

Community Protection Directorate - Directorate Action Plan 2020-21

*Vision: "Through service delivery and working in partnership, we aim to save life, reduce risk, improve community safety, reduce crime, protect the environment, and support Hertfordshire's economy."
Mission: "Working to Protect, Acting to Save"*

Strategic Aim:		Plan and Respond to Emergencies			
Ref	Primary Strategic Objective	Department	Departmental Level Objective	Activity/Actions High Level Description	Outcome Short description of what you are aiming to achieve
DAP01	Quick and effective response	Response & Prevention	Deliver the IRMP Action Plan 2020/2021	Complete Fire Cover Review Procure IRV & RRV to enable full pilots to commence in 2021 Introduce new on-call contracts Launch Employer Supported fire-fighter scheme Complete FDO Review	Delivery of those actions identified in this year's action plan to progress IRMP proposals 1 (fire cover review), 3 (vehicles trials), 5 (On call review) and 7 (work patterns)
Strategic Aim:		Prevent and Protect			
Ref	Primary Strategic Objective	Department	Departmental Level Objective	Activity/Actions High Level Description	Outcome Short description of what you are aiming to achieve
DAP02	Safe and just trading environment	Regulatory Services	Effectively identify and respond to pressures and demands placed on Trading Standards as a result of Brexit, so that businesses are supported and legislation is complied with.	Ensure that impacts of UK leaving EU are identified, and that staff are advised/trained as necessary to provide advice and enforce effectively. (NB actions will be determined by the final deal agreed between UK & the EU). Deliver a training programme for all enforcement staff by December 2020	There is likely to be a significant degree of uncertainty until later in 2020 at best, this will compromise any ability to effectively plan for the long term delivery of TS activities at this stage and so it is essential that Regulatory Services are well placed to react quickly to any changes that do arise
Strategic Aim:		Be an Excellent Organisation			
Ref	Primary Strategic Objective	Department	Departmental Level Objective	Activity/Actions High Level Description	Outcome Short description of what you are aiming to achieve
DAP03	Competent, professional workforce	Business Development, Governance & Finance	Embedding new structures / governance arrangements within Business Development Governance & Finance to support the changes to the Directorate senior management and decision making arrangements.	Introduce a Programme Management Office to support the delivery of all major projects across the Directorate. Confirm TORs for all Boards and Decision making groups to establish a clear pathway for the commissioning and subsequent monitoring of projects and programmes	High quality, effective Programme Management that ensures we understand what will be necessary to effectively deliver a Programme and that we allocate sufficient resources, time and funding to do so, but also to ensure that we are able to demonstrate the expected benefits prior to delivery and ensure that these are achieved - where it becomes apparent these cannot be achieved then the Programme Management Office must be able to identify that to support management decision making
DAP04	Low cost, high performing	Specialist Services, Training, Technical & Digital Services	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	Move the Server Room from SHQ to Longfield and St Albans by May 2020 Complete the procurement ,development and implementation of a Mobile VPN solution and install Wi-Fi hubs in all fire appliances by July 2020 Complete the procurement ,development and implementation of a Roster / Availability/ Payroll solution by Aug'2020 Complete the procurement ,development and implementation of a Vitalograph /Cohort solution by Mar'2021 Complete the procurement ,development and implementation of new management information systems for Protection, Prevention and Trading Standards by Mar'2021 Complete the procurement ,development and implementation of SEED Risk by July 2020 Complete the development and implementation of Asset Management System by Mar'2021 Re-tender of PDR Pro, Cadcorp and Blue light (Gazetteer and mapping solution) and Gartan by Mar'2021 Water Management by July 2020 Replacement of Display Equipment at Stations by Mar'2021 Single place portal on the MDT's by Mar'2021 Replacement of mobile phones by Nov'2020	A suite of improvements to enhance resilience, and improve data management, in support of more efficient working and better evaluation and analysis.

DAP05	Low cost, high performing	Specialist Services, Training, Technical & Digital Services	Ensure that the Estates Strategy defines the future requirements for the Directorate in order to achieve effective support from HCC Property	Ensure that future estates requirements are identified as part of Proposal 1 (Fire Cover Review) and the broader IRMP and that these are approved (or otherwise) by the Fire Authority. Once confirmed this will then assist in allocation of appropriate professional support from HCC Property leads.	An estates provision for CP that meets the current and future requirements of the Directorate for the next decade and beyond.
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DAP06	Low cost, high performing	Business Development, Governance & Finance	Widen and deepen collaboration with our Emergency Services Partners to realise further opportunities for efficiencies and improved outcomes.	Explore further opportunities for increased collaboration including estates, a more joined-up approach to our prevention work and improved efficiency in the use of specialised activity or resource such as Fire Investigation	Develop plans for a shared HQ at Stanborough Secure Cabinet support for the redevelopment of the JESA Carter Jonas review of estates ISO compliance and improved FI capability through increased collaboration with the Police/SOCO, other regional FRS's and the Forensic Science Services Explore options for a more joined up approach to Prevention activities.
DAP07	Competent, professional workforce	Specialist Services, Training, Technical & Digital Services	Develop and implement the outcomes of the CPD People Strategy	Ensure recruitment, retention, development and support activities provide staff with the means and support appropriate to their role.	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.

Strategic Aim		Strategic Objectives	Short Version
Plan and Respond to Emergencies	Our aim is to plan for Local, Regional and National emergencies and to respond quickly and effectively when they happen.	To respond quickly and effectively to emergencies	Quick and effective response
		To reduce unwanted calls	Reduce unwanted calls
		To ensure that the best possible resources are allocated on a risk basis	Resources aligned to risk
		To ensure arrangements are in place for major incidents	Plan for major incidents
Prevent and Protect	Our aim is to minimise risk to those who live, work and travel in Hertfordshire. We aim to prevent emergencies from happening in the first place, and protect citizens and businesses from harm through our enforcement activities.	To reduce fires, road traffic collisions, other emergencies, deaths and injuries	Reduce emergencies, deaths and injuries
		To work in partnership to make Hertfordshire safer and support health and wellbeing	Work in partnership
		To achieve a safe and just trading environment, supporting the Hertfordshire economy and help reduce crime	Safe and just trading environment, support the economy, reduce crime
		To target our prevention, education, enforcement and protection work	Target our work
Be an Excellent Organisation	Our aim is to provide the best possible service to Hertfordshire by maintaining professional standards, continuously improving our services and keeping costs down.	To deliver excellent performance and value for money	Low cost, high performing
		To put communities at the heart of what we do, understand their needs and deliver an accessible service	Put communities at the heart of what we do
		To maintain a competent, professional workforce who learn from experiences, adapt to change and are representative of the communities we serve	Competent, professional workforce
		To reduce our impact on the environment	Reduce environmental impact