

“Thanks to the benefits realisation work done by Fujitsu, performance, visibility and quality are now at the heart of flood forecasting.”

Doug Whitfield - NFFS Benefits and Project Manager, Environment Agency



Customer's Challenge

Five million people, in over two million properties, now live in flood risk areas in England and Wales and it is the responsibility of the Environment Agency to predict and warn people of the risk of flooding from rivers and seas.

Doug Whitfield, NFFS Benefits and Project Manager, Environment Agency, says, *“Our strategic driver is to deliver timely flood warnings to the public. However, most of our legacy systems were very fragmented, had varying capabilities and were technically incompatible, which made it quite complex and labour intensive to generate effective flood forecasts and warnings.”*

So, as part of its Flood Warning Investment Strategy, the Environment Agency embarked on the development of two new systems, the National Flood Forecasting System (NFFS) and Floodline Warnings Direct (FWD), which will provide comprehensive flood forecasting across the UK and deliver warnings simultaneously across a variety of media, including telephones, mobile phones, pagers and fax, email, SMS text messaging, digital TV and radio.

Given the scale and criticality of the change, the Environment Agency needed to be certain that it would deliver the expected benefits. *“The new systems are a major investment,” continues Doug Whitfield. “So, what we needed was a clear benefits realisation plan that would validate the expected benefits, identify how they would be realised and create the mechanisms to measure and monitor their ongoing achievement.”*

Fujitsu's Solution

Fujitsu had been chosen by the Environment Agency to develop the FWD system, so it was a natural partner to implement a benefits realisation strategy, as Doug Whitfield explains, *“Fujitsu already had a detailed understanding of our business, so it made sense to build on that relationship. It also really knew what it was talking about in benefits realisation. So, we agreed to use Fujitsu's ‘ResultsStation’ methodology on the NFFS and FWD systems and treat them as a pilot for the use of benefits realisation across the organisation.”*

Initially, Fujitsu undertook a series of working sessions with stakeholders and staff in order to develop a Benefits Roadmap. The roadmap captures, in an easy to navigate form, the path that must be followed and the steps that must be taken if the expected benefits are to occur. So, there are no *“leaps of faith”*, but rather a clear set of activities that can be defined, monitored and measured.

The roadmap was then used to produce a report detailing recommendations for increasing benefits management

SUMMARY OF KEY FACTS

Organisation

Environment Agency

Service/s delivered

Creation of a Benefits Roadmap for the National Flood Forecasting System (NFFS) and Floodline Warnings Direct (FWD).

Creation of new tools and mechanisms to monitor actual benefits realisation.

Key Metrics

Five million people, in over two million properties, in flood risk areas in England and Wales

Benefits

- **Improve management control** – greater visibility of activities and alignment to overall business objectives
- **Optimise productivity** – less time on IT administration, so skilled resources available for forecasting and warning
- **Increase efficiency** – delivery teams have clear priorities and can monitor achievement against objectives
- **Enable change** – helping to drive through the convergence of business practices, by proving the benefits
- **Improve quality** – has the mechanisms in place to monitor the quality of future flood forecasts
- **Enhance customer service** – more timely and accurate flood warnings will reduce damage and loss of life.

CASE STUDY ENVIRONMENT AGENCY

capability within NFFS and FWD. Fujitsu also ensured that the use of the roadmap, as a live management tool, was compatible with the existing tools in use by the Agency.

“The consultancy provided by Fujitsu was extremely good,” comments Doug Whitfield. *“It gave us a real structure to work to and a clear line of sight, so that we could see right through from our corporate objectives to specific outputs. However, the next phase was to establish how we were going to measure if the benefits were being realised – the practices and procedures that will ensure that NFFS and FWD achieve what they are supposed to by 2008.”*

The Benefits Roadmap for the NFFS project identified four key predictors of benefits success: better use of staff expertise; no fall in the levels of service; increased quality of forecasts; and more efficient operation of the forecasting service.

To help measure the achievement of these indicators Fujitsu created a number of new tools and mechanisms. These included a system to standardise, extract and analyse the time recording information relating to the use of forecasters’ time, so that the Environment Agency could measure how much more time is now being spent on core activities, rather than administrative tasks. Fujitsu also developed and implemented two questionnaires to assess the attitudes of forecasters and forecast users about the new system. These have been fully automated so that they can be re-issued at regular intervals and the results compared against the baseline figure in order to monitor ongoing performance.

“With this sort of project the devil’s in the detail,” says Doug Whitfield “It’s a very tough challenge to put these types of mechanisms in place in a way that works, but Fujitsu stood up to it very well and did an extremely thorough job.”

Tony Andryszewski, Technical Manager for Flood Incident Management Process, Environment Agency, agrees, *“The benefits realisation tools developed by Fujitsu are now enabling us to translate actual performance into new internal Key Performance Indicators (KPIs), so that we can continually fine tune our operations in order to ensure that we achieve our long-term goals for Flood Incident Management.”*

Benefits to our Customer

Fujitsu’s benefits realisation services have enabled the Environment Agency to:

- **Improve management control** – greater visibility of activities across the organisation and can align them more closely to achieving overall business objectives
- **Optimise productivity** – less time is needed for IT administration, enabling more skilled resources to be deployed on forecasting and warning activities
- **Increase efficiency** – delivery teams now have clear priorities and can continually measure and monitor achievement against objectives

- **Enable change** – helping to drive through the convergence of business practices, by proving that the change is delivering real benefits
- **Improve quality** – has the mechanisms in place to monitor the quality of future flood forecasts
- **Enhance customer service** – more timely and accurate warnings will reduce the level of property damage and loss of life from flooding.

“Thanks to the benefits realisation work done by Fujitsu, performance, visibility and quality are now at the heart of flood forecasting, which is quite radical as it is the first time we’ve been able to do that. In fact, benefits realisation is now embedded in our culture, which means more people get better warnings, faster, reducing flood damage to UK plc and loss of life. And there are not many jobs you can say that about,” adds Doug Whitfield.

Our Approach

Fujitsu’s benefits realisation approach is designed to help organisations to identify, structure, monitor, measure and ultimately realise the benefits arising from the appropriate application of IT.

Doug Whitfield says, *“I was extremely pleased with how quickly Fujitsu got to grips with the complex interfaces within our organisation, so it could involve all of the relevant people and generate the necessary outputs. Fujitsu already knew a lot of our key practitioners from previous work, so it was very self-sufficient, and we had the confidence to work that way as Fujitsu had a thorough understanding of what we were trying to achieve. While the work took slightly longer than we first thought, that was really a reflection of how tough a job it was. Even so, Fujitsu kept us fully informed – it was very open and honest and delivered what it promised.”*

The Expertise

With over 30 years experience of supporting the needs of government departments and local authorities, Fujitsu has a proven track record in providing complex systems integration services and mobile solutions that reduce costs, improve productivity and customer services and deliver a compelling return on investment.

“Fujitsu has a really thorough knowledge of the benefits realisation approach, and a good ability to understand our business and where the project sat within it. As a result, you felt that you were talking to people who have been in the business a long time, so you didn’t have to keep telling them things,” explains Doug Whitfield. *“I also feel that there is a real desire in Fujitsu for the new systems to be a success, to the point where it has continued to keep an eye on things, even after the project finished. The relationship that we developed has been very successful and it has all the makings of a long-term partnership between our organisations.”*

ASK FUJITSU

Contact us on +44 (0) 870 242 7998 or askfujitsu@uk.fujitsu.com or visit uk.fujitsu.com