



Dorset & Wiltshire Fire and Rescue Authority

Current Strategic Risk Register

Strategic Risks

Risk Code	0001	Direction of Risk
Risk	Failure to secure a one team approach to the new Service	
Responsible Officer	DCFO	

	Current Risk Assessment	Target Risk Assessment
Rating	High Department (10-14)	Modest Department (5-9)
Risk Score	12	9
Risk Strategy	Treat the risk	

Current Risk Assessment Heat Map						
Likelihood						
	1- Remote	2- Unlikely	3- Possible	4- Potential	5- Certain	
Impact	1- Insignificant					
	2- Minor					
	3- Moderate					
	4- Major			x		
	5- Catastrophic					

Future Risk Controls
<ul style="list-style-type: none"> • Deliver our internal engagement delivery plan • Deliver the outcomes from the 'Eyes & ears' staff survey • Deliver the procedural alignment programme - Single ways of working • Deliver the Smarter Working Programme • Progress against Information Systems Migration Plan - Single systems to work with

Risk Owner Comments
<p>Deliver the engagement plan</p> <p>The engagement delivery plan is monitored quarterly at the Strategic Leadership Team (SLT) and ensures coordination of all engagement activities across the Service on a monthly basis. The delivery plan remains on schedule with good progress being made. Our approach to internal communication and engagement has received substantial assurance from internal audit. A regular monthly and weekly newsletter is also distributed to all staff. Senior managers have completed over 60 workplace visits; conducted four quarterly phone-in question times to directly engage staff from across the Service. Leadership forums at strategic, middle & team management levels are being held monthly and the Service is currently engaging uniformed and corporate managers through a series of consultation days. We have also ensured that the intranet targets communications to specific staff groups and departments in a better way which has been well received. To further support cross departmental working a new meeting structure has been introduced. Directors chair the three delivery teams which are centred on our strategic priorities (one covering priorities 1-3, one covering priority 4 and one covering priority 5). The delivery teams make sure that cross cutting issues that are being delivered through the activities and projects set out in the Service delivery plan are being effectively managed. This cross-directorate way of working is also bearing fruit in terms of creating a one team approach. Results from the recent staff survey conducted in February 2018 show a positive trend in much of areas associated with communications and engagement. The way in which we can further strengthen</p>

communication and engagement is the focus of the managers' consultation days.

Deliver the outcomes from the 'Eyes and ears' survey

The Service results from the previous staff survey was delivered to SLT, Heads of Department and Members of the Finance, Governance and Audit Committee, with an action planning workshop from the independent company conducting the survey. The high level and departmental results were communicated with teams, via Heads of Department. This approach provided all staff with the opportunity for discussion and enabled them to feedback on the results and to discuss the potential actions that were needed to deliver improvements against identified focus areas. The staff survey was repeated in February 2018 to determine what progress had been made and the results were largely positive. A report setting out in detail the areas of focus and the actions that will be taken will be presented to the Finance and Governance Committee at its meeting in July. The Leadership Forum which includes all senior managers, continues to discuss the staff engagement and the improvement actions to make sure there is collective buy in and understanding about what is required and importantly, why. Leadership training for team managers is now underway with significant commitment from SLT and middle managers. In response to the previous survey, the Service has moved towards cross directorate ways of working focused on delivering the strategic priorities through a more matrix style approach to delivery.

Deliver the procedural alignment programme

Prior to combination key procedures that needed to be aligned for the new Service were identified. Procedures were prioritised for delivery over three years with 84 prioritised for completion before 1 April 2016 to ensure legal compliance. The remainder were programmed for alignment over the following two financial years. Most of the procedures have now been harmonised and progress continues to be monitored within Cycle and reported to SLT quarterly. The remaining procedures that need to be harmonised are relatively low-level ones.

Deliver the smarter working programme

A smarter working programme and action plan has been advanced by a working group chaired by the DCFO and now by the Head of Information and Communications. This programme is linked to the Service delivery plan and has several key aspects such as technology, property, leadership and management and information management. The programme has been discussed with all Heads of Department to ensure that existing work being delivered considers the principles of smarter working rather than creating something separate. The programme has now been widely advertised and promoted through an e-learning module; a training programme; the new intranet; and through the 60 workplace visits by senior managers. The key elements currently being progressed through a technical working group are the further exploitation of Office 365; cross departmental document management; and strengthening the staff intranet. Potterne has now been sold; offices at Poole have been rationalised and the Poundbury estate has been harmonised with the excess office space being marketed for commercial use and income. A first-year evaluation of the programme is well underway with positive impacts being shown.

Progress against the systems migration plan

20 out of the 24 systems in the programme have now been combined into single databases/systems and are in use throughout the Service. The remaining systems have clearly defined projects with stakeholder and communication plans following the principals outlined within the programme. SLT continue to monitor the programme monthly. The programme is currently on track to deliver single databases/systems within the agreed timescales. Single systems, coupled with single ways of working are leading to a greater 'one-team' approach. The remaining management systems are now reviewed by SLT and through the delivery team. It is proposed that unless significant issues arise, that this is not reported to Members.

Given the significant progress being made and the positive trajectory, it is proposed that this risk is now removed from the strategic risk register.

Risk Code	0004	Direction of Risk 
Risk	Failure to have a competent and resilient workforce to meet the future needs of the Service	
Responsible Officer	Director - People Services	

	Current Risk Assessment	Target Risk Assessment
Rating	Strategic (15-25)	High Department (10-14)
Risk Score	16	9
Risk Strategy	Treat the risk	

Current Risk Assessment Heat Map						
		Likelihood				
		1- Remote	2- Unlikely	3- Possible	4- Potential	5- Certain
Impact	1- Insignificant					
	2- Minor					
	3- Moderate					
	4- Major					
	5- Catastrophic					

Future Risk Controls
<ul style="list-style-type: none"> • Strengthen our approach to strategic workforce planning • Completion of firefighter recruitment programme • Develop a talent management process linked to workforce and succession planning, development pathways and leadership development • Develop and deliver our leadership development strategy and define our Leadership development requirements for the Service; plan and implement initiatives to meet identified needs • Develop and implement a Service wide apprenticeship programme to maximise on the apprenticeship levy • Implement and embed development pathways for all staff groups with alignment where relevant to the Fire Professional framework

Risk Owner Comments
<p>Strengthen our approach to Strategic Workforce Planning</p> <p>We are continuing to establish stronger links between our workforce transformation plans and our workforce planning and establishment control to ensure close alignment to our financial forecasts. We continue to improve the integration of our systems so that we can provide workforce data that enables better monitoring, intervention and organisational learning. Further refinements are being made to our HR system to improve management reporting processes which will assist our workforce and financial planning. Mindful of our ageing workforce and our corporate target to increase the diversity of our workforce, we are also strengthening our workforce and succession plans to ensure we have the right people, with the right skills at the right time.</p> <p>This starts at the point of attraction and we have reviewed our recruitment literature to ensure that applicants are well informed and have a good understanding of the varied career opportunities that we offer. We have carried out an external review of our recruitment processes and have developed an action plan to further streamline and enhance the work that we do in this area. As part of this work we have invested in our E Recruitment system to improve its functionality and interface.</p> <p>Alongside this we are in the process of identifying potential future workforce changes linked to the Communities programme and On-Call Review to ensure these areas are considered within our workforce planning activities. The strategic workforce plan will also ensure leadership development, progression and talent management activities and interventions</p>

are all connected. We are also ensuring that our leadership development and talent management arrangements are linked to our workforce plans.

Gateway Assure undertook an audit of our Strategic Workforce Planning arrangements during Block 4 of the Audit Programme and gave a 'substantial assurance'. The two minor recommendations have been incorporated into our plans.

Completion of the fire-fighter recruitment programme

A key area of focus has been our positive action programme ahead of commencing our whole-time (WDS) recruitment. Our positive action campaign "#BeOneOfUs" was launched in October 2017. Posters, leaflets and banners were produced and our website included a link to an inspirational promotional video about a career in the Fire & Rescue Service and provided a structured 12-week fitness programme for potential applicants to follow. Six "have a go days" were held across the Service area and encouraged those attending to carry out some of the practical elements of the role such as hose running and wearing breathing apparatus. Following this our WDS recruitment campaign commenced in November 2017. The selection process consisted of a number of elements with the last stage of presentation and interviews and a medical taking place in March/April. 16 individuals commenced employment as WDS firefighters on 4th June 2018. Of the 16 recruited, 13 individuals are attending a WDS recruit course (3 were existing on-call staff for whom a tailored training plan was developed negating the need to attend the training course). We carried out our equality monitoring at each stage of the process and will use the data gathered to assess what additional interventions can be made in the future in support of our corporate target to increase the diversity of our workforce.

Develop a talent management process, linked to workforce and succession planning, development pathways and leadership development

As part of our emerging approach to talent management we have revised our uniformed promotion process to allow 'role hopping'. The selection and interview process now has a greater emphasis on workplace impact and efforts to further personal development. All successful candidates will be encouraged to sign up for coaching/mentor support drawing upon our network that is facilitated by the South West Councils. Further work is being undertaken to develop the organisational requirements for talent management and the associated frameworks, procedures and processes. As part of this work we will be engaging with all our managers at our forthcoming Managers Consultation Days seeking their views on what they consider to be the key components of talent management process, after which time a process will be set in place. This work will complement the strategic workforce plan to ensure that we are able to develop and grow talent throughout the service to meet the future needs of the organisation. The approach we are developing will align with our Leadership Development Programme and will also need to be able to deliver outcomes aligned to our values and behaviours framework.

Develop and deliver our leadership development strategy and define our Leadership development requirements for the Service; plan and implement initiatives to meet identified needs

Our approach to Leadership Development is set out within our Workforce Transformation document. This document also aligns with our development pathways so that leadership is seen as an integral part of our learning and development interventions.

We have forged an exciting partnership with the Royal National Lifeboat Institute which we hope to extend to other organisations at a sub-regional level, including the police. The leadership programmes are at three levels - Supervisory, Middle and Strategic. A prototype supervisory course was successfully run in April and a further course will be held in September and will include attendees from Wiltshire Police. The Middle and Strategic level programmes are at the design stage and will be rolled out in 2019. This multi-agency programme will be a key foundation for developing our leaders. For operational members of staff, we have also established a joint approach to incident command development and assessment. The programme will be complemented by Management Development training in areas such as Attendance Management, Wellbeing and Performance Management, which will also be rolled out in 2019. The delivery of these programmes will be through blended learning using a partnership approach as well as e-learning. To support these programmes we are planning to hold two Leadership Events with inspirational speakers on topics that have been identified through organisational learning or through our cultural change plan set out in our strategic assessment of risk.

Work with the South West Emergency Services Collaboration partnership is picking up pace and we are taking part in the Culture and Leadership work stream under the Programme Board. This partnership is providing us with opportunities to identify where we can share practice and products with Police, Ambulance and other FRs across the South West and begin to align our strategies, cultures, values and behaviours. This collaboration has already had a positive impact on our review of our RESPECT values framework which we have aligned with the recently developed Police values framework. We are working particularly closely with Wiltshire Police to explore areas for collaboration and alignment as they're in a position where they want to review their approach to leadership.

We are also continuing to support the Executive Leadership Programme which is the sectors leadership programme for strategic managers.

- 360 Reviews

In order to assess our strategic leadership capability and to augment the Leadership Programmes, we have rolled out a 360 review process at SLT, HoD and Group Manager/Corporate equivalent level. To maintain coherence and consistency of approach with the RNLI we have used the same provider. The 360 review process is based on our RESPECT values and behaviours framework. Individuals will receive individual feedback on the 360 process in July and we will look at key themes arising out of this assessment to inform future leadership development interventions.

Prior to the roll out of 360 reviews all members of the SLT and Heads of Department have undergone a 'Colour Works' personality profiling exercise to better understand leadership and personality preferences and to support wider team development. Group Managers will be attending a colour works session in September 2018. We intend to translate this concept into team management over the coming years.

- Leadership Forum and Station Manager masterclasses

The Service has established a Leadership forum which comprises of all strategic and middle managers at head of department level including all group managers. This forum meets monthly to talk through key issues to gain wider understanding, insight and ownership of the issues affecting the service. The forum has a comprehensive programme of master classes which has been developed following the 'Eyes and Ears' staff survey, our strategic assessment of risk and managerial feedback. In addition, we have established a programme of monthly master classes for team managers including all station managers.

- Further Education

A blended learning approach including e-learning will be used to support the acquisition and refreshing of knowledge and understanding arising from the personal review and other key development opportunities. To further support this the Service has a process for supporting candidates in achieving academic qualifications, aligned to their current role or their future career aspirations.

- Coaching

To further support our leadership and development interventions the Service wishes to enhance our approach to coaching and mentoring. We are currently part of the South West Council coaching pool which provides unlimited access to coaching support. All Staff are encouraged to consider coaching as a means of development.

Develop and implement a Service wide apprenticeship programme to maximise on the apprenticeship levy

A number of changes were made to UK apprenticeships during 2017, not least the introduction of an employer levy (effective 6 April 2017) and public-sector apprentice targets. Whilst we are embracing the government reform agenda on apprenticeships to continue to upskill our workforce, improve diversity, and ensure we are best placed to continue to attract and retain talent for the future, we face several challenges specifically:

- Funding band for operational apprenticeships: The time taken to agree the funding band has impacted on operational apprenticeship new starts in 2017-18 and has meant that our new WDS recruits could not be placed on apprenticeship programmes as we had initially hoped.
- Training provision for operational apprenticeships: There are currently no training providers to deliver new operational firefighter apprenticeships.
- On-Call staff on operational apprenticeships – It would take longer for our on-call staff to complete an operational apprenticeship
- Public Sector Apprenticeship Target: Our high proportion of on-call staff, where we have the highest turnover and therefore the highest number of new starters, will adversely impact on our ability to achieve the 2.3% target.

The impact of these issues has reduced our ability to employ our new WDS recruits on an operational firefighter apprenticeship which means we will have a difficulty in achieving the targets but also means that we haven't been able to draw down much of our levy before we start to lose it after two years.

Regarding other apprenticeships, two members of corporate staff have commenced apprenticeships and we continue to look for opportunities to recruit apprentices to identified corporate roles.

Implement and embed Development Pathways for all staff groups with alignment where relevant to the Fire Professional framework

To support talent management and a consistent approach to progression, we have created Development Pathways for all

staff groups. Development pathways include technical elements associated with role family groups, as well as core managerial skills and specific organisational leadership interventions. The Pathways have set out the various learning and development interventions that individuals should undertake at each role level.

Our development pathways prospectus enables managers and staff to see when and how development interventions can be accessed and in what ways to ensure they are aware of any flexibility that has been built in to meet individual learning styles and needs. To support the implementation of new development programmes and to encourage personal responsibility for development, we are improving our blended approach to Learning & Development and continue to use DWdle (our e-learning portal) to produce and market a number of e-learning modules to support managers and leaders in their day to day activities. This method of learning enables consistent delivery of knowledge to a wide audience; reduces costs of travel and attendance at courses; facilitates on-line assessments; and, for our dispersed learners who are working a number of different duty patterns, enables access to a wide range of learning at a time and place to suit them. Many of these resources are freely available for people to make use of for their personal development and, as we continue to build the content of our Development Pathways, we intend to make more use of DWdle to provide pre-course learning, post-course evaluations and knowledge assessments.

Our approach ensures a fair and consistent approach to progression, that enables the effective development of talent while being open and realistic with staff in terms of their expectations.

Following the revision to the Service Delivery Plan and the resulting opportunity to review strategic risks, it is recommended that this risk be closed and a new risk developed that encompasses a holistic approach to workforce transformation which will be better aligned to our aspirations set out in the Service Delivery Plan.

Risk Code	0006	Direction of Risk 
Risk	Failure to secure financial sustainability	
Responsible Officer	Director of Finance	

	Current Risk Assessment	Target Risk Assessment
Rating	Strategic (15-25)	High Department (10-14)
Risk Score	16	12
Risk Strategy	Treat the risk	

Current Risk Assessment Heat Map							
		Likelihood					
		1- Remote	2- Unlikely	3- Possible	4- Potential	5- Certain	
Impact	1- Insignificant						
	2- Minor						
	3- Moderate						
	4- Major						
	5- Catastrophic						

Future Risk Controls
<ul style="list-style-type: none"> • Achieve the aims and objectives of the efficiency strategy • Undertake an annual review of Medium Term Financial Plan • Deliver the projects within the Communities programme to support the achievement of financial sustainability

Risk Owner Comments
<p>Achieve the aims and objectives of the efficiency strategy</p> <p>The Authority is well under way in driving through its efficiency plans through the combination with 97% of the targeted efficiencies and savings having been made to date. Further savings are being progressed through the delivery of the Communities Programme – see below.</p> <p>Undertake an annual review of Medium Term Financial Plan</p> <p>Financial expenditure is reported to the Finance & Governance (formerly the Finance, Governance and Audit) Committee on a quarterly basis, and the latest forecast reported an underspending position against the revenue budget. Any variance at year end will be added to general balances to provide greater flexibility and resilience in future years when we know our revenue budget will face further pressure.</p> <p>The technical consultation on the provisional finance settlement for 2018-19 was returned to the Department for Communities and Local Government expressing our concern over future funding mechanisms. This was also echoed by the National Fire Chiefs Council (NFCC) and the Fire Finance Network (FFN). Following the consultation, the provisional settlement followed by the final settlement on 6th February, indicated that FRSs will be allowed to increase council tax by up to 3% in 2018-19 and 2019-20. Members chose to increase the fire precept band D by 2.99% at their February Meeting of the Authority; the impact of which will be to reduce forecast budget deficits in 2019-20 onwards. We continue to lobby Government and MPs to consider freedoms and flexibilities in setting council tax levels for those Fire and Rescue Authorities which rely heavily on On-call firefighters, as historically we have been disadvantaged as low spending, low precepting Services. Significant cost pressures which will affect our future forecasts include the unresolved pay award for uniformed staff in 2017-18 and our significant capital programme and future investment in infrastructure.</p>

The Medium Term Financial Plan (MTFP) was refreshed for the period 2017-18 to 2020-21 (approved by the Policy & Resources Committee on 19th October 2017). An update has been completed in light of the final finance settlement and recent data received from the constituent authorities regarding taxbase and surpluses, and was reported at the budget meeting in February 2018.

Deliver the projects within the Communities Programme to support the achievement of financial sustainability

The Communities Programme are progressing in the following workstreams:

(a) On-Call Review

See risk 009 for latest update.

(b) Wholetime Duty Systems

Continued meetings between the service and the FBU have made progress in proposing changes, in principle, to the number of operational staff at five fire stations across the service. This will deliver the majority of the financial savings required to meet the MTFP budget deficit for 2019-2020. Ongoing talks are progressing to cover the changes required to the collective agreement and associated procedures to ensure these staffing reductions are in place for April 2019.

(c) Emergency Services Vehicles

In conjunction with the capital replacement programme the project has identified proposals for consideration for over £1m savings by 2022 in the capital programme through the rationalisation and standardisation of water carriers, support vehicles and technical rescue vehicles.

The two replacement Aerial Ladder Platforms (ALPs) have been purchased and are in the training phase of their implementation. The third ALP is being built by our supplier and will be ready by early 2019; this has a longer reach (up to 42m) and will be stationed at Westbourne Fire Station, Dorset.

Proposals to rationalise water carriers down from 7 to 5 and replace the Incident Support Units (ISUs) and Operational Support Unit (OSUs) with General Support Vehicles will be with the service for consideration and decision to implement in June 2018. This will provide a rationalised approach to fleet specification and procurement whilst maintaining an effective and efficient emergency response.

(d) Emergency Services Mobile Communications Project (ESMCP)

Work is ongoing through the Networked Fire Services Partnership (NFSP) arrangements to resource and manage the requirements for the ESMCP, based on the requirements from the Government managed project. Timelines for implementation are under major re-alignment by Government due to the technical and geographical complex nature of the project. A paper due to be presented to Strategic Leadership Team (SLT) in May 2018 will set out DWFRSs current position and next steps. The current situation is extremely fluid whilst government consider its available options for this programme.

Risk Code	0009	Direction of Risk 
Risk	Failure to have a robust and financially sustainable on-call duty system to meet the needs of the Service.	
Responsible Officer	Director – Community Safety	

	Current Risk Assessment	Target Risk Assessment
Rating	Strategic (15-25)	Modest Department (5-9)
Risk Score	16	9
Risk Strategy	Treat the risk	

Current Risk Assessment Heat Map						
		Likelihood				
		1- Remote	2- Unlikely	3- Possible	4- Potential	5- Certain
Impact	1- Insignificant					
	2- Minor					
	3- Moderate					
	4- Major				x	
	5- Catastrophic					

Future Risk Controls
<ul style="list-style-type: none"> • Providing a strong and sustainable On-Call Duty System • Create and maintain effective recruitment processes for On-Call firefighters • Introduction of On-Call Support Officers • On-Call Salary Scheme • On-Call impact assessments • Improving On-Call Availability through Secondary Contracts • Police Fire Community Support Officer

Risk Owner Comments
<p>Providing a strong and sustainable On-Call Duty System</p> <p>The provision and availability of On-Call duty staff is a nationally recognised challenge for Fire and Rescue Services. Many rural areas rely on this type of response arrangement and ensuring its long-term sustainability is a priority. DWFRS has established an On-Call Review Team whose role is to develop a more robust and sustainable On-Call duty system. The aim is to improve availability, improve the emergency response times, reduce the time it takes to recruit On-Call staff and improve the retention rates for On-Call staff.</p> <p>The following project work supports the work of the review:</p> <p>Create and maintain effective recruitment processes for On-Call firefighters</p> <p>Improvements to the On-Call recruitment process are a critical element in delivering a sustainable On-Call Duty System. Work to rationalise the two legacy procedures into one streamlined process is led by the On-Call Review Manager chairing the On-Call Working Party. In June 2018 the Working Party agreed a new process to unify procedures across the Service and reduce an applicant’s recruitment time significantly. This will be coupled to an increase in the number of basic skills courses available to eight per year.</p> <p>New recruitment literature is being developed and the Service website is being changed so that station pages have a stronger recruitment draw. The Service will continue to use the “#BeOneOfUs” campaign material and supplement this with the national “Want More?” campaign for embedded media where opportunities present. To aid the development of these improved processes, an On-Call staff collaborative working group has been created and will assist in some of the task and</p>

finish work such as developing new firefighter case studies for the recruitment literature. Work to engage with employers is also under way with On-Call Support Officers receiving bespoke training in September 2018.

Introduction of On-Call Support Officers

On-Call Support Officers are a key utility in delivering a sustainable On-Call Duty System. The Service now has twelve officers in post directed by Group Commands working to a common, prioritised range of agreed duties.

The work of On-Call Support Officers is monitored via Service Delivery Plan and measured against its integral success factors. Examples of this include standards of appliance availability and contractual compliance. On-Call Support Officers provide a level of consistency throughout the recruitment process, engaging with applicants and employers.

On-Call Salary Scheme

The On-Call Salary Scheme is key to realising work life balance, good availability and better retention. The trial is well-embedded in Wiltshire and Swindon areas and 14 station/sections are currently trialing it.

A new On-Call Salary Scheme has been developed and is being considered by representative bodies as part of the consultation process. This version of the scheme has more robust management controls built in and presents an evolution of the Dorset & Wiltshire Fire and Rescue Service (the Service) – north area trial currently in place. Once agreed, the salary will be another strong element in the improved recruitment process and will reinforce On-Call retention.

A collaborative user group has been set up to support this working moving forward to ensure that it remains effective and relevant in the future.

On-Call impact assessments

An On-Call Impact Assessment network has been formed using On-Call staff. This group is receiving impact assessment training from the Diversity and Inclusion Manager which will be complete in September 2018. The group will then be a formal point of contact and be able to reduce any adverse impact or unintended consequences of new policies or procedures applied in the On-Call environment.

Improving On-Call Availability through Secondary Contracts

Both On-Call/Corporate and On-Call/ Wholetime arrangements are being improved to increase levels of availability for On-Call appliances.

Corporate staff will now be able to apply to become On-Call Firefighters from their Service workplace and home addresses, improving appliance availability and allowing the Service to lead other potential employers by example. Initially staff will work from a fixed location until competent after which by agreement they can work from stations or in areas that need cover on a targeted basis.

Wholetime staff will have fewer restrictions on the On-Call Cover they provide as they switch between the two duty systems, again, liberating higher levels of availability for On-Call appliances.

Police Fire Community Support Officer

A six-month trial has now been launched and has already yielded improved appliance availability and increased capacity to deliver safety in the home to the community of Wiltshire

Department Risks

Area / Department	Risk Score				Total
	1-8	9-12	13-16	17-25	
[AREA] Bournemouth & Poole	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>1</u>
[AREA] Dorset	<u>1</u>	<u>1</u>	<u>0</u>	<u>0</u>	<u>2</u>
[DEP] Assets	<u>1</u>	<u>1</u>	<u>1</u>	<u>0</u>	<u>3</u>
[DEP] Democratic Services and Corporate Assurance	<u>3</u>	<u>4</u>	<u>0</u>	<u>0</u>	<u>7</u>
[DEP] Director - Community Safety	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>1</u>
[DEP] Financial Services	<u>2</u>	<u>1</u>	<u>0</u>	<u>0</u>	<u>3</u>
[DEP] HR	<u>1</u>	<u>4</u>	<u>0</u>	<u>0</u>	<u>5</u>
[DEP] Information & Communications	<u>0</u>	<u>1</u>	<u>1</u>	<u>0</u>	<u>2</u>
[DEP] Operational Training	<u>1</u>	<u>6</u>	<u>0</u>	<u>0</u>	<u>7</u>
[DEP] Prevention	<u>1</u>	<u>3</u>	<u>0</u>	<u>0</u>	<u>4</u>
[DEP] Protection (Fire Safety)	<u>1</u>	<u>4</u>	<u>0</u>	<u>0</u>	<u>5</u>
[DEP] Service Support	<u>3</u>	<u>3</u>	<u>0</u>	<u>0</u>	<u>6</u>
[DEP] Strategic Planning & Knowledge Management	<u>0</u>	<u>1</u>	<u>0</u>	<u>0</u>	<u>1</u>
Director - Support Services	<u>0</u>	<u>2</u>	<u>0</u>	<u>0</u>	<u>2</u>