LONDON FIRE BRIGADE

Report title

LFB OneRisk Solution – Agreement to Funding

Report to	Date
Corporate Services Board	24 November 2020
Brigade Portfolio Board	14 December 2020
Commissioner's Board	2 December 2020
Deputy Mayor's Fire and Resilience Board	5 January 2021
London Fire Commissioner	

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Executive Summary

The report outlines a proposition to replace the Brigade's different systems that collect and manage building risk information with a solution that provides an integrated view of building fire-related risk (agreed in principle by the London Fire Commissioner in June 2019 (LFC-0212)). This report seeks agreement to the funding for the design, development and implementation this 'one risk' solution (*LFB OneRisk*). The solution will replace the existing fire safety systems (Farynor, Home Fire Safety Visit database), Operational Risk Database (ORD) and other smaller systems. The *LFB OneRisk* solution will incorporate work for the LFB as a result of all recommendations from the Grenfell Tower Inquiry Phase 1 report associated with building owners being required to provide the LFB with building information (and is contained within the Brigade's Grenfell Tower Inquiry action plan). The project is within the Transformation Delivery Plan and has recently been reviewed by the Director of Transformation to confirm that the project's potential to succeed has been considered in the wider context of the organisation's transformation agenda.

Recommended decisions

For the London Fire Commisioner

The London Fire Commissioner agrees:

1. To commit capital expenditure of up to £2.2 million for the development and roll-out of the *LFB OneRisk* solution, subject to the Deputy Mayor for Fire and Resilience prior approval.
2. To delegate authority to the Assistant Director, Technical and Commercial Services, to award the contract for the *LFB OneRisk* solution following the tender exercise.
3. That the Assistant Commissioner, Fire Safety be the Senior Responsible Owner for the project (see paragraph 7.

Introduction

1. In July 2019, the London Fire Commissioner agreed a proposition (LFC-0212) to replace the Brigade's different systems that collect and manage building risk information and to create a new solution providing an integrated view of building risk – the *LFB OneRisk* solution. This report paper reminds Boards of the proposition, the drivers for change, sets out current project timelines for the delivery of the solution and seeks agreement to the funding for the design, development and implementation of the solution.

2. The *LFB OneRisk* solution will incorporate work for the Brigade as a result of recommendations from the Grenfell Tower Inquiry Phase 1 report associated with building owners being required to provide the LFB with building information. The project has the aim providing a solution of better managing and presenting risk information within the Brigade. Risk includes:

    - Risk to persons
    - Risk to buildings
    - Risk to firefighters

Peer review of the project

3. A peer review of the project to deliver the *LFB OneRisk* solution was carried out by the Director for Transformation at the request of the London Fire Commissioner. The primary purpose of the review was to confirm that the project's potential to succeed has been considered in the wider context of the organisation's transformation agenda, to review the outcomes and objectives for the project (and the way they fit together) and to confirm that they will make the necessary contribution to the overall strategy of the organisation. This review was carried out between 3 to 8 December 202, and was undertaken as a desktop research exercise.

4. This review (attached as an appendix to this report) finds that successful delivery of this project appears feasible at this early stage of project development. There are several areas where improvements can be made that will increase the likelihood of a successful outcome. These areas are resolvable and, if addressed promptly, should not present a cost/schedule overrun.

5. The review recognises the good work undertaken so far, and there has been a high level of engagement across affected groups within LFB. The focus on recommendations should not be considered as criticism of the work delivered to date.

6. There are seven recommendations from the review as follows with a recommended date for completion:

Ref	Recommendation	Critical/Essential/ Recommended	Recommended date
A	Appoint a Senior Responsible Owner for the project	Essential	Prior to going out to tender
B	Define outcomes required of the project	Essential	Prior to going out to tender
C	Review the description of the PID objective	Essential	Prior to going out to tender
D	Consider introducing a more general project manager (APM type skills)	Recommended	Prior to going out to tender
E	Undertake detailed budgeting exercise including implementation and running costs	Recommended	Prior to tender award
F	Review benefits descriptions	Recommended	Prior to completion of detailed design
G	Identify how benefits realisation will be measured	Recommended	Prior to completion of detailed design

7. Work is currently underway to address the recommendations, although it can be recommended now that the Senior Responsible Officer for the project should be the Assistant Commissioner, Fire Safety (Paul Jennings).

Background to the project

Systems

8. Over the last twenty years LFB have developed in-house systems to manage risk information – where previously information was either paper-based or not collected at all. Those systems have been through many iterations and are quite sophisticated. Although linked together in many ways the level of integration can be improved and the data standards used harmonized. These systems are in the scope of the *LFB OneRisk* project for re-working or replacement. They include:

    - Fire Safety System (Farynor)
    - Home Fire Safety Visits database (HFSV)
    - Operational Risk Database (ORD)
    - Electronic Premises Information Plate (e-PIP)

9. A key requirement of any process to collect and hold building risk information, is to ensure that (a) quality data is input and held, and (b) data held is updated and kept current. Both the Farynor system, in respect of building fire safety audits, and LFB Diary, for managing 'section 7(2)d' visits/re-visits under the Fire and Rescue and Services 2004 by station crews, ensure that information maintains currency. Both the Farynor system and LFB Diary have processes that make sure that buildings are re-visited at frequencies determined according to the 'risk' allocated to a building.

10. During the last 10 years the Brigade has also developed a mobile capability and there are now numerous mobile applications available on mobile devices, usually on Windows tablets. These apps include:

    - Fire Safety Inspection App
    - Water Office Hydrant App
    - Appliance Workload App
    - PRA App (Premises Risk Assessment)
    - PAR App (Persons at Risk)

11. Each of the main systems listed above has its own dedicated database and the new *LFB OneRisk* solution will have an integrated database supporting various functional modules. This will facilitate the elimination of data duplication and allows the Brigade to impose uniform data standards across all modules.

Location management and mapping

12. The Brigade has developed particular expertise in the management of location data. The Brigade has long used the Geographers' A-Z Mapping of London, and later on started to use the Postal Address File (PAF) to validate addresses. The Brigade were early adopters of the National Land and Property Gazetteer (NLPG), which is now managed by Ordnance Survey and called AddressBase Premium. This system provides unique property reference numbers (UPRNs) nationally and supports a hierarchical approach to building data so that, for example, individual flats in a block can be linked together.

13. Part of the project is to enhance the Brigade's use of gazetteer data and to ensure that all location data is correctly referenced and searchable. In scope is a review of our gazetteer system to ensure that we have the most advanced capability around the use of location data.

14. The ability to add data to maps is also central to the new solution. The Brigade already has access to all public sources of UK digital mapping and has built a robust capability around its use. The Brigade has had expertise in processing map data and in matching external datasets to the gazetteer information so that they can be referenced in our systems and mapped where required. For example, the Brigade simplify

some aspects of the Ordnance Survey digital maps (OS MasterMap) to remove extraneous information and also reprocess the map tiles for mobile use at different scales.

15. Mapping is used extensively in our existing systems, but within *LFB OneRisk* the ability to map data will be enhanced and ubiquitous. To prepare for this the supporting systems are already being upgraded (including GeoServer and OpenLayers).

External data

16. Where possible the Brigade need to rely on external data sources that helps the Brigade understand the different risks in the built environment, and risks facing people. Where the Brigade can identify external data, that are maintained regularly and updated, then it we should seek to exploit them and bring that data into the *LFB OneRisk* solution to provide us with a richer picture of a building's risk profile. External data might also help us identify buildings which we do not know about yet should. For example, data about the location of electricity sub-stations within buildings, and how buildings are used data from the Valuation Office Agency, have been data sets we have been interested in obtaining. Part of the project should be to see what external data sets we can use.

17. With regard to external datasets, for example every month we get NHS data on oxygen cylinders used by patients at home. This is supplied by two different NHS contractors. We match the data against the gazetteer and import it into our operational systems. A similar exercise is underway with the MHCLG high-rise dataset.

Alternative options considered and consultation

18. An alternative option for the Brigade would be to continue with the existing systems. Although it would be possible to bring together data from these systems to provide a single holistic view of building risk, this would largely be achieved through reporting, rather than holding the data together. It would not be possible to prevent data duplication and redundancy in different systems, nor ensure consistency with what each system holds about a building. In addition, some of the key systems that would be replaced are nearing end of life as software and would need to be replaced in any event to take advantage of more modern technologies.

19. The procurement route to deliver the *LFB OneRisk* solution has not been finally decided, and it may be possible to deliver what the Brigade needs via an 'off-the-shelf'' solution(s), rather than commit to a bespoke development (or a combination of these). However, it is not be possible to finally determine this until the requirements are signed off (by end December 2020), and the procurement phase gets underway (see project timelines at paragraph 18).

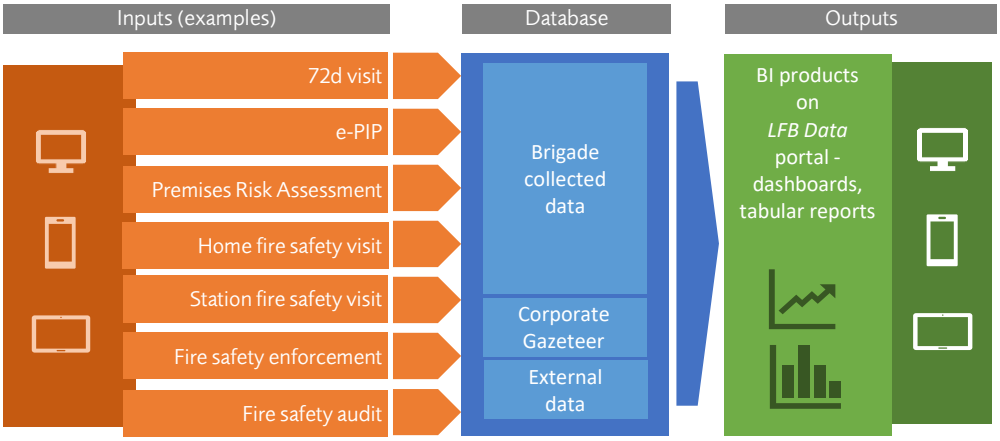
Objectives and expected outcomes

20. These drivers for change have created the opportunity to look again at our existing systems, and to develop this proposition for the *LFB OneRisk* solution. This is likely to have a single database holding the data, but different systems or tasked-based 'apps' which staff will use to input and access data they need.

21. At minimum, the *LFB OneRisk* solution would hold data related to:

- **Risk to firefighters** (Operational risk)
  - Crew 72d visits,
  - Electronic Premises Information Plate (ePIP),
  - Premises Risk Assessment (PRA) outcomes,
  - Residential high-rise visits (effectively targeted 72d visit)
  - Contingency plans
- **Risk to persons** (Community safety)
  - Home fire safety visits
  - Safe and well visits
  - Persons at risk

- **Risk to buildings/persons** (Regulatory fire safety)
  - Audits/inspections
  - Enforcement actions
  - Consultations, including building control
  - Petroleum licensing
  - Fire engineering
  - Sub-surface railways
  - Visits by crews



22. This is an ambitious project that aims to deliver an enhanced and more uniform user experience in different contexts. It will promote higher quality data about risks, and better presentation of that data. It will support operational incidents, regulatory fire safety and community safety activity, planning and reporting. It should also simplify the training requirement for new users by promoting a common look and feel across many modules. It will also support the Brigade's inclusion agenda by using the best design standards and accessibility tools.

Project approach and future timelines

23. Following the approval to the principle of the *LFB OneRisk* solution by the London Fire Commissioner in June 2019, work to develop functional requirements for the solution has been underway. That work will be completed by December 2020, so the overall timelines for delivery of the solution can be summarised as follows:

Phase	Project stage	Estimated completion date
Phase 1	Business Requirements Gathering & Systems Analysis	end December 2020
Phase 2	Procurement	end June 2021
Phase 3	Architecture, design, development	end December 2022
Phase 4	Implementation and familiarisation	phased to March 2023

24. Appropriate project governance arrangements will be put in place to steer the project. It is anticipated that the project will be at 1A[1] governance level. Given the likely elapsed time for the delivery of key components, it may be necessary to deliver tactical solutions (or enhancements to existing systems) where there is perceived urgency.

25. Phase I of the project has two aspects:

- Stakeholder workshops focused on specific business activities

[1] **Priority 1** - Mission critical, 'no fail', regulatory or 'burning platform' projects. Should be resourced first. **Governance A** – Project impacts multiple directorates, has a high business impact, or carries significant investment. These projects are to be reported to Directorate Management Board (DMB) and Commissioner's Board (CB) regularly. They require a Director as sponsor. Health checks are required every six months; which are then reported to the Project Sponsor.

- A review of existing systems

26. In order to model business requirements and document this information, LFB have adopted a software modelling tool, SPARX[2] and hired consultants to assist with the stakeholder workshops.

27. At every stage of the project we are (or will be) referencing external factors including recommendations from the Grenfell Tower Inquiry, and government. As further recommendations are published, design documents will be reviewed to ensure conformity with recommendations and best practice.

28. The development approach (phase 3) will include several aspects:

    - Extensive use of prototyping
    - Re-use of common dialogues and routines
    - Use of common data standards
    - All system communications to be via defined web services
    - Integration with other systems, e.g. Finance, Microsoft 365
    - A simplified mobile solution (via the web where possible)
    - Adherence to accessible design principles
    - Support for text to voice and voice to text
    - Modular development and phased delivery

29. The use of prototyping will allow stakeholders to see what they are getting in terms of 'look and feel' and functionality and should ensure high levels of usability. Prototyping includes the use of mock-ups before any code is written for the user interface.

30. We want to build a system that is easy to use. It may be, there will be different ways to do the same thing with different points of access to the *LFB OneRisk* database. For example, many staff will be familiar with using 'apps' on their smartphone to do specific tasks. A series of small task focussed 'apps' may be an appropriate approach for the ways in which staff will interact with the 1Risk solution. Traditionally, this might have included separate 'apps' for things like a section 7(2)d visit, a fire safety audit, or a home fire safety visit. But, a visit 'app' focussed on those different Brigade staff who may visit buildings might support a more joined-up approach. These 'apps' might support what fire crews are expected to do during visits (combining section 7(2)d visits, visual audits, fire safety), with a different 'app' for, say, a fire safety inspecting officer. Whilst 'apps' may be the direction to go, more work with users will determine an appropriate approach, it may be, there will be different ways to do the same thing, with access from a traditional system like LFB Diary, being just as appropriate as using the app.

31. However, users interact with the *LFB OneRisk* solution the intention is that the data will be held in a single database ensuring that it can be easily joined-up for users whether as part of the apps that support the task to be carried out, or as part of outputs from the system, in terms of business intelligence products like dashboards, or tabular reports.

Local Digital Declaration (LDD)

32. In May 2019, the London Fire Commissioner signed the Local Digital Declaration (LDD) on behalf of the Brigade. The Declaration, which is signed by national and local government bodies, is seeking to co-create the conditions for the next generation of local public services, where technology is an enabler rather than a barrier to service improvements, and services are "a delight for citizens and officials to use". It is acknowledged that one size doesn't fit all, but by developing common building blocks local authorities, and other public services, it will be possible to build services more quickly, flexibly and effectively.

[2] SPARX is an enterprise wide solution to visualise, analyse, model, test and maintain systems, software, processes and architectures for complex projects.

33. The LDD ambition requires both a culture shift and a technology shift, and the LDD sets out five principles to help do this (available via the link above). In particular, and relevant to any new or replacement computer systems, including the mobilising solution, is principle 1 which is *"We will go even further to redesign our services around the needs of the people using them. This means continuing to prioritise citizen and user needs above professional, organisational and technological silos."*

34. A key issue, following LDD principles, will be to ensure that the needs of service users (i.e. the general public that we engage around fire safety and other building visits/inspections are fully met. Some engagement with such users will be appropriate as part of the project to develop the 1Risk system.

Funding for the new system

35. The funding for the *LFB OneRisk* solution has been identified and is derived from a number of previously identified sources, as set out in the table below, and is based on costs identified for upgrade replacement of exiting systems being diverted to the *LFB OneRisk* solution. It is proposed to combine these separate lines in the capital plan into a single '1Risk solution' line.

2020/21 Capital Strategy	2020/21 £000	2021/22 £000	2022/23 £000	Total £000
Home fire safety visits database		70	60	**130**
Farynor replacement	71	450	200	**721**
LFB OneRisk solution (ORD replacement)		550	800	**1,350**
Total capital provision	**71**	**1,070**	**460**	**2,201**

A national solution

36. Several fire and rescue services brigades have already use LFB's Farynor system (a bespoke fire safety solution developed for the Brigade) and have expressed interest in this new project. The *LFB OneRisk* solution will be designed in such a way that there will be inbuilt support to Brigades other than LFB to use it. In effect, this means having support for the different regional 'cuts' of the national gazetteer and having published interfaces to allow integration with other external systems not in use at LFB – for example, integration with a different finance system. Working with other Brigades in this way may provide collaborative opportunities in terms of the scope and functionality of the solution. As with LFB's Farynor system, the Brigade would benefit financially from use of the *LFB OneRisk* solution by another Brigade.

Impacts

Equality impact

37. The London Fire Commissioner and decision takers are required to have due regard to the Public Sector Equality Duty (s149 of the Equality Act 2010) when taking decisions. This in broad terms involves understanding the potential impact of policy and decisions on different people, taking this into account and then evidencing how decisions were reached.

38. It is important to note that consideration of the Public Sector Equality Duty is not a one-off task. The duty must be fulfilled before taking a decision, at the time of taking a decision, and after the decision has been taken.

39. The protected characteristics are: Age, Disability, Gender reassignment, Pregnancy and maternity, Marriage and civil partnership (but only in respect of the requirements to have due regard to the need to eliminate discrimination), Race (ethnic or national origins, colour or nationality), Religion or belief (including lack of belief), Sex, Sexual orientation.

40. The Public Sector Equality Duty requires us, in the exercise of all our functions (i.e. everything we do), to have due regard to the need to:

(a) Eliminate discrimination, harassment and victimisation and other prohibited conduct.
(b) Advance equality of opportunity between people who share a relevant protected characteristic and persons who do not share it.
(c) Foster good relations between people who share a relevant protected characteristic and persons who do not share it.

41. Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:

(a) remove or minimise disadvantages suffered by persons who share a relevant protected characteristic where those disadvantages are connected to that characteristic;
(b) take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it (;
(c) encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

42. The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.

43. Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to (a) tackle prejudice, and (b) promote understanding. .

44. An Equality Impact Assessment (EIA) was undertaken on 11 November 2020. The impact assessment found that overall the new solution would promote inclusion because accessibility tools would be enabled throughout the system. This benefit would also be enhanced by the more widespread use of PCs and tablets/laptops (instead of Citrix) where accessibility tools such as dictation, voice control and speech recognition will be able to run locally.

Procurement and sustainability

45. The first phase of the project was to develop detailed requirements for the *LFB OneRisk* solution. This work commenced in April 2020 and should be completed by December 2020. Funding of up to £100, 000 (capital) for development of the detailed requirements was agreed under delegated authority in August 2016 to complete this work.

46. With the functional requirements available, the procurement (phase 2) will determine whether there is any software on the market that might deliver some or all of what the Brigade needs, or whether bespoke solution would need to be developed. Any new procurement activity will need to be undertaken in line with the Public Contract Regulations 2015 and GLA group Responsible Procurement policy which will include requirements for skills and employment, and support for the Mayors Good Work Standards.

47. Research on potential routes to market is at very early stages and will be developed further when the specification has been agreed by the project board. This is likely to include market engagement to determine whether there are any 'off-the-shelf' solutions available or whether a bespoke FRS development will be needed. The procurement will also comply with all current procurement legislation requirements and LFC standing orders in force at the time, and collaboration opportunities will be fully explored.

Strategic Drivers

48. There are several drivers for change to existing systems and work underway which has driven the development of the proposition for the *LFB OneRisk* solution described in this report. These drivers include:

- Work to continue to enhance the way the Brigade collects and manages building risk information.

- To learn lessons from the Grenfell Tower fire and address the Public Inquiry's phase 1 recommendations.
- An updated premises risk assessment (PRA) process and the supporting collection of building operational risk information for the ORD was included in an updated Policy 800 in July 2020.
- Work to develop a replacement or the (life expired) Farynor fire safety system with something that reflects modern ways of working.
- An overhaul of our risk-based fire safety audit programme.
- Development of proposals to reintroduce fire safety inspections by fire station crews.
- The introduction of tablet devices across the Brigade, including on appliances, has changed the landscape for data collection allowing LFB to embrace mobile working more effectively.

49. The delivery of the *LFB OneRisk* solution is reflected in the Transformation Delivery Plan as follows:

Pillar	Strategy	Action
Delivering excellence	Understand and communicate risk information to better deliver our services	Deliver a solution for managing all buildings risk information.

50. The delivery of *LFB OneRisk* solution is also reflected in the Grenfell Tower Inquiry action plan as follows:

"Delivery of the LFB OneRisk Solution, which will incorporate work for the LFB as a result of all recommendations associated with building owners being required to provide the LFB with building information. This includes recommendations 4a, 6a, 6b, 7a, 7b, 12c and the additional note in section 6 (Plans) of the Inquiry Phase 1 report."

Workforce impact

51. Engagement with staff, consistent with Local Digital Declaration principles, will be required, to meet principle 1 which is *"We will go even further to redesign our services around the needs of the people using them. This means continuing to prioritise citizen and user needs above professional, organisational and technological silos."*

52. During Phase 1 of the project (development of business requirements) there have been around 25 stakeholder workshops involving staff from fire safety, operations (for fire stations), ICT and business intelligence. Most of these workshops have now been completed. The stakeholders who have contributed to the workshops will be involved in every further stage of the project to ensure that the software produced meets their requirements and is easy to use.

Finance comments

53. This report recommends that £2.2m of capital expenditure is committed for the development and roll out of the *LFB OneRisk* solution. The initial report had set out an initial budget estimate for the solution of £2.7m covering a period from April 2019 to March 2024, this had been revised to a budget of £2.2m covering the period from April 2020 to March 2023. The funding at £2.2m is included in the draft Capital Strategy and amalgamates funding previously identified for the upgrade/replacement of exiting systems into the now proposed *LFB OneRisk* solution.

54. Ongoing revenue costs for *LFB OneRisk* will be incurred from 2023/24 and will be met from existing IT budgets as spend is repurposed from the existing systems which the *LFB OneRisk* solution will replace. These budgets are set out below:

System	Current annual support
Farynor	128,000
Home Fire Safety Visit (HFSV)*	15,000

System	Current annual support
Operational Risk Database (ORD)*	20,000
Electronic Premises Information Plate (ePIP)*	3,000
Total	**166,000**

* These are elements of a larger contract for multiple systems support

55. The Capital Strategy (LFC-0324) includes LFB OneRisk solution under the ICT section of the Strategy, at £2.2m broken down as below:

	2021/22	2022/23	Total
Home Fire Safety Database (linked to Farynor Project)	70,000	60,000	130,000
Farynor Replacement (linked to ICT Home Fire Safety Database Project)	521,000	200,000	721,000
Operational Risk Database (One Risk)	550,000	800,000	1,350,000
			2,201,000

56. If the project is financed from external borrowing, the annual debt charges would be £286,130, based on a 10-year asset life – this includes annual debt repayment at £220,100 and annual interest charge of £66,030, based on an interest rate of three per cent. However it should be noted that the asset life has yet to be confirmed and 10 years is an estimate, and the *LFB OneRisk* solution would replace elements of systems that have asset lives ranging from five to 15 years, and this could impact significantly on the annual debt charges. If the asset life was five-years the annual debt charges could rise to £506,230. As the project develops the LFB will consider recharge options to other Fire and Rescue Services for the use of the system. This could potentially reduce the ongoing maintenance costs incurred.

Legal comments

57. This report seeks to approval of funding for a new ICT system '*LFB OneRisk* Solution'.

58. Under section 9 of the Policing and Crime Act 2017, the London Fire Commissioner (the "Commissioner") is established as a corporation sole with the Mayor appointing the occupant of that office.

59. Section 1 of the Fire and Rescue Services Act 2004 ('the 2004 Act') states the Commissioner is the fire and rescue authority for Greater London.

60. Under section 327D of the GLA Act 1999, as amended by the Policing and Crime Act 2017, the Mayor may issue to the Commissioner specific or general directions as to the manner in which the holder of that office is to exercise his or her functions.

61. By direction dated 1 April 2018, the Mayor set out those matters, for which the Commissioner would require the prior approval of either the Mayor or the Deputy Mayor for Fire and Resilience (the "Deputy Mayor"). In particular, paragraph (b) of Part 2 of the said direction requires the Commissioner to seek the prior approval of the Deputy Mayor before "[a] commitment to expenditure (capital or revenue) of £150,000 or above as identified in accordance with normal accounting practices…". The decision to procure a new ICT system as set out in the recommendation of this report far exceeds this value, therefore, this report to the Deputy Mayor fulfils the aforementioned requirement in the direction.

62. The body of the report confirms the Procurement Department will be engaged in the Project Team and in the tender process from start to end to ensure compliance with the requirements set out in the Public Contract Regulations 2015; the GLA responsible procurement policy, and LFC standing orders. The

Project Team will also ensure the specification and end product is compliant with other requirements including and not limited to DPA/GDPR.

63. Section 5A of the 2004 Act enables the Commissioner to "do anything it considers appropriate for the purposes of the carrying out of it's functions.

64. The Commissioner is also a 'best value' authority under the Local Government Act 1999 and must make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

65. The development and procurement of one ICT system '*LFB OneRisk* Solution' and related outputs fall within the duties and powers of the Commissioner. It will assist all staff and workers to be more efficient and effective in their day to day work, seek to address some of the recommendations from the Phase 1 GT inquiry, and generally ensure best practice in terms of data management.

66. The Commissioner's Board must in advance the report being presented to the Deputy Mayor and the Commissioner taking a decision first note the contents of the report in accordance with the Terms of Reference of the Commissioner's Board. The proposed recommendation for the London Fire Commissioner to delegate authority to the Assistant Director of Technical and Commercial to deal with all contract awards in connection with the new ICT system *LFB OneRisk* Solution is permitted under Part 4 of the LFC's Scheme of Delegation.

List of Appendices

Appendix	Title	Protective Marking
1.	Desktop review of LFB 1Risk project	

LONDON FIRE BRIGADE

Appendix 1

LONDON FIRE BRIGADE

Briefing note

Date: 08 December 2020

Subject

Desktop review of LFB 1Risk project

Brief for

London Fire Commissioner

Author

Fiona Dolman, Director for Transformation

1. Purpose of this paper

The purpose of this briefing note is to capture the recommendations of a Peer review of the 1Risk project, undertaken by the Director for Transformation at the request of the London Fire Commissioner.

2. Purpose of this review

The primary purpose of this review is to confirm that the project's potential to succeed has been considered in the wider context of the organisation's transformation agenda, to review the outcomes and objectives for the project (and the way they fit together) and to confirm that they will make the necessary contribution to the overall strategy of the organisation.

This review has considered the likelihood of the successful delivery of the project to time, cost and quality based on the documentation made available at this stage in the project lifecycle.

The good work undertaken by the team is recognised by the author, and there has been a high level of engagement across affected groups within LFB. The focus on recommendations should not be considered as criticism of the work delivered to date.

3. Conduct of this review

This review was carried out from 3rd - 8th December 2020 by Fiona Dolman, Director for Transformation. The review was undertaken as a desktop exercise.

4. Delivery confidence assessment

This review finds that successful delivery of this project appears feasible at this early stage of project development. There are several areas where improvements can be made that will increase the likelihood of a successful outcome. These areas are resolvable and, if addressed promptly, should not present a cost/schedule overrun.

5. Findings and recommendations

5.1. Clienting and Governance

The project is following the LFB's standard project governance approach.

It is not clear who the project is being delivered for, so it is recommended that the project consider appointing a Senior Responsible Owner (SRO) for the project, who is focused on achieving the outcomes required of the project. This SRO should be at a senior enough level of the organisation to be able to unblock issues, act as client and maintain a strategic view of the outcomes required, with licence to shift tactics if the current approach reaches a point where it is no longer achieving the outcomes.

The SRO should be in place for the full lifecycle of the project, including post implementation benefit realisation. The SRO should be supported by an IT project manager, this appears to be in place.

It is recognised that the technical elements of this project are significant and may take up quite a lot of the IT project manager's capacity. It is recommended that consideration is given to introducing a more general project manager (APM type skills) to support an holistic project management approach and enable the business change required for the successful achievement of the project outcomes.

The project PID clearly articulates its relationship and relevance to the strategic priorities of the LFB, has clear drivers and a well described objective.

However, the PID does not articulate the outcome required from this project intervention. It is recommended that the project works with the appointed SRO to determine the outcomes required. This will then enable flexibility from the market in providing proposals to achieve the outcome.

The project objective is appropriately output based. It appears to be overly specific in that it sets out the requirement for a 'single software solution' to be developed. It is recommended that this requirement is reviewed and is described in a less constraining way to enable the market to respond.

5.2 Cost

At this stage, the likely costs of the project are not understood. A reasonable financial envelope has been assumed based on the costs of replacing the current systems in place. There is a risk that market prices will exceed the earmarked financial amount when the project goes out to tender.

It is not clear at this stage if that financial envelope includes the full costs of implementation and the business change required to support training and orientation for staff.

It is recommended that detailed budgeting, including all project staff, supplier costs, implementation (including business change, communications, and release of staff for training) and system shut down costs are considered at the next stage gate of the project. The budgeting should also include ongoing costs following implementation and which Heads of Service budgets would need to be adjusted to reflect these changes.

5.3 Benefits realisation

The project benefits are described within the PID. These are not linked to the outcome as this has not yet been described. It is recommended that attention is placed on reviewing these benefits, clarifying the specific benefits, and considering how the realisation of these benefits will be measured when the project is implemented.

6. Summary of report recommendations

The recommendations have been detailed in the **table** below and prioritised using the definitions at the foot of the table.

Ref	Recommendation	Critical/Essential/ Recommended	Recommended date
5.1	Appoint a Senior Responsible Owner for the project	Essential	Prior to going out to tender
5.1	Define outcomes required of the project	Essential	Prior to going out to tender
5.1	Review the description of the PID objective	Essential	Prior to going out to tender
5.1	Consider introducing a more general project manager (APM type skills)	Recommended	Prior to going out to tender
5.2	Undertake detailed budgeting exercise including implementation and running costs	Recommended	Prior to tender award
5.3	Review benefits descriptions	Recommended	Prior to completion of detailed design
5.3	Identify how benefits realisation will be measured	Recommended	Prior to completion of detailed design

Critical (Do now) – to increase the likelihood of a success outcome it is of greatest importance that the project should act immediately.

Essential (Do by) – to increase the likelihood of a success outcome the project should act soon. (Whenever possible essential recommendations should be linked to the project milestones e.g., before contract signature and/or a specified timeframe e.g., within the next 3 months).

Recommended – the project should benefit from the uptake of this recommendation. (Whenever possible essential recommendations should be linked to the project milestones e.g., before contract signature and/or a specified timeframe e.g., within the next 3 months).