



CLIENT CASE STUDY

Using Covalent to manage key performance indicators at Crawley Borough Council

Crawley Borough Council in West Sussex is just one example of Covalent in action. Without the ability to view, link and monitor important data in one location, Crawley found corporate performance difficult to manage holistically.

In April 2005, they purchased Covalent CPM software to replace the system of spreadsheets that were stored on shared drives across their sixteen divisions. The council chose the Covalent solution along with five fellow councils in West Sussex. They now hold regular user groups and facilitate full use of Covalent benchmarking opportunities, support and best practice sharing.

'Covalent offers the best of both worlds – comprehensive functionality and complete usability. Performance data from all services is now streamlined, co-ordinated and managed in one location. Our data quality and scrutiny procedures have improved since implementing Covalent and we can record and view data from multiple perspectives and see its impact at a glance. Although our System Administrators are asked challenging questions by staff, we also get very positive feedback about Covalent and active user numbers continue to grow across the council.'

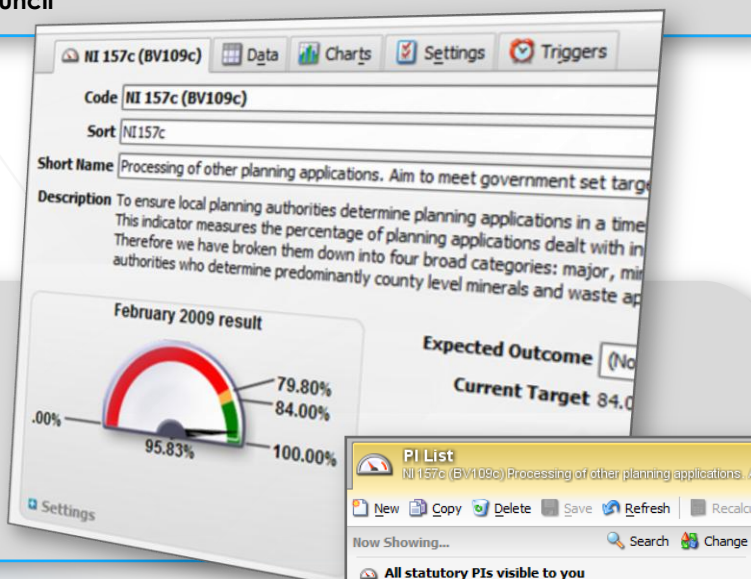
Lise Sorensen, Project Support Officer, Crawley Borough Council

Implementation and rollout

After a short, effective implementation and training programme, Crawley began to roll out Covalent across the organisation.

'The software was delivered pre-loaded with the full set of statutory indicators and configured to include our local indicator set with all historical data, guidance notes and commentary. This meant that we were able to begin monitoring these immediately and putting improvement plans into action from day one, which was extremely helpful.'

Lise Sorensen, Crawley Borough Council



Guidance

Statutory Definition Percentage of planning applications by type determined in a timely manner.

A timely manner is defined as

- within 13 weeks for Major applications;
- within 8 weeks for Minor and Other applications; and
- within 13 weeks for all County Matter applications.

Applications that are part of a Planning Performance Agreement and the timetable for completion of the agreement.

All local planning authorities except county matter planning authorities should use CLG form CPS1/2.

Separate values are required for:

- Major applications;
- Minor applications;
- Other applications; and

Monitoring and updating PIs

Covalent enables managers to view the traffic-lighted status of each PI based on variance from target. E-mail triggers are sent to relevant users to remind them to update PIs as necessary, so managers no longer need to actively chase staff to get them to do their updating work, and can be notified when updates remain overdue.

CLIENT CASE STUDY

Managing PIs from multiple perspectives

The software allows PIs to be recorded and viewed in a number of different ways, so that their impact can be managed from multiple perspectives. Crawley uses Covalent's Scorecards to show hierarchical structure and drill down to individual performance elements, and Snapshots to link PIs to the council's projects and risk registers. The images below show how performance elements can be viewed by RAG status, enabling managers to quickly identify areas for improvement.

The Performance Team also ensures that users see only appropriate and relevant data by setting ownership and permissions for each individual. This means that each user only views items applicable to them and not all performance data, making the software even easier to navigate day to day.

Scorecards

Aiming for Excellence - Corporate Plan 2007-2012

- 1. Our Communities
 - Priority 1: Reducing anti-social behaviour and the fear of crime
 - Priority 2: Working for better health and health care
 - Priority 3: Supporting sustainable communities, through
 - WW: In addition, we will
 - Promote a variety of leisure, cultural and social pro
 - DSP 08/09 CS11 Continue to provide a mix
 - Provide creative, stimulating and challenging play
 - DSP 08/09 CS08 Reconfiguration of the pla
 - Work with members, our communities and partne
 - DSP 08/09 CS03 Implementation of the Pre
 - DSP 08/09 CS05 Effective use of intelligent
 - DSP 08/09 CS09 Delivery of the Going Glob
 - DSP 08/09 RE10 Develop a generic equalit
 - STR08/09-06 Community Cohesion
- 2. Our Environment
- 3. Our Economy
- 4. Our Council

- Our Values
- Crawley Homes Asset Management Strategy 2008 - 2011
- Crawley Homes Re-inspection of Housing Management

Snapshots

Capital Programme Expenditure

Status	Action	Progress	Started	Due	Actions	PIs	Risks
Assigned	001 A E-Procurement (CAP)	80%	01/02/06	30/04/09			
Check Progress	006 A 3D Secure & Paris Enhancements (CAP)	57%	01/11/07	31/03/09			
Overdue	008 A PS&P Document Storage (CAP)	0%	31/01/09	31/03/09		x1	x1
Assigned	009 A Civica W2 CTAX Integration (CAP)	0%	31/03/09	31/03/09		x1	
Check Progress	015 O Implement VMWare Phase 2 (CAP)	25%	18/06/08	30/06/09			
Completed	016 A Access to Play (CAP)	100%	31/08/08	31/03/09		x1	
Assigned	024 A Corporate Consultation Software (CAP)	50%	29/10/08	31/03/09			
Assigned	029 A Gov Connect (GCSX) (CAP)	0%	01/04/09	31/03/09			
Assigned	030 A Electronic Working Papers (CAP)	0%	31/03/09	31/03/10			x1
Check Progress	BP018 Ifield Watermill Toilets & Catering Servery Extension (CA...	12%	21/01/09	30/04/09		x1	x1
Assigned	BP019 Worth Management/Development Plan (Bronze) (CAP)	0%	30/04/09	30/04/09		x1	
Assigned	BP020 Tigate Park Barrier Replacement (Bronze) (CAP)	80%	21/01/09	30/04/09		x1	
Assigned	BP021 Bus Rallings/Shelters & Minor Schemes (Bronze) (CAP)	0%	30/04/10	30/04/10		x1	
Assigned	BP022 High Street Works of Art (Bronze) (CAP)	0%	30/04/09	30/04/09		x1	

Ownership

Responsible OUs: Directorate Environment & Housing; Division Planning Services

Administered By: Crawley Site Administration; Furber, Anna

Managed By: Fairham, Paul

Assigned To: D'Alonzo, Antonella; Gornley, Madeleine; Sullivan, Emma

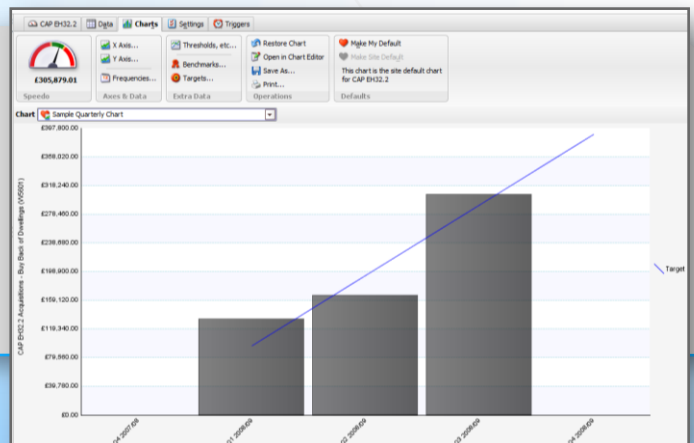
Portfolio Owners: Portfolio - Planning & Economic Development

Also Visible To: All users

Linking capital budgets to performance and value for money

'Most recently, we have begun to monitor a wide range of financial PIs in order to more directly link capital budgets with the performance management process and value for money. Covalent has helped managers to quickly identify and take action on over- and under-spending. Our planning processes have also been improved by making full use of the PI trend charts which are automatically generated through the software to show the value and forecast against target for each PI.'

Lise Sorensen, Crawley Borough Council



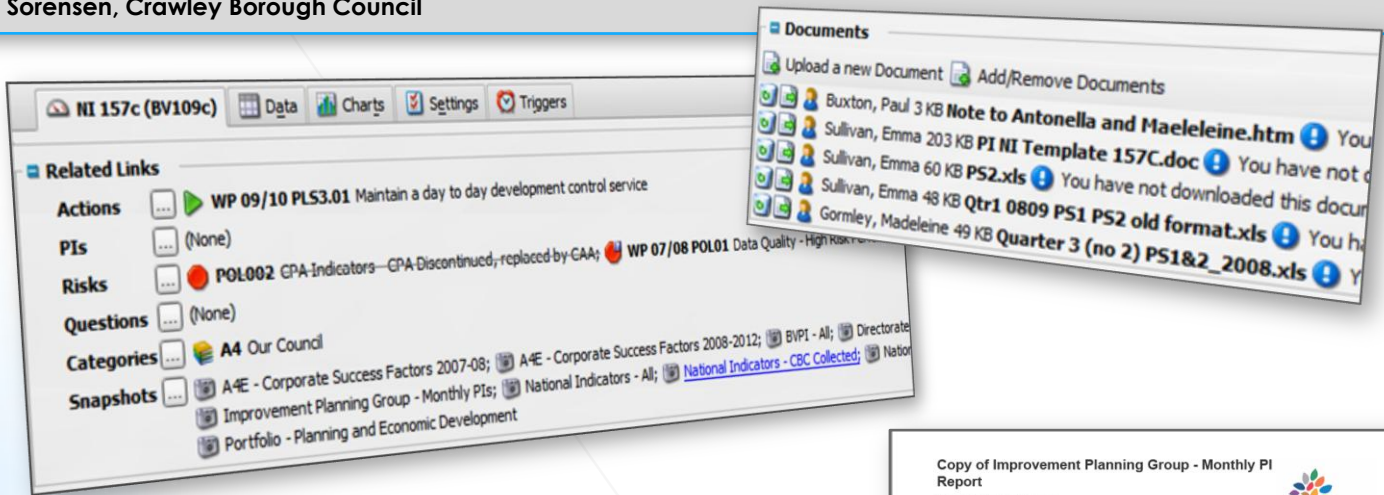
CLIENT CASE STUDY

Linking PIs to related performance areas for a joined-up approach

'Covalent allows Crawley to link PIs, actions, risks, and Key Lines of Enquiry (self-assessment criteria), as well as one PI to another as appropriate. We upload documents, add URL links and record commentary against each PI. This provides us with a complete audit trail and invaluable evidence for the Board of Directors, senior managers and auditors.'

'In fact, Covalent proved extremely useful for the council during our recent inspection. We gave auditors direct access to our Covalent site. The auditors found it really helpful to be able to quickly and easily locate supporting evidence on how we had met inspection criteria. I would highly recommend using Covalent in this way.'

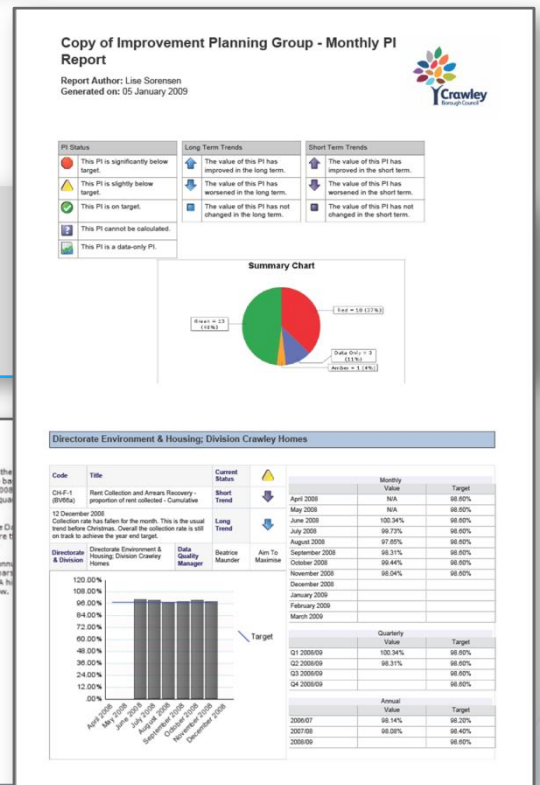
Lise Sorensen, Crawley Borough Council



Integrated reporting with Report Central

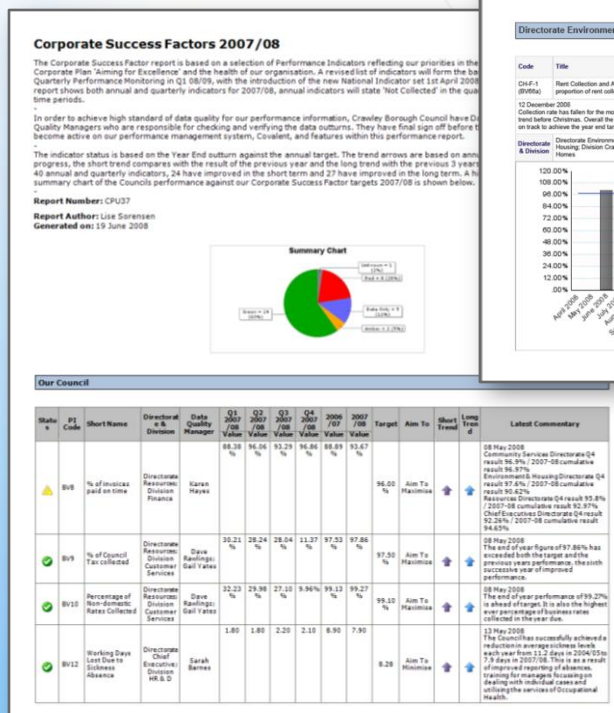
'To use Covalent to the council's full advantage, we use the system not just to monitor performance but also to report on it. Covalent's integrated reporting facility has saved Crawley time and money and has streamlined our reporting procedures without the need to retype data each time, as before.'

Lise Sorensen, Crawley Borough Council



Reports can be generated from a pre-loaded library of templates or custom-built for the specific level of detail and actual data required to suit the audience. Crawley uses Covalent to produce reports regularly at corporate, strategic, directorate, divisional and portfolio holder levels. These can be viewed live via the system or e-mailed or printed as static reports in different formats.

Covalent is beginning to be used live in meetings for an up-to-the-minute view of performance at service level and across the council. This has prompted improved gap analysis and accountability at individual, divisional and corporate level.



CLIENT CASE STUDY

Using benchmarks to contribute to corporate planning

'For the past year, Crawley has used the software to analyse PI benchmarks and set targets for the year ahead. Using Covalent's benchmarking service has proved valuable for Heads of Service who want a current indicator of how they are fairing against fellow councils during the year.'

'These benchmarks have also been useful within the West Sussex Benchmarking Group, where members examine regional performance, share best practice, and discuss new ways to use Covalent to full advantage, all of which continues to be influential in our corporate planning processes.'

Lise Sorensen, Crawley Borough Council

The business benefits

'Covalent has certainly proved to be a worthwhile investment of time and resources for the council. Having Covalent in place has enabled Crawley to develop a far more structured approach to performance management across the organisation. With all elements of performance recorded, linked and monitored in one place, managing performance systematically has become not just easier but far more reliable as well. And because Covalent is easy to use and includes some great functionality, staff are happy to use the software and Heads of Service want to know more about how they can use Covalent to manage new projects.'

'Now that we have completed an extensive rollout programme, the council is planning to spend time streamlining our data entry, management and scrutiny processes to ensure we are getting the most out of Covalent now and in the future.'

Lise Sorensen, Crawley Borough Council

