

CLIENT CASE STUDY

Creating a performance-oriented culture in a mid-sized Housing Association



West Devon Homes became Covalent's first Housing Association customer in late 2005, and have since used the software to consolidate all aspects of performance – Performance Indicators, Action Plans and Risks. There are now nearly 50 users on Covalent, and over 200 performance indicators.

West Devon Homes started trading in February 1999 following the transfer of the ownership and management of the Council's former housing stock. It is now the largest landlord in the district with 1429 homes in management. When the management team first saw Covalent, they were taken with the comprehensive nature of the software, as well as its ease-of-use.

Consolidating corporate performance with Scorecards

West Devon Homes has created over 15 Scorecards to manage the business from a variety of perspectives. For instance, an Operations Committee scorecard gives management a consolidated performance review on key measures, action plans and risks. This information has been set-up to reflect the organisation structure.

There are other scorecards covering Corporate Objectives, the Company Work Plan, Critical Success Factors and Policy Review.



"For the first time, we are able to view key aspects of our strategy and operations in one place, with remarkable ease. This ready 'window' on performance informs our Senior Staff group meetings, and has enhanced our reporting processes, saving Managers' time and creating reports that have an immediate visual impact.

Covalent has created a more focused performance orientated approach to the way we work. The implementation has highlighted to everyone in the organisation that they have an important role to play in reaching targets, completing actions and managing risks."

Jean Peters, CEO, West Devon Homes

The implementation

Lisa Veysey, Performance Improvement Manager, assumed prime responsibility for implementing the Covalent software.

"We introduced Covalent as the window on what we were already achieving, and a vehicle for carrying and collecting data we already collect. This approach has been key to our successes so far and we are now reaping the benefits of a system that has company-wide commitment.

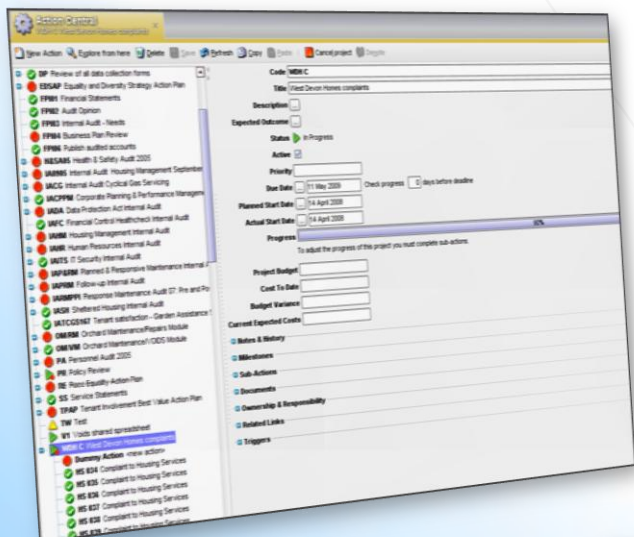
"We quelled suspicion amongst staff that this was a 'Big Brother' exercise by involving them every step of the way, and spelling out on email and at staff briefings exactly what the software was and what it wasn't. When we began to roll out training, we concentrated on harnessing and enhancing our performance orientated culture."

Lisa Veysey, Performance Improvement Manager

Managing projects in one place

One of the major attractions of Covalent for West Devon Homes is its ability to manage not just performance indicators, but also actions and projects. West Devon Homes are already using this part of the system extensively to manage over 25 major projects and actions plans. For example, the Best Value Corporate Governance Action Plan 2005, Health & Safety Audit 2005, Race Equality Action Plan.

Demonstrating just one potential use of Covalent in this context, West Devon are using the Action Central module to log and track all customer complaints to resolution. At any time, users can check current status using the traffic light approach, and drill down to the supporting detail if required.



A consolidated risk management approach

Similarly West Devon Homes are using Risk Central to consolidate their risk register, and manage it from one place. Strategic and Operational Risks are scored on a colour-coded matrix and assigned to relevant officers.

