

# Community Protection Directorate - Planning Spreadsheet 2020-21

Department: SPECIALIST SERVICES, TRAINING, TECHNICAL & DIGITAL SERVICES

| Ref #    | Primary Strategic Aim | Primary Strategic Objective | Objective  | Activity/Actions<br>High Level Description  | Outcome<br>Short description of what you are aiming to achieve  |
|----------|-----------------------|-----------------------------|--|---|---|
| SSTTDS01 | Be_excellent          | Low cost, high performing   | Deliver this year's work programme of major projects each of which will serve to 'broaden and strengthen the Directorate's 'Single Place' Digital ethos  | <p>Move the Server Room from SHQ to Longfield and St Albans by May 2020</p> <p>Complete the procurement ,development and implementation of a Mobile VPN solution and install Wi-Fi hubs in all fire appliances by July 2020</p> <p>Complete the procurement ,development and implementation of a Roster / Availability/ Payroll solution by August 2020</p> <p>Complete the procurement ,development and implementation of a Vitalograph /Cohort solution by March 2021</p> <p>Complete the procurement ,development and implementation of new management information systems for Protection, Prevention and Trading Standards by March 2021</p> <p>Complete the procurement ,development and implementation of SEED Risk by July 2020</p> <p>Complete the development and implementation of Asset Management System by March 2021</p> <p>Re-tender of PDR Pro, Cadcorp and Blue light (Gazetteer and mapping solution) and Gartan by March 2021</p> <p>Replacement of Display Equipment at Stations by March 2021</p> <p>Single place portal on the MDT's by March 2021</p> <p>Replacement of mobile phones by Nov' 2020</p> | A suite of improvements to enhance resilience, and improve data management, in support of more efficient working and better evaluation and analysis.  |
| SSTTDS02 | Be_excellent          | Low cost, high performing   | In conjunction with HCC Property Services, ensure the CPD property portfolio meets present and future operational requirements .   | <p>Ensure that future estates requirements are identified as part of Proposal 1 (Fire Cover Review) and the broader IRMP.</p> <p>Establish governance and management arrangements to inform officer and member decision making on the collaboration's future estates programme of work.</p>   | An estates provision for CP that meets the current and future requirements of the Directorate and the collaboration partnership for the next decade and beyond.   |
| SSTTDS03 | Be_excellent          | Low cost, high performing   | Work closely with HCC Property Services to define requirements and complete initial feasibility report and associated tasks and actions for development of JESA, Service HQ and Herford Fire Station | <p>Complete the outline business case for JESA for Cabinet approval in October 2020.</p> <p>Entering procurement for a delivery partner (subject to relevant approvals) in January 2021</p> <p>Produce a detailed plan by March 2021 for decamp from JESA to deliver training from alternative locations from April 2021</p> <p>Complete the outline business case for redevelopment of Hertford Fire station for Cabinet approval in October 2020</p> <p>Produce a detailed plan for decanting from HQ/ Hertford Fire station and delivering those services/functions, whilst redevelopment of Hertford Fire Station is in progress</p>  | Development of existing site to accommodate collaborative training requirements as well as other CPD/HCC functional elements which will relieve pressure on decaying/ costly HCC/CPD estate and enable redevelopment opportunities elsewhere. |

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| SSTTDS04 | Plan_and_respond      | Quick and effective response      | Ensure HFRS continues to engage with the Emergency Services Mobile Communications Project (ESMCP) and that the necessary arrangements are made for implementation. | <p>Manage the local ESMCP implementation activity to replace the existing Airwave communications system, in conjunction with national and regional partners. Investigate advantages of Early Adoption to ensure that HFRS receive the best possible outcomes.</p> <p>Complete emergency services network coverage testing by end of Dec' 2020.</p> <p>Complete the ESMCP delivery plan by Dec' 2020.</p> <p>Implement the ESMCP delivery plan by Mar' 2021.</p>  | Transition to ESMCP / ESN solution to achieve stated objectives of project; Replace Airwave critical voice services by enhancing a commercial mobile network. with integrated broadband data services; PS functionality; national coverage and high availability. Be more flexible, to evolve and improve over time, pay only for features required by users and be more cost effective to address budget pressures, re-competed regularly to leverage market forces  |
| SSTTDS05 | Be_excellent          | Competent, professional workforce | Develop and implement the CPD people strategy elements/activities identified for delivery in 2020/2021   | <p>Ensure that every employee is clear on how to access mental health &amp; wellbeing support via our internet or via posters advertising these services locally.</p> <p>Delivery of "Developing an inclusive workplace" to all Employees by year end</p> <p>Establish a reporting cycle to set out Workforce Planning and Succession Planning – including use of soft intelligence from Exit data.</p> <p>Embed the New Career Pathway within the Service - providing opportunity for all to progress within the service in different ways. We will measure the success of this at the end of March 2021</p> <p>Following the evaluation of our last Recruitment Campaign - implement the recommendations for further improvement in our next Campaign.</p> <p>Develop a toolkit for Stations to better support and understand the communities of Hertfordshire, by March 2021</p> <p>Senior Leadership Development - Transformation and Change Management Programme for all Senior Leaders within the Service. Dates have already been issued for this programme and will be delivered virtually if necessary</p> <p>Staff Survey 2020 - opportunity for all to participate and improve response and engagement. (either HCC or will do our own)</p> <p>Launch new "on call" contracts to improve capacity of On Call Fire Fighters - including working with Hertfordshire County Council to agree a process to launch Employer Supported Fire Fighter (IRMP Proposal 5)</p> | This Community Protection Directorate People Strategy supports and enables the delivery of our key functions Prevention, Protection and Response by developing a highly skilled workforce who can deliver a swift and effective response, support and encourage a safe and just trading environment for consumers and business, help make communities safer and to play a full role in preparation for, and contribution to, multi-agency, major incident response. Whilst the organisation they work for ensures that it is an attractive, diverse and inclusive organisation that is able to attract, retain and provide appropriate for staff. |
| SSTTDS06 | Plan_and_respond      | Quick and effective response      | Fire Collaboration 2023<br>Complete scoping, formation of project team and commence procurement for replacement of Service Mobilisation system.                    | <p>Complete scoping, formation of project team and commence procurement for replacement of Service Mobs system (Project; Fire Collaboration 2023)</p> <p>Complete IT health check for FC23 and HFRS penetration test by Dec' 2020.</p> <p>Create requirements and tender documents for new mobilising system by Mar' 2021</p> <p>Introduce new helpdesk arrangements by Dec' 2020.</p> <p>Practice disaster recovery scenarios, technical failure, loss of the control room, large scale incident in one Service. Test BCP 3 level Tech Fail, control room, Buncefield by Sept' 2020</p>   | Fire Collaboration 2023 Project will specify, procure and implement the next generation mobilising system across the East Coast Consortium.   |