012 % Properties Without a Valid Gas Supply & Valid Gas Certificate			
015 % Repairs Where An Appointment Was Made & Kept			
017 % Satisfied With Overall Repairs Service			
332 Average No Days to Complete Routine Repairs			
067 Repairs Completed Within Target - Emergency			
069 Repairs Completed Within Target - Routine			
Rent increases in line with the guarantee - Urgent			
Services for people with disabilities			
Services for younger people			
The improvement programme			
Developing our Role in the Neighbourhoods we work within			
Enhancing our National / Local Recognition and Image			
Growing our Business			



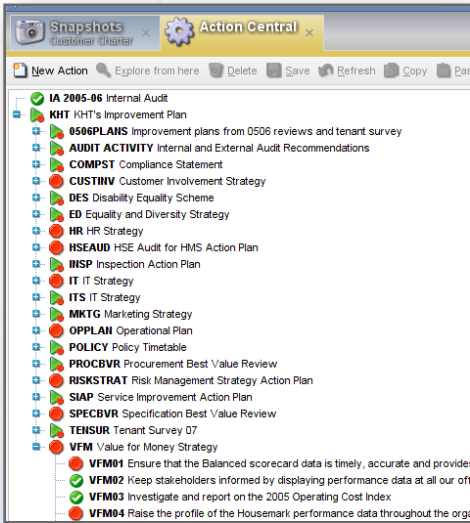
KNOWSLEY
HOUSING TRUST

Managing action plans more effectively

KHT now manages over 2000 actions from plans across the organisation, in Covalent's Action Central. Most of those are consolidated into a **Corporate Improvement Plan** comprising sub-projects in areas such as **Audit Recommendations, Equality and Diversity strategy, Inspection Action Plan** and actions arising out of **Best Value reviews**.

At a glance managers can see a traffic-lighted status of each action from which they can **drill down** to supporting information such as status commentaries, attached documents and percentage progress complete against key milestones.

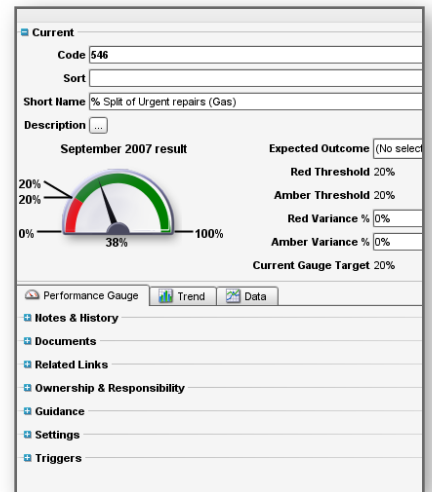
Triggers are set to send **e-mail reminders** to assignees when an action is approaching its due date.



Tracking PIs proactively against target

Like all RSLs, Knowsley has established a wide range of performance indicators that it uses to measure performance across the business. There are over 700 PIs on the Covalent system which are traffic-lighted based on percentage variance away from target.

Each is **assigned to an individual owner**, who is alerted by an e-mail trigger when performance moves adversely.



*'We had a very **quick and effective implementation** which meant we were up and running with our data on the software in 6 weeks. **The Covalent Helpdesk is excellent** and always responds quickly. Also the online help system is really comprehensive – the best I've ever seen – which reduces the need for user training.'*

Janet Daniels, Knowsley Housing Trust

Consolidating risk registers to proactively control risks

KHT has grouped over 250 individual risks into a series of **'theme-based' registers**. Each risk is scored based on its Likelihood of occurrence and its Impact, resulting in a traffic-lighted status that quickly highlights potential problem areas.

Each risk is assigned to a specific owner with triggers set to send e-mail reminders to assignees when a risk is due for reassessment.

Full **profile information** is held, detailing the risk factors, potential impacts and the range of internal controls that are in place.

Actions designed to mitigate risks can be set up in Action Central and linked to individual risks

