

**Hampshire Fire and Rescue Authority**

**Finance and General Purposes Committee**

**Item: 7**

**4 July 2016**

**Funding required to enable service improvement through the Performance Management and Assurance Project**

**Report by the Chief Officer**

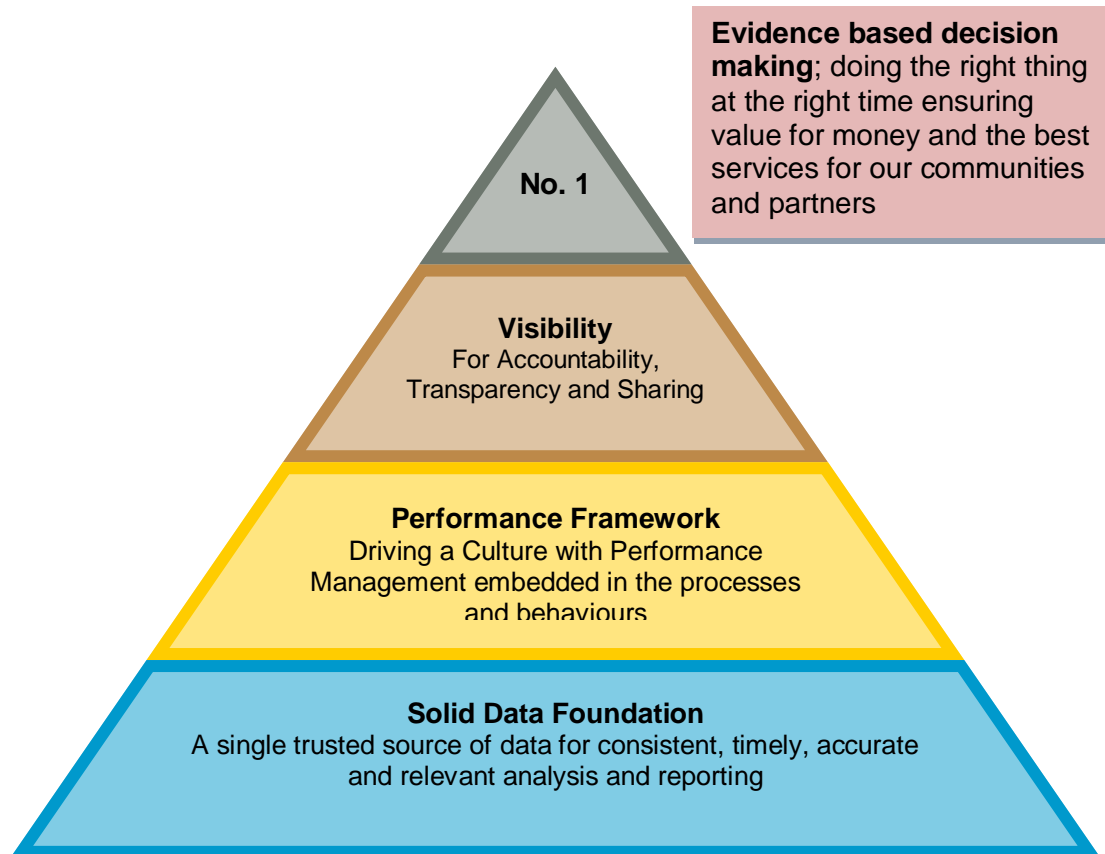
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**1 Summary**

- 1.1 In 2014 the Performance Management and Assurance Project was launched to review, integrate and improve the work carried out by seven individual teams across the Service relating to Performance Management. The project was placed on hold whilst the Professional Services Review took place and in August 2015 the Project was relaunched by Shantha Dickinson, Head of Service, Knowledge Management.
- 1.2 The benefits of the project will make a significant difference for the end user/firefighter giving them clear visibility of and access to performance intelligence and associated performance indicators. This will enable every individual within every Service team to understand the impact of their actions and how they can personally make HFRS better.

The overarching deliverable of this Project is to increase visibility across the entire Service of performance intelligence so that there is local ownership, accountability and transparency which will drive behaviours to build and sustain a culture of high performance.

- 1.3 The project will enable the Service to be more transparent on its performance, in line with the key aspects of Fire Reform. This will ensure every service employee, partner and community has understanding of and the ability to interact with key performance information linked to Service priorities, risks and decisions. The diagram below describes what the Project will deliver for the Service and ultimately its communities.



- 1.4 The return on investment for the Project will be £11.5k reduced costs for the licencing and hosting of a Dashboard Data Visualisation Tool.
- 1.5 It is also anticipated that wider savings for the Service can be realised. The improved data quality, released resource capacity and wider visibility of performance intelligence will galvanise better analysis, pro-active action and effective evaluation of service improvements and change activity. This will ensure our efforts, funds and resources are focused on the most appropriate activities when they should be and supported by a high performance, with underpinning behaviours, processes and intelligence.
- 1.6 Further potential savings as a result of the Project could see a release of capacity within Knowledge Management and staff savings of up to £31,000 per annum. The release of capacity may also mitigate the need to recruit additional resource due to increased work requests as the full impact of the move to the Home Office is realised through the requirement for greater data transparency and focus on performance intelligence.
- 1.7 The costs for the project include the hire in of expert skills and knowledge to ensure the product specification is reflective of the Service's needs. Lessons learned from historic projects have indicated that project success is highly dependant on having a specific and tailored product specification document.
- 1.8 The original cost projection for the project was £501,000. Since these original estimates a number of options have been explored to reduce costs. Through sharing consultant expertise with the ICT Transformation project and using fixed term contracts the project costs are a maximum of £315,000 if a Data Warehouse is

required. If this is not the case, the anticipated spend will be £227,000.

## **2 Recommendations**

The Committee is invited to:

- 2.1 Approve a spend of up to £315,000 which will be met by the Transformational Fund; to enable the Performance Management and Assurance Project to progress.

## **3 Introduction and background**

### **3.1 Deliverables**

- Replace Scorecard system (due to expire March 2018);
- Integrate, automate and improve workflows for consistent and accurate reporting between Planning, Governance, Risk Management, Project Management and Business Intelligence;
- Generate real time and dynamic overview of activity relating to each Service Priority (Benefits and Risks);
- Improve the quality of data that is used to generate performance intelligence which will result in better analysis and evidence based decision making;
- Enable real time and dynamic reporting for Boards, Committees and forums; eliminating the need for manual preparation which will release capacity for scrutiny and challenge within decision making bodies.
- The released capacity with Knowledge Management can be utilised for greater predictive analysis to support future plans and areas of focus for the Service.

Research for this project has been undertaken since September 2015 and included:

- Engagement with Community Board forums and other Fire and Rescue Services, local authority and partners to understand their approach to Performance Management, along with tools and processes that underpin their activity;
- Engagement with Hampshire Constabulary and representatives associated with National Initiatives to consider the impacts of that work, the move to the Home Office and explore potential for collaboration, data sharing and improved partnership working in the future;
- Researching products available in the market to provide an Enterprise Performance Management System, including Business Intelligence and a flexible portal Dashboard for all users including our communities. This involved demonstrations from vendors as well as visits to product users in the workplace;
- Establishing a Project Board for effective Governance of the work undertaken;
- Identified User Requirements through bi-monthly workshops;

- Meeting with existing teams to understand current processes, constraints and requirements for improvement
- An Expo Day hosted by HFRS to showcase marketplace offerings and engage with internal and external stakeholders to explore dialogue and potential partnerships for joint procurement. The day was filmed with approval of those present and a copy of this video can be seen here - <https://youtu.be/jGyacdAMgnA>

3.2 Four options were considered in this project with Option 4 being agreed upon in the Senior Management Team of 3 May 2016. The options considered were:

1. Take no change action
2. Develop and implement a system and process solely inhouse
3. Solely procure a product from the Market
4. **A blended approach to develop the Framework, processes and data quality inhouse to set a solid foundation for a procured system to overlay and provide the Portal for end users**

3.3 The Performance Management and Assurance project will be undertaken on a phased approach, delivered through a number of key work packages.

The Table at Appendix A details these key areas of work critical to the success of the project.

3.4 The original costs for the project as presented to SMT ranged from £503,000 to £326,000. After meeting with Gail Jacomb from ICT Transformation Team it was agreed that some consultancy services hired within their project can be utilised to support the PMA Architecture work package, therefore providing a saving within this project. In addition a portion of the additional project team costs will be funded from within Knowledge Management.

## 4 Project Approval

4.1 For completeness the Committee is informed that the Performance Management and Assurance Project Business Case was approved, in principle, by Hampshire Fire and Rescue Senior Management Team (SMT) on 3 May 2016. A copy of the condensed Business Case presented to SMT can be found at Appendix C. For a copy of the full Business Case please contact Joanne Wilson, Project Manager at Service Headquarters.

4.2 The Senior Management Team requested that funding for the Project be reported to this Committee for approval.

## 5 Funding

5.1 The project funding is now to be secured through this Committee and has been shared in advance with representatives from the Finance Department and Service Directors.

5.2 A table detailing the expected expenditure is attached in Appendix B.

## 6 Supporting our corporate aims and objectives

6.1 The PMA project directly contributes to the Technology and Knowledge Service

Plan Priorities.

- 6.2 The project deliverables will be a critical enabler for all other Service priorities ensuring transparency and accuracy of data; with more efficient reporting, analysis and decision making is robust, trusted and relevant

## **7 Risk analysis**

- 7.1 The project is designed to increase visibility and accuracy of data to ensure the Service Risk Management Strategy is achieved; providing relevant information and knowledge for evidence based decision making and risk mitigation
- 7.2 A risk register will be maintained throughout the project with clear governance, assurance and escalation taking place through the Project Board, Senior Responsible Owner and Project Manager.

## **8 People Impact Assessment**

- 8.1 The proposals in this report are considered compatible with the provisions of the equality and human rights legislation.
- 8.2 A People Impact Assessment has been undertaken on this Project and will be reviewed at key intervals throughout the Project lifespan. Effectiveness will be measured and consulted upon through collaboration with representatives of the Inclusion and Healthy and Safety teams

## **9 Environmental and Sustainability impact assessment**

- 9.1 Ability for more instant electronic reporting will help reduce the volume of paper used and carbon emissions generated through the production of paper reports. This can be demonstrated in SMT, HFRA, Safer Stronger Boards and other performance focused meetings across the Service.
- 9.2 A measure of the anticipated reduction can be based on the existing reports schedule for each meeting alongside an estimate of the volume of paper and printing costs utilised

## **10 Resource implications**

- 10.1 Financial, human, physical and ICT resources have been considered and included in the full Business Case relating to the funding required.

## **11 Collaboration**

- 11.1 The Project Manager has forged relationships with other Fire and Rescue Services on a similar journey to anticipate whether joint procurement can be an option for the chosen product
- 11.2 Conversations have also taken place with Hampshire Constabulary to identify future opportunities for improved data sharing and access to performance information to align plans, priorities and activity within our shared communities.

## **12 Consultation**

- 12.1 Stakeholders have been identified and are represented in the bi monthly user group meetings
- 12.2 Business as usual teams who will be affected by the project have also been consulted with regard to the project focus, expected deliverables and changes for their local areas

### **13 Conclusion**

- 13.1 A culture of high performance that every person connected with the Service has a personal commitment to, which is founded on a mechanism that gives everyone access and the ability to interact with performance intelligence, will result in evidence-based decision making, a better Service and a Service that can deliver better outcomes for its communities.

### **14 Background papers**

- 14.1 The following documents disclose the facts or matters on which this report, or an important part of it, is based and has been relied upon to a material extent in the preparation of the report:

1. Business Case
2. Expo Day Video
3. Expo Day feedback
4. Stakeholder Analysis
5. Service Delivery Requirements
6. Feedback from other FRS and Local Authorities

Note: The list excludes: (1) published works; and (2) documents that disclose exempt or confidential information defined in the Act.