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**REPORT TO:** Human Resources and Remuneration Committee  
**DATE:** 24 February 2009  
**SUBJECT:** Management Information Report  
**SPONSOR:** Linda Scott, Director of HR  
**AUTHOR:** Rachel Arratoon, HR Performance Analyst

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## **1. PURPOSE OF PAPER**

- 1.1 To advise the Human Resources & Remuneration (HR&R) Committee of the main trends in the HR performance data in the 2008-09 fiscal year (01 April – 31 December 2008), and rolling years previous to 31 December 2008 where applicable. Detailed data is attached in Annex A.
- 1.2 Please note this commentary does not cover every table and chart in Annex A, but highlights numbers and/or trends related to Policing Plan targets and points of interest within the data reported.
- 1.3 The HR performance data reported is sourced from ORIGIN Police Personnel database except where indicated i.e. Transferees/Re-joiners, promotion boards, grievance and employment tribunal data.

## **2. OBSERVATIONS & ANALYSIS**

### **2.1 Recruitment**

- 2.1.1 Recruitment between April and December 2008 (see table T2.1.1 p.12) shows a total of 178 officers, 312 police staff and 89 PCSOs have been recruited. Of the 178 officers recruited a notable proportion, 51<sup>1</sup> (40%), are Transferees or Re-joiners.
- 2.1.2 251 employees have started work or re-joined BTP in the third quarter of the fiscal year (see figures reported in the Management Information Report 25.11.08 and table T2.11 p.12).

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<sup>1</sup> The number of Transferees/Rejoiners is sourced from the Senior Recruitment Officer, Transferees/Rejoiners, Recruitment Department FHQ.

2.1.3 It is expected that a total of 160 PCSOs and 164 student officers will have been recruited by the end of 2008/09. This will represent an increase of 51% in recruitment for the Student Officer Programme compared with 2007/08.

2.1.4 Black Minority Ethnic (BME) officers:

- BTP is currently failing the BME recruitment target as 17 (9.6%) out of 178 officers recruited are BME, against a target of 14%. If Transferees and Re-joiners are excluded from the data, the number of BME officers recruited this year would be 16 out of 127 (12.6%).
- Transferees and Re-joiners do not represent the general public from which new recruits are drawn and, as noted previously (25.11.08 report) do not contain large numbers of BMEs. It is therefore judged reasonable not to expect Transferees/Rejoiners and New Recruits to be compared like-for-like for the purpose of measuring recruitment, and the removal of Transferees/Rejoiners from the recruitment measure is recommended.
- Notably, the number of BME officers recruited this year (17) is more than double the number recruited in 2007/08 (7). As a proportion of BTP officers overall, the percentage of BME officers has also risen marginally (0.1%) over the last 3 months to 6.6%, continuing a trend of positive growth (see graph T2.2.1 p.17).

2.1.5 Female officers :

- BTP is currently failing the female recruitment target as 27 (15.2%) of the 178 officers recruited are female, against a target of 25%. If Transferees and Re-joiners are excluded from the data the percentage of new female officers recruited this year would be 20.5%.
- Of note, the number of officers recruited in the third quarter of the year has fallen compared to the second quarter (from 16 to 8). As a proportion of BTP officers overall, the percentage of females has fallen 0.1% over the last 3 months.
- Methods of recruiting are being addressed through the Achieving Policing Plan Targets Meeting and recent discussion has focused on female targeted recruitment in view of significant improvement in 2009/10.

## **2.2 Retention**

2.2.1 Overall turnover for the previous 12 months (01 January to 31 December 2008 – see graph T2.3.1) shows 491 employees have left BTP resulting in an average turnover rate of 11.3%. This is fractionally higher than the last reported rate of 11.2% (01 October 2007 to 30 September 2008) but remains favourable against the average UK turnover rate of 17.3% reported by the CIPD (October 2008).

2.2.2 Turnover rates for the previous 12 months for each employee group are as follows; officers 6.2%, police staff 22.2% and PCSOs 21.9%.

2.2.3 It is expected that the UK recession and related labour market trends will effect the turnover rate of each employee group in the next reporting period due to a vast decrease in job vacancies in the three months to December 2008, down 69,000 over the previous quarter to 530,000 (UK National Statistics Authority, 2009) and London recording the highest regional unemployment rate (6.7%) last October (UK Statistics Authority, 2008).

### **2.2.4 Officers:**

- Officer turnover measures well below BTP's overall turnover rate at 6.2% (down 0.1% on the last reported period) and remains relatively stable compared with Staff and PCSO turnover (see graph T2.3.5).
- Three BTP Areas have a rate of officer turnover that is above average, namely Wales and Western (8.6%), London North (8.5%) and North Eastern (6.6%).
- 7 BME officers have left BTP in the last 12 months resulting in a turnover rate of 3.9%, which reflects positively on the ability of BTP to retain BME officers.
- The turnover rate for females is less positive. 31 female officers have left BTP in the last 12 months resulting in a turnover rate of 6.8%. However this still represents a decrease in female officer turnover (0.6%) compared to the last recorded period (7.4% -01 October 2007 to 30 September 2008).
- The highest rates of female officer turnover were recorded by London South and Wales & Western Areas, which each lost approximately 11% of their female officers over the last 12 months.

- Reasons for leaving BTP are listed in table T2.3.6 p.30, and show 'medical reasons' to be the cause of 8 (32%) of the 25 female officer leavers between April and December 2008. Issues behind female officers leaving BTP has recently been discussed at the Achieving Policing Plan Targets Meeting and initial research is taking place to determine the background of female officers who have left due to medical reasons.

#### 2.2.5 Police Staff:

- The rate of police staff turnover reached its highest point for two years for the 12 month period ending 30 November 2008 (22.2%, see graph T2.3.5 p.29). This represents 268 leavers out of an average headcount of 1205, and an increase of 0.9% compared with the last reported period (21.1% -01 October 2007 to 30 September 2008).

#### 2.2.6 PCSOs:

- The rate of PCSO turnover reached 22.7% for the 12 month period ending 31 October 2008 (see graph T2.3.5 p.29) representing 59 leavers out of an average headcount of 260.
- Graph T2.3.4 p.28 shows that 3 BTP Areas have a rate of PCSO turnover that is above average, namely, North Eastern (40.5%), London South (27.3%), London North (24.8%).
- Reasons for PCSOs leaving BTP has recently been discussed at the Achieving Policing Plan Targets Meeting and initial research is being undertaken by the Diversity Section to explore reasons for leaving through exit interview data. A verbal update will be provided by the HR Policy and Strategy Manager at the HR&RC Meeting.

### 2.3 Progression<sup>2</sup>

- 2.3.1 Three promotion boards have taken place this fiscal year (see table T2.4.1, T2.4.3 and T2.4.4) but only those officers who were reported to have been posted in

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<sup>2</sup> All data relating to promotion board results is sourced from the Senior Recruitment Officer, Promotion Boards and External Secondments, Recruitment Department FHQ.

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General Orders on or before the 31 December 2008 are included in data presented elsewhere in this report.

2.3.2 Therefore, of the 36 officers who have been promoted in 2008/09 (see table T2.4.6), 29 are the result of promotion boards that took place within the same period. Of these 29 officers, 26 were promoted to the rank of Inspector and 3 to the rank of Chief Superintendent. This result includes 1 female but no BME officers.

2.3.3 At the Achieving Policing Plan Targets Meeting it was recently agreed that the reporting of promotion will be changed to the date officers pass the promotion board rather than the date the officer is posted, to enable 'real-time' reporting. This change will take effect from 01 February 2009. Both reporting methods will be maintained for tracking purposes and further monitoring is to be agreed to more reliably capture officers who are promoted but are not posted immediately.

2.3.4 BME officers:

- BTP is currently failing the BME progression target as 1 (2.8%) of 36 officers promoted are BME against a target of 6%.
- Of note, 19 BME Police Constables are currently being mentored by BTP Inspectors, which is expected to impact the officers' overall career development and raise potential in regards to success at future promotion boards.
- A further learning and development initiative for BME officers is also currently being discussed through the Achieving Policing Plan Targets Meeting. A proposal for the initiative, which is focused on the provision of communication, leadership and networking skills training, is currently being drafted by the Support Association for Minority Ethnic Staff (SAME) for consideration by the Diversity Action Group (DAG).

2.3.5 Female officers:

- BTP is currently failing the female progression target as 3 (8.3%) of the officers promoted are female against a target of 18%.
- 6 female Police Constables are currently being mentored by BTP Inspectors in

view of career development.

#### 2.3.6 Higher Grade Duties (HGD):

- 18.8% of officers ranked sergeant and above are currently in Acting or Temporary roles. This represents an increase of 0.3% compared with the measure last reported (18.5% -30 September 2008).
- This marginal increase is explained by five Areas reducing numbers of Acting or Temporary officers and three Areas increasing numbers; namely, Force Headquarters (up 4.7%), London North (up 7.7%) and London South (up 2.1%). In terms of officer rank, this represents higher numbers of employees in Acting or Temporary, Sergeant and Chief Inspector posts (in line with the January 2008 promotion boards) and decreases in the numbers of Acting or Temporary Inspectors and Superintendents.
- Higher Grade Duties is currently being monitored by the Achieving Policing Plan Targets Sub-Group and an investigation using project methodology, is being conducted by the Diversity Section into Areas' compliance with HGD Standard Operating Procedure.

## 2.4 Sickness

2.4.1 Month-to-month levels of sickness absence have increased across all three employee groups since the end of the last reported period (see graphs T2.5.1-2.5.3 p. 40-42). Days lost per person are as follows, officers 0.9 days (up 0.4 days), staff 0.8 days (up 0.4 days), PCSOs 0.8 days (up 0.4 days).

2.4.2 Despite this rise the estimate of employees currently hitting sickness absence triggers (as at 07 January 2009, see table T2.5.4) is 1% lower (15%) than last reported (16% - 25.11.08 report).

2.4.3 Sickness absence continues to be addressed through the Achieving Policing Plan meetings. It was recently noted that the absence levels recorded in the last 3 months might be linked to increased compliance with standard operating procedure rather than be the result of seasonal trend, due to reminders given at Supervisors Seminars in September that sickness should not be recorded under

any other absence type.

**2.4.4 Officers:**

- BTP officers are currently failing the year to date (YTD) sickness target with 6.05 days per officer, against a target of 6.0 days.
- Following the positive steady decline in sickness levels recorded over the first two quarters of the year (see graph T2.5.1 p.40) month-to-month records show sickness levels have risen over the third quarter of 2008/09.
- As noted previously (25.11.08 report) female officer sickness has been identified to be higher than that of their male colleagues. Work is currently being undertaken to further explore trends within the sickness absence data, and, female officers who have left BTP this year due to medical reasons. This work will be monitored through the Achieving Policing Plan Targets Meeting.

**2.4.5 Staff:**

- BTP staff are currently achieving the year to date (YTD) sickness target with 5.14 days per person, against a target of 6.0 days.

**2.4.6 PCSOs:**

- PCSOs are also currently achieving the year to date (YTD) target with 5.3 days per person (target 6.0 days).

**2.5 Grievances<sup>3</sup>**

2.5.1 110 grievances were raised between 01 January and 31 December 2008 (see graph T2.6.4 p. 48).

2.5.2 51 (46.4%) cases were raised by female employees who accounted for 28% of BTP's headcount over the same period. Further investigation is planned to investigate potential links between these complaints and the rate of female retention reported at 2.2.4.

**3 OPTIONS**

3.1 The HR&R Committee notes these trends.

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<sup>3</sup> All data relating to Grievances and Employment Tribunals (Annex A Sections 2.6 and 2.7) is sourced from the Employment Relations Department, FHQ.

**4 FINANCIAL IMPLICATIONS**

- 4.1 Based on trends identified throughout this report, training has been implemented which has been sourced from the Learning & Development budget.

**5 DIVERSITY ISSUES**

- 5.1 Where there appears to be an adverse impact on under represented groups BTP is committed to examining the reasons and taking action where appropriate.

**6 RECOMMENDATIONS**

- 6.1 That the HR&R Committee notes this report.





# Human Resources and Remuneration Committee

24 February 2009

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# 2.1 Recruitment

T 2.1.1

**1 April 08 - 31 December 08 Police officer recruitment**

	Gender				BME				Total
	Male	%	Female	%	BME	%	White/Not Stated	%	
New Recruits	101	80%	26	20%	16	13%	111	87%	127
Transferees	41	98%	1	2%	1	2%	41	98%	42
Re-joins	9	100%	0	0%	0	0%	9	100%	9
<b>Total Recruited</b>	<b>151</b>	<b>85%</b>	<b>27</b>	<b>15%</b>	<b>17</b>	<b>10%</b>	<b>161</b>	<b>90%</b>	<b>178</b>

**FOR PREVIOUS YEAR COMPARISONS**

**1 April 07 - 31 December 07 Police Officer recruitment**

	Gender				BME				Total
	Male	%	Female	%	BME	%	White/Not Stated	%	
New Recruits	85	87%	13	13%	5	5%	93	95%	98
Transferees	41	93.2%	3	6.8%	1	2%	43	98%	44
Re-joins	10	100%	0	0%	1	10%	9	90%	10
<b>Total Recruited</b>	<b>136</b>	<b>89%</b>	<b>16</b>	<b>11%</b>	<b>7</b>	<b>5%</b>	<b>145</b>	<b>95%</b>	<b>152</b>

**1 April 06 - 31 December 06 Police Officer recruitment**

	Gender				BME				Total
	Male	%	Female	%	BME	%	White/Not Stated	%	
New Recruits	36	84%	7	16%	2	5%	41	95%	43
Transferees	40	87.0%	6	13.0%	0	0%	46	100%	46
Re-joins	5	100%	0	0%	0	0%	5	100%	5
<b>Total Recruited</b>	<b>81</b>	<b>86%</b>	<b>13</b>	<b>14%</b>	<b>2</b>	<b>2%</b>	<b>92</b>	<b>98%</b>	<b>94</b>

**1 April 08 - 31 December 08 Police Staff recruitment**

	Female	BME	Total
Number Recruited	171	89	<b>312</b>
% of total recruited	54.8%	28.5%	

**1 April 08 - 31 December 08 PCSO recruitment**

	Female	BME	Total
Number Recruited	18	5	<b>89</b>
% of total recruited	20.2%	5.6%	

**1 April 07 - 31 December 07 Police Staff recruitment**

	Female	BME	Total
Number Recruited	129	44	<b>228</b>
% of total recruited	56.6%	19.3%	

**1 April 06 - 31 December 06 Police Staff recruitment**

	Female	BME	Total
Number Recruited	117	38	<b>218</b>
% of total recruited	53.7%	17.4%	

**1 April 07 - 31 December 07 PCSO recruitment**

	Female	BME	Total
Number Recruited	4	5	<b>34</b>
% of total recruited	11.8%	14.7%	

**1 April 06 - 31 December 06 PCSO recruitment**

	Female	BME	Total
Number Recruited	20	7	<b>73</b>
% of total recruited	27.4%	9.6%	

T 2.1.2

**Employee headcounts as at 31 December 2008**

<b>OFFICERS</b>					
	Total	BME		Female	
		HC	%	HC	%
FHQ	392	23	5.9%	44	11.2%
LN	445	38	8.5%	77	17.3%
LS	377	26	6.9%	72	19.1%
LU	711	84	11.8%	118	16.6%
NE	196	3	1.5%	28	14.3%
NW	270	5	1.9%	46	17.0%
SC	232	2	0.9%	33	14.2%
WS	288	11	3.8%	44	15.3%
<b>FORCE</b>	<b>2911</b>	<b>192</b>	<b>6.6%</b>	<b>462</b>	<b>15.9%</b>

<b>STAFF (not incl PCSOs)</b>					
	Total	BME		Female	
		HC	%	HC	%
FHQ	683	127	18.6%	341	49.9%
LN	83	24	28.9%	49	59.0%
LS	85	9	10.6%	52	61.2%
LU	205	57	27.8%	127	62.0%
NE	66	1	1.5%	48	72.7%
NW	65	5	7.7%	42	64.6%
SC	27	0	0.0%	20	74.1%
WS	75	12	16.0%	51	68.0%
<b>FORCE</b>	<b>1289</b>	<b>235</b>	<b>18.2%</b>	<b>730</b>	<b>56.6%</b>

<b>ALL EMPLOYEE TYPES</b>					
	Total	BME		Female	
		HC	%	HC	%
FHQ	1075	150	14.0%	385	35.8%
LN	657	94	14.3%	155	23.6%
LS	564	60	10.6%	134	23.8%
LU	1037	167	16.1%	262	25.3%
NE	306	6	2.0%	86	28.1%
NW	375	12	3.2%	102	27.2%
SC	279	2	0.7%	55	19.7%
WS	426	27	6.3%	111	26.1%
<b>FORCE</b>	<b>4719</b>	<b>518</b>	<b>11.0%</b>	<b>1290</b>	<b>27.3%</b>

<b>PCSOs</b>					
	Total	BME		Female	
		HC	%	HC	%
FHQ		N/A			
LN	89	27	30.3%	26	29.2%
LS	49	17	34.7%	6	12.2%
LU	48	9	18.8%	10	20.8%
NE	19	2	10.5%	7	36.8%
NW	35	2	5.7%	13	37.1%
SC		N/A			
WS	55	4	7.3%	16	29.1%
<b>FORCE</b>	<b>295</b>	<b>61</b>	<b>20.7%</b>	<b>78</b>	<b>26.4%</b>

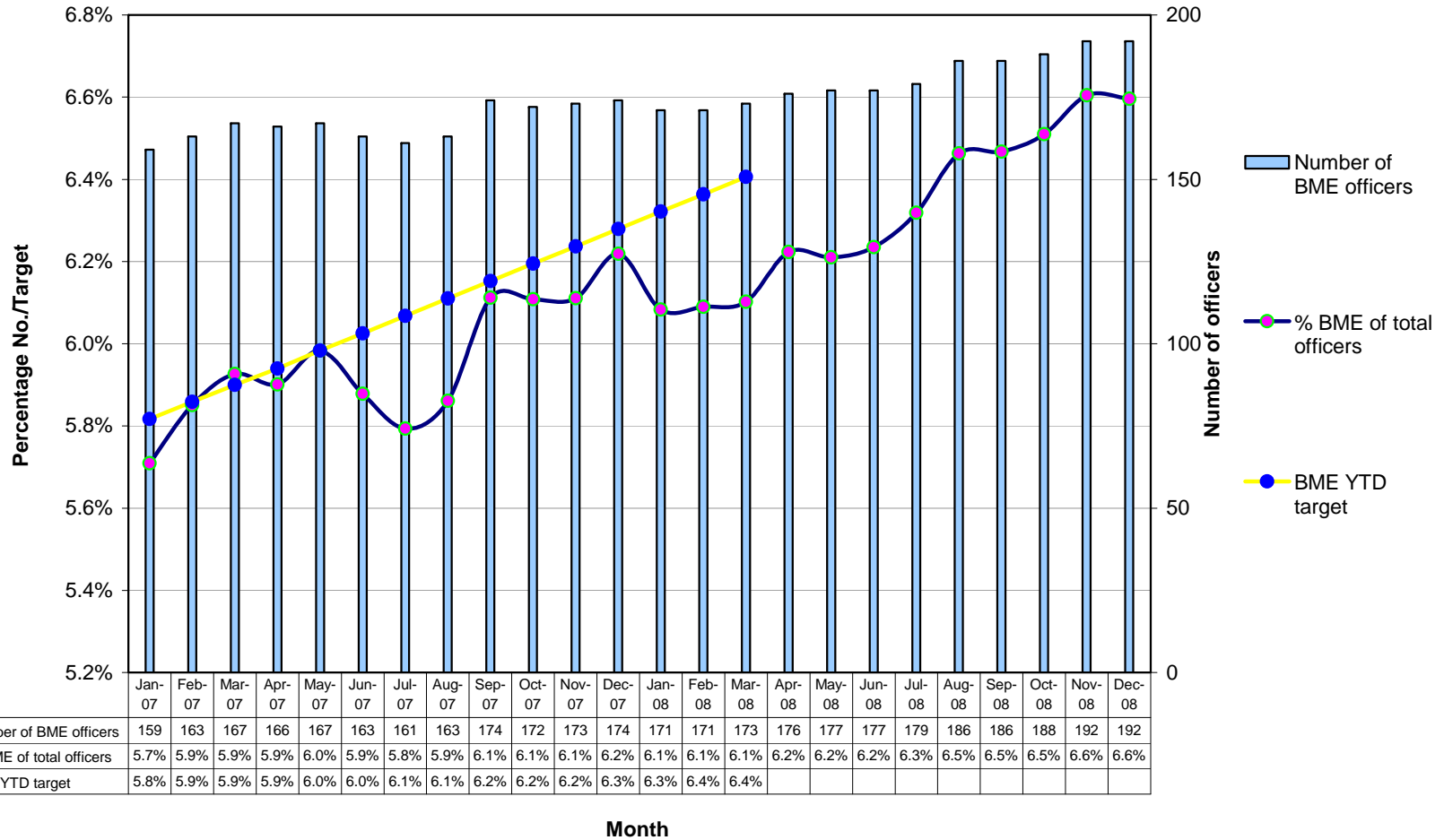
<b>SPECIAL CONSTABLES</b>					
	Total	BME		Female	
		HC	%	HC	%
FHQ		N/A			
LN	40	5	12.5%	3	7.5%
LS	53	8	15.1%	4	7.5%
LU	73	17	23.3%	7	9.6%
NE	25	0	0.0%	3	12.0%
NW	5	0	0.0%	1	20.0%
SC	20	0	0.0%	2	10.0%
WS	8	0	0.0%	0	0.0%
<b>FORCE</b>	<b>224</b>	<b>30</b>	<b>13.4%</b>	<b>20</b>	<b>8.9%</b>

## 2.2 Diversity



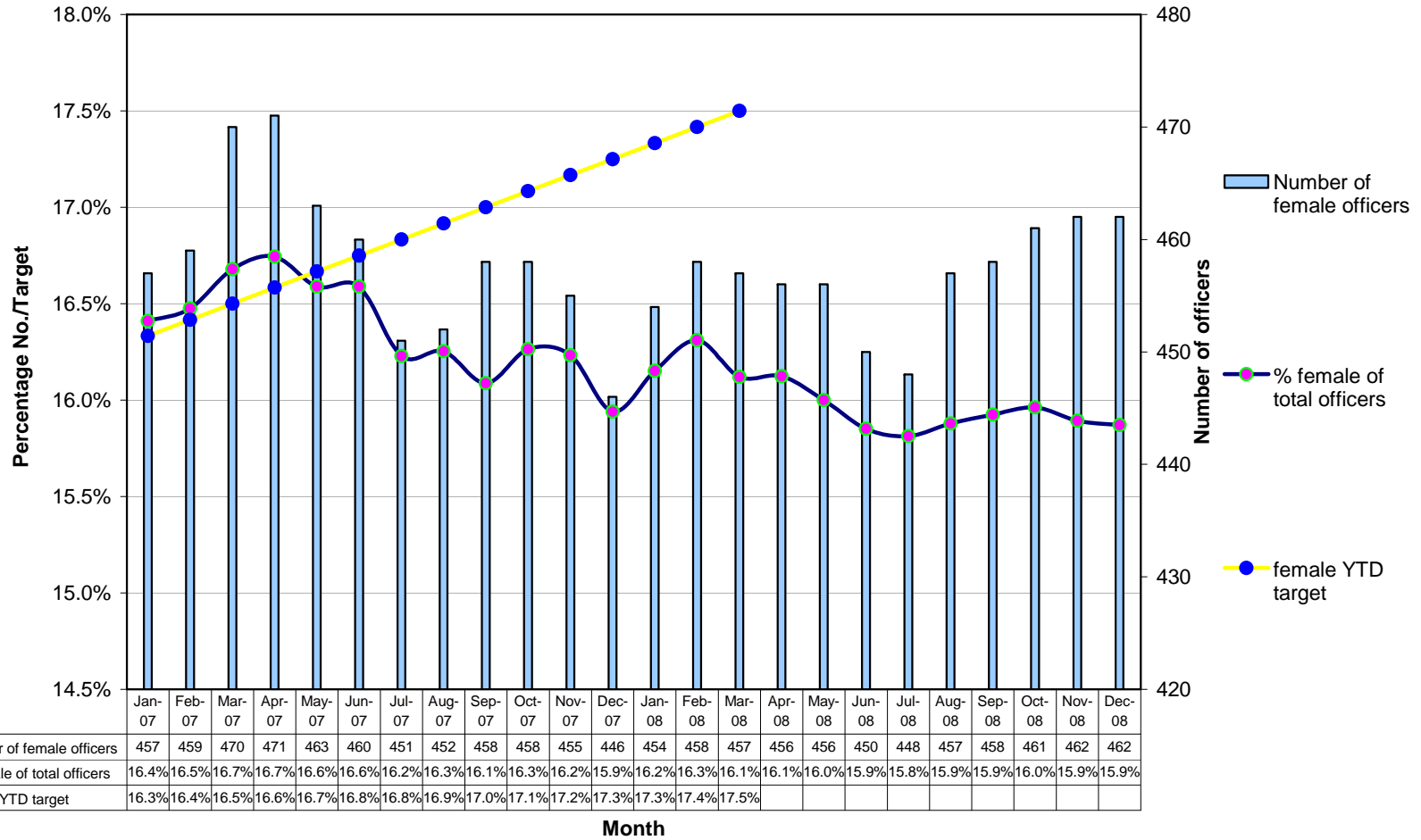
T 2.2.1

Graph showing change in BME officer headcount,% and % target for the two years previous to 31 December 2008



T 2.2.2

**Graph showing change in female officer headcount,% and % target for the two years previous to 31 December 2008**



T 2.2.3

**Table showing police officer recruitment into BTP in the first three quarters of 2008/09 against the Policing Plan diversity targets**

Percentage of officers recruited to be no less than 14% Black and Ethnic Minority in the year up to 31 March 2009

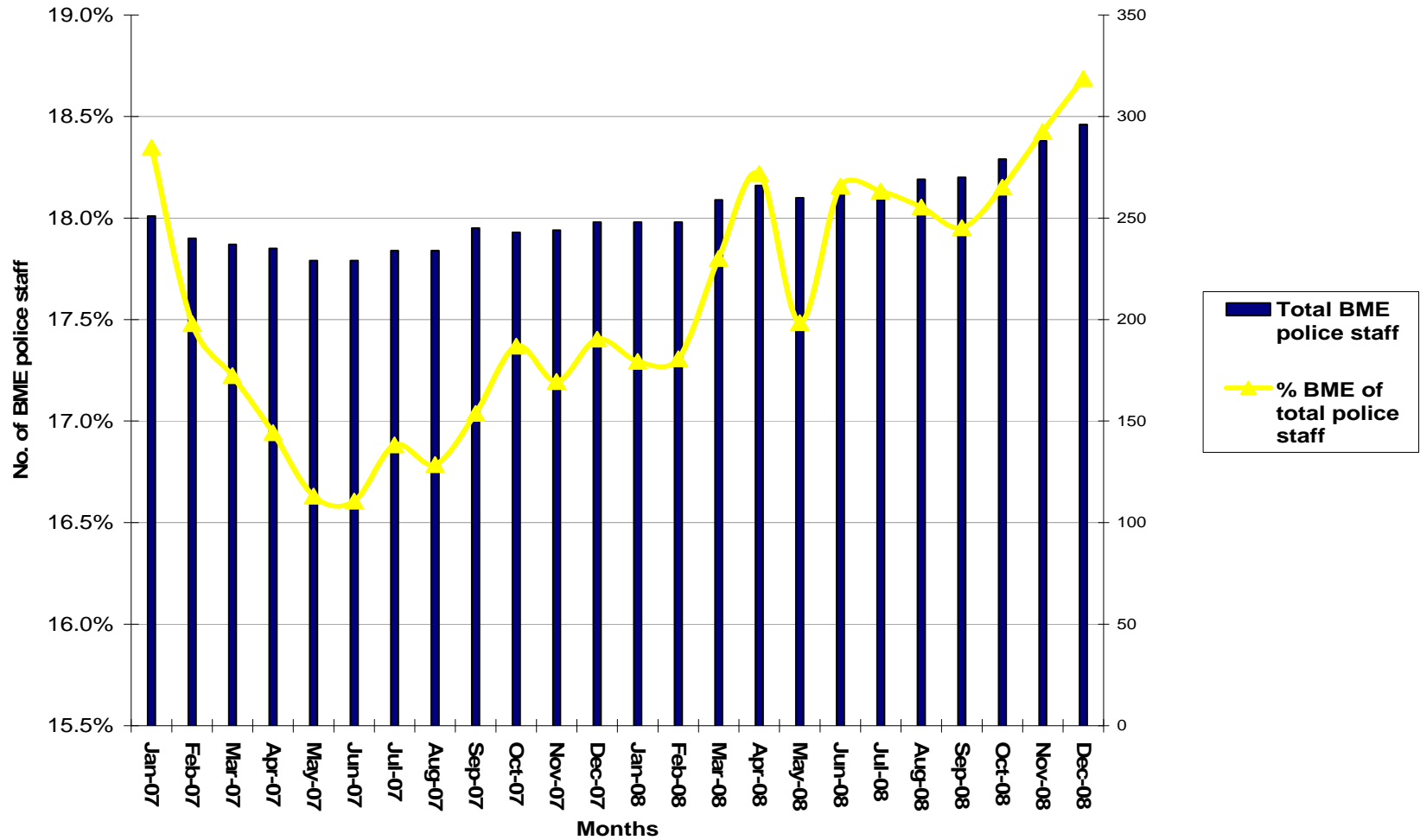
Percentage of officers recruited to be no less than 25% female in the year up to 31 March 2009

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	YTD total	TARGETS
Total recruited	6	29	4	6	62	4	32	33	2				178	
BME recruited	0	2	0	0	8	0	2	5	0				17	
%	0.0%	6.9%	0.0%	0.0%	12.9%	0.0%	6.3%	15.2%	0.0%	0.0%	0.0%	0.0%	9.6%	14%
Female recruited	1	2	0	0	16	0	4	4	0				27	
%	16.7%	6.9%	0.0%	0.0%	25.8%	0.0%	12.5%	12.1%	0.0%	0.0%	0.0%	0.0%	15.2%	25%

KEY: FAILING  
ACHIEVING

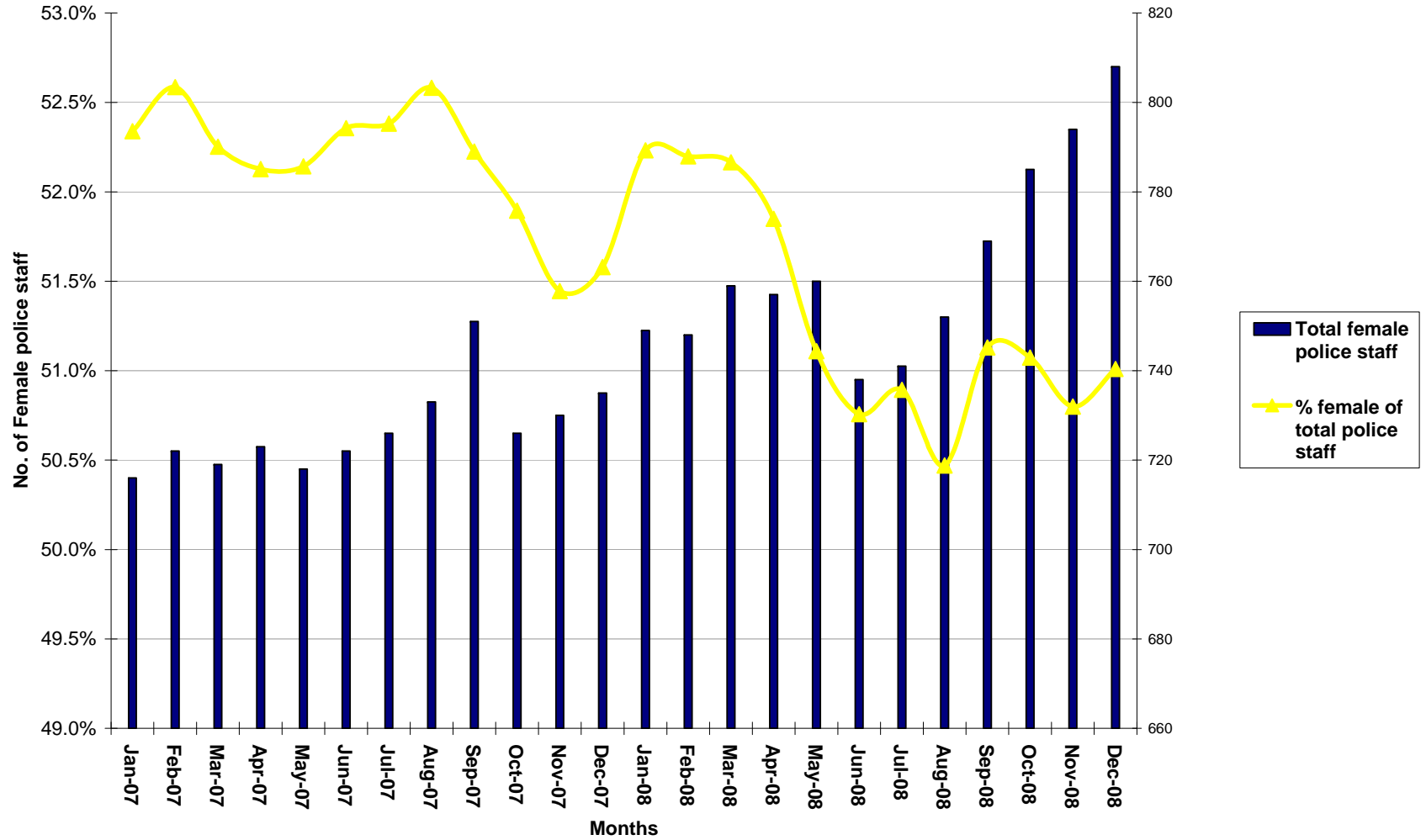
T 2.2.4

**Graph showing change in BME police staff (incl PCSOs) headcount and % for the two years previous to 31 December 2008**



T 2.2.5

Graph showing change in female police staff (incl PCSOs) headcount and % for the two years previous to 31 December 2008



T 2.2.6

## Number of BTP employees, broken down by rank and diversity

### Police Officers

	Constables			Sergeants			Inspectors			Chief Inspectors			Superintendents			Chief Superintendents			ACC			DCC			CC			Total		
	Female	BME	Total	Female	BME	Total	Female	BME	Total	Female	BME	Total	Female	BME	Total	Female	BME	Total	Female	BME	Total	Female	BME	Total	Female	BME	Total	Female Total	BME Total	Total
FHQ	30	21	233	4	1	64	7	2	54	2	0	19	0	0	10	0	0	5	0	0	4	0	0	1	0	0	1	43	26	391
LN	64	31	337	10	2	74	0	0	19	2	1	7	0	0	2	0	0	1	0	0	0	0	0	0	0	0	0	76	34	440
LS	67	25	304	7	0	52	0	1	17	1	0	5	0	0	2	0	0	1	0	0	0	0	0	0	0	0	75	26	381	
LU	105	74	578	6	7	88	5	3	30	1	0	10	1	0	3	0	0	1	0	0	0	0	0	0	0	0	118	84	710	
NE	25	2	157	3	1	29	1	0	11	1	1	3	0	0	0	0	0	1	0	0	0	0	0	0	0	0	30	4	201	
NW	38	4	214	2	0	33	5	1	14	0	0	4	0	0	0	0	0	1	0	0	0	0	0	0	0	0	45	5	266	
SC	25	2	191	5	0	29	1	0	10	0	0	3	0	0	0	0	0	1	0	0	0	0	0	0	0	0	31	2	234	
WS	39	10	228	4	1	37	0	0	16	1	0	5	0	0	1	0	0	1	0	0	0	0	0	0	0	0	44	11	288	
<b>Total</b>	<b>393</b>	<b>169</b>	<b>2242</b>	<b>41</b>	<b>14</b>	<b>406</b>	<b>19</b>	<b>7</b>	<b>171</b>	<b>8</b>	<b>2</b>	<b>56</b>	<b>1</b>	<b>0</b>	<b>18</b>	<b>0</b>	<b>0</b>	<b>12</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>462</b>	<b>192</b>	<b>2911</b>

#### %s compared to total of each rank

Constables			Sergeants			Inspectors			Chief Inspectors			Superintendents			Chief Superintendents			ACC			DCC			CC			Total		
Female	BME	Total	Female	BME	Total	Female	BME	Total	Female	BME	Total	Female	BME	Total	Female	BME	Total	Female	BME	Total	Female	BME	Total	Female	BME	Total	Female Total	BME Total	Total
17.5%	7.5%		10.1%	3.4%		11.1%	4.1%		14.3%	3.6%		5.6%	0.0%		0.0%	0.0%		0.0%	0.0%		0.0%	0.0%		0.0%	0.0%		15.9%	6.6%	

#### % of each rank compared to force total

Constables	Sergeants	Inspectors	Chief Inspectors	Superintendents	Chief Superintendents	ACC	DCC	CC	Total
77.02%	13.95%	5.87%	1.92%	0.62%	0.41%	0.14%	0.03%	0.03%	

**Police Staff (not incl PCSOs)**

	PSG1/CO2			PSG2/CO3			PSG3/CO4			PSG4/CO5			PSG5/MS1/TS1			PSG6/MS2/TS2			PSG7/MS3/TS3			PSG8/MS4/TS4			PSG9/MS5/TS5			PSG10/MS6/TS6			EG1			EG2			EG5			Total							
	Female	BME	Total	Female	BME	Total	Female	BME	Total	Female	BME	Total	Female	BME	Total	Female	BME	Total	Female	BME	Total	Female	BME	Total	Female	BME	Total	Female	BME	Total	Female	BME	Total	Female	BME	Total	Female	BME	Total	Female	BME	Total	Female	BME	Total	Female	BME
FHQ	3	2	4	3	7	19	109	34	172	92	31	158	65	23	146	20	9	69	16	8	43	12	4	28	3	1	9	2	1	4	3	1	7	2	4	2	2	332	121	665							
LN				13	4	14	20	9	31	7	5	16	9	5	18			2			1																			49	23	82					
LS				3	1	3	25	5	37	11	2	27	7		11			1	2		2																			48	8	81					
LU				6	1	9	67	39	115	31	11	52	20	8	34	10	3	12	1	1	1	4	2	6																	139	65	230				
NE	2		2	10		11	15	1	23	8		13	8		12	1		1	2		2																				46	1	64				
NW	1	2	3	11	1	13	10		13	15	2	23	5		10			1			2																				42	5	65				
SC				6		6	6		9	5		5	2		5					1		1																			20	0	26				
WS				2		2	35	7	41	10	2	18	5	3	12					2		3																			54	12	76				
<b>Total</b>	<b>6</b>	<b>4</b>	<b>9</b>	<b>54</b>	<b>14</b>	<b>77</b>	<b>287</b>	<b>95</b>	<b>441</b>	<b>179</b>	<b>53</b>	<b>312</b>	<b>121</b>	<b>39</b>	<b>248</b>	<b>31</b>	<b>12</b>	<b>86</b>	<b>24</b>	<b>9</b>	<b>55</b>	<b>16</b>	<b>6</b>	<b>34</b>	<b>3</b>	<b>1</b>	<b>9</b>	<b>2</b>	<b>1</b>	<b>4</b>	<b>3</b>	<b>1</b>	<b>8</b>	<b>2</b>	<b>0</b>	<b>4</b>	<b>2</b>	<b>0</b>	<b>2</b>	<b>730</b>	<b>235</b>	<b>1289</b>					

**%s compared to total of each grade**

	PSG1/CO2			PSG2/CO3			PSG3/CO4			PSG4/CO5			PSG5/MS1/TS1			PSG6/MS2/TS2			PSG7/MS3/TS3			PSG8/MS4/TS4			PSG9/MS5/TS5			PSG10/MS6/TS6			EG1			EG2			EG5			Total				
	Female	BME	Total	Female	BME	Total	Female	BME	Total	Female	BME	Total	Female	BME	Total	Female	BME	Total	Female	BME	Total	Female	BME	Total	Female	BME	Total	Female	BME	Total	Female	BME	Total	Female	BME	Total	Female	BME	Total	Female	BME	Total	Female	BME
	67%	44.4%		70.1%	18.2%		65.1%	21.5%		57.4%	17.0%		48.8%	15.7%		36.0%	14.0%		43.6%	16.4%		47.1%	17.6%		33.3%	11.1%		50.0%	25.0%		37.5%	12.5%		50.0%	0.0%		100%	0.0%		56.6%	18.2%			

**% of each grade compared to force total**

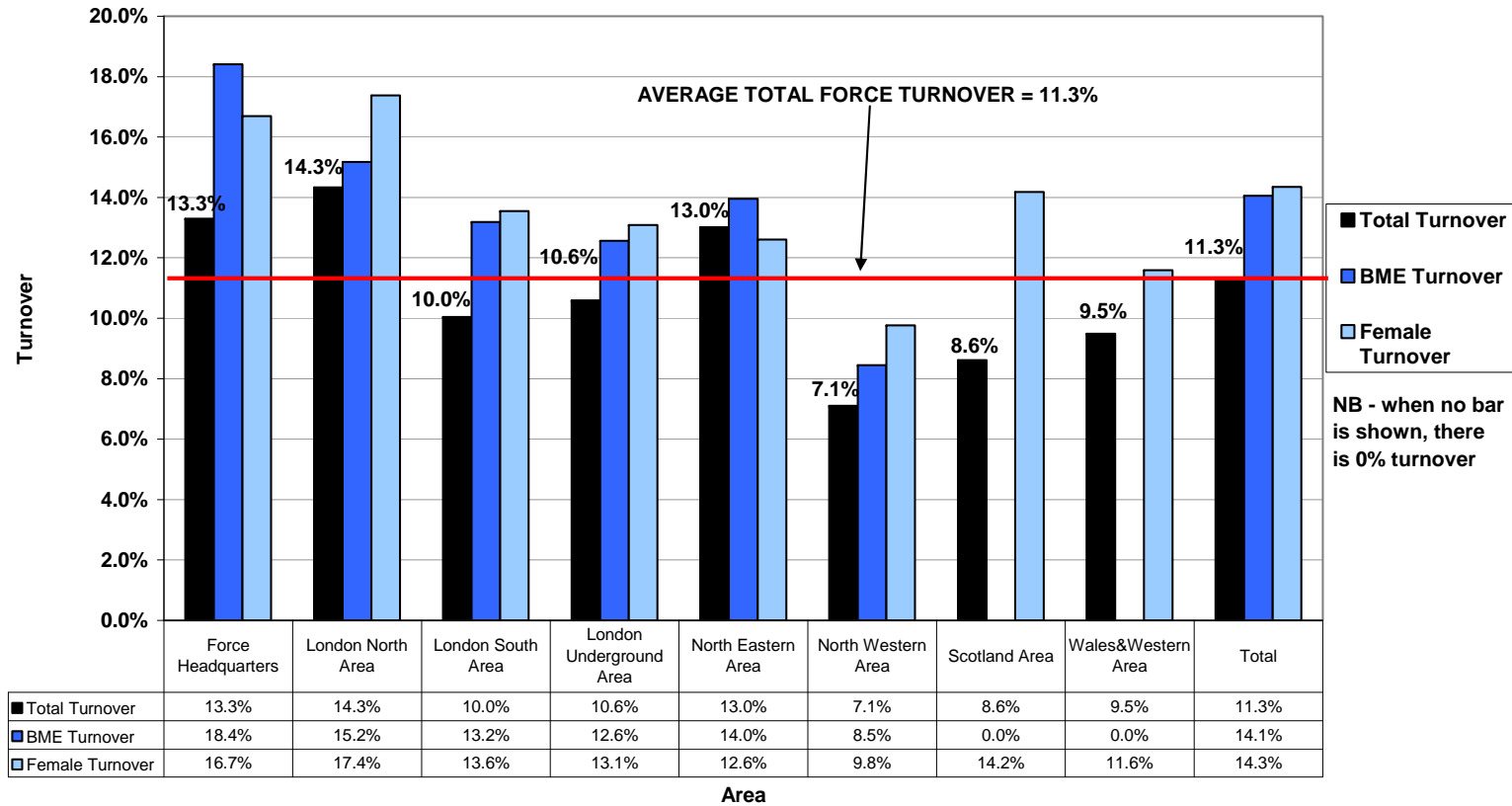
PSG1/CO2	PSG2/CO3	PSG3/CO4	PSG4/CO5	PSG5/MS1/TS1	PSG6/MS2/TS2	PSG7/MS3/TS3	PSG8/MS4/TS4	PSG9/MS5/TS5	PSG10/MS6/TS6	EG1	EG2	EG5	Total
0.70%	5.97%	34.21%	24.20%	19.24%	6.67%	4.27%	2.64%	0.70%	0.31%	0.62%	0.31%	0.16%	

## 2.3 Turnover



T 2.3.1

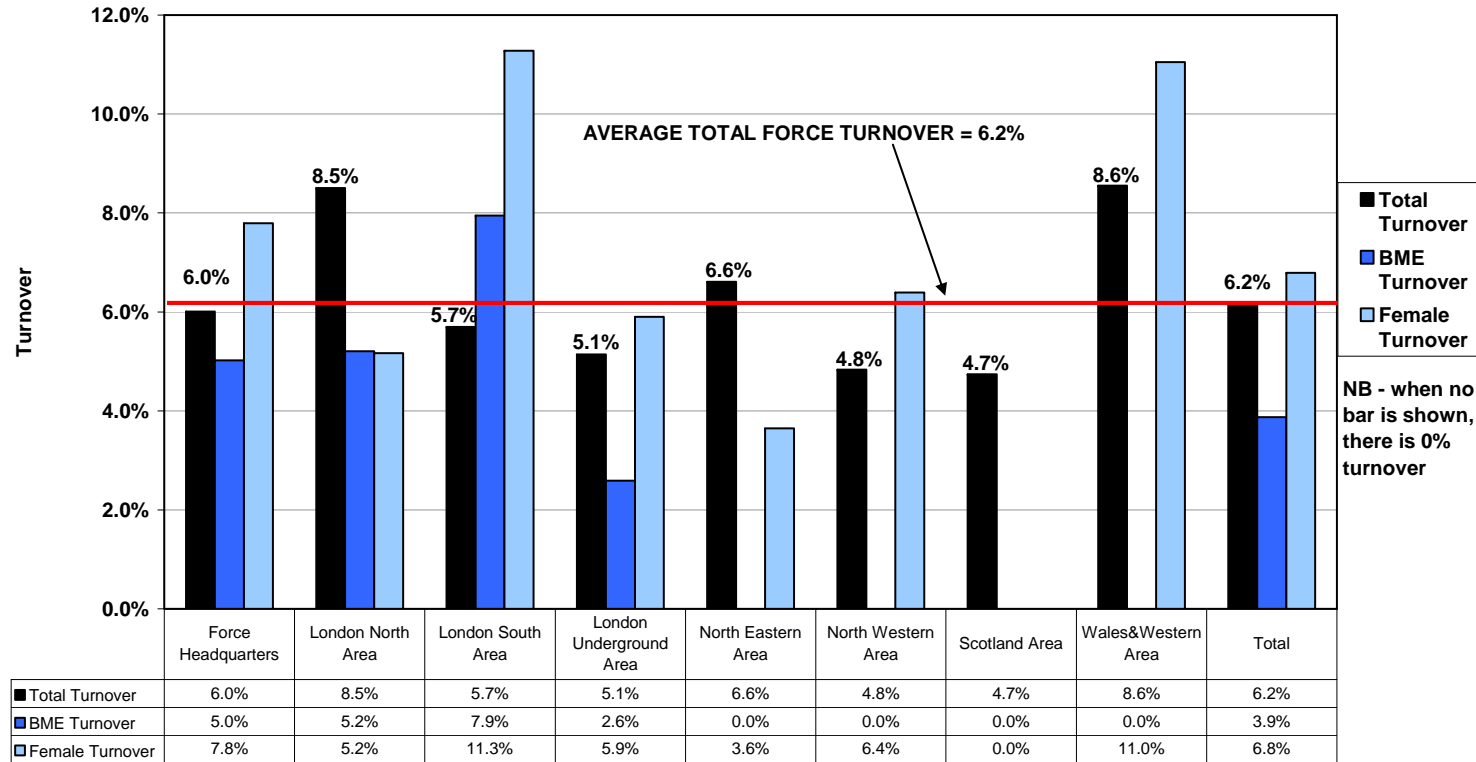
**Total BTP turnover for the year 1 January 08 - 31 December 08**



Total Leavers Jan 08 - Dec 08	Force Headquarters	London North Area	London South Area	London Underground Area	North Eastern Area	North Western Area	Scotland Area	Wales & Western Area	Total
<b>Total</b>	132	91	51	97	36	26	21	37	491
<b>BME</b>	24	14	7	16	1	1	0	0	63
<b>Female</b>	58	28	18	31	10	10	8	12	175

T 2.3.2

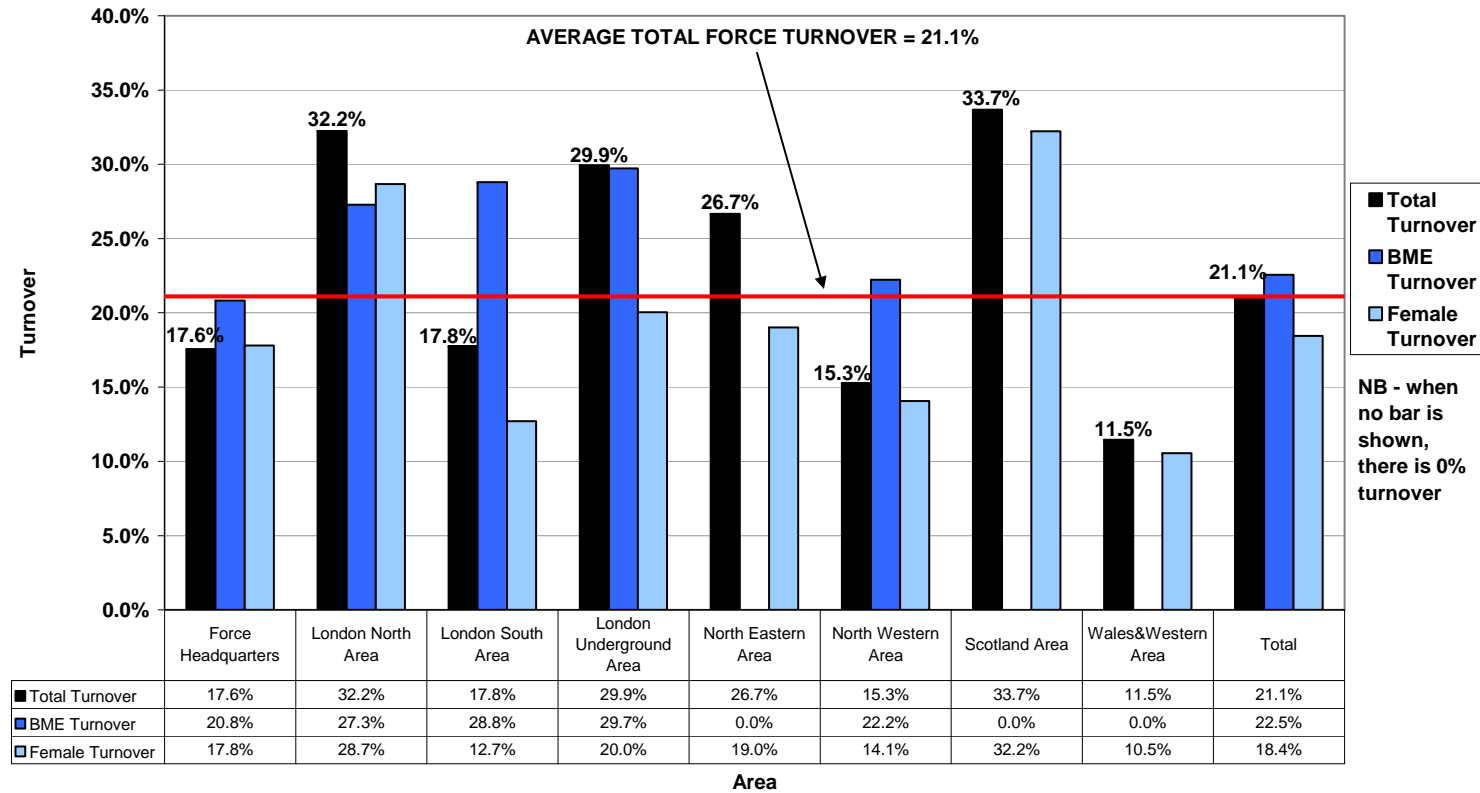
Police officer turnover for the year 1 January 08 to 31 December 08



Officer Leavers Jan 08 - Dec 08	Force Headquarters	London North Area	London South Area	London Underground Area	North Eastern Area	North Western Area	Scotland Area	Wales & Western Area	Total
<b>Total</b>	22	38	21	36	13	13	10	24	177
<b>BME</b>	1	2	2	2	0	0	0	0	7
<b>Female</b>	3	4	8	7	1	3	0	5	31

T 2.3.3

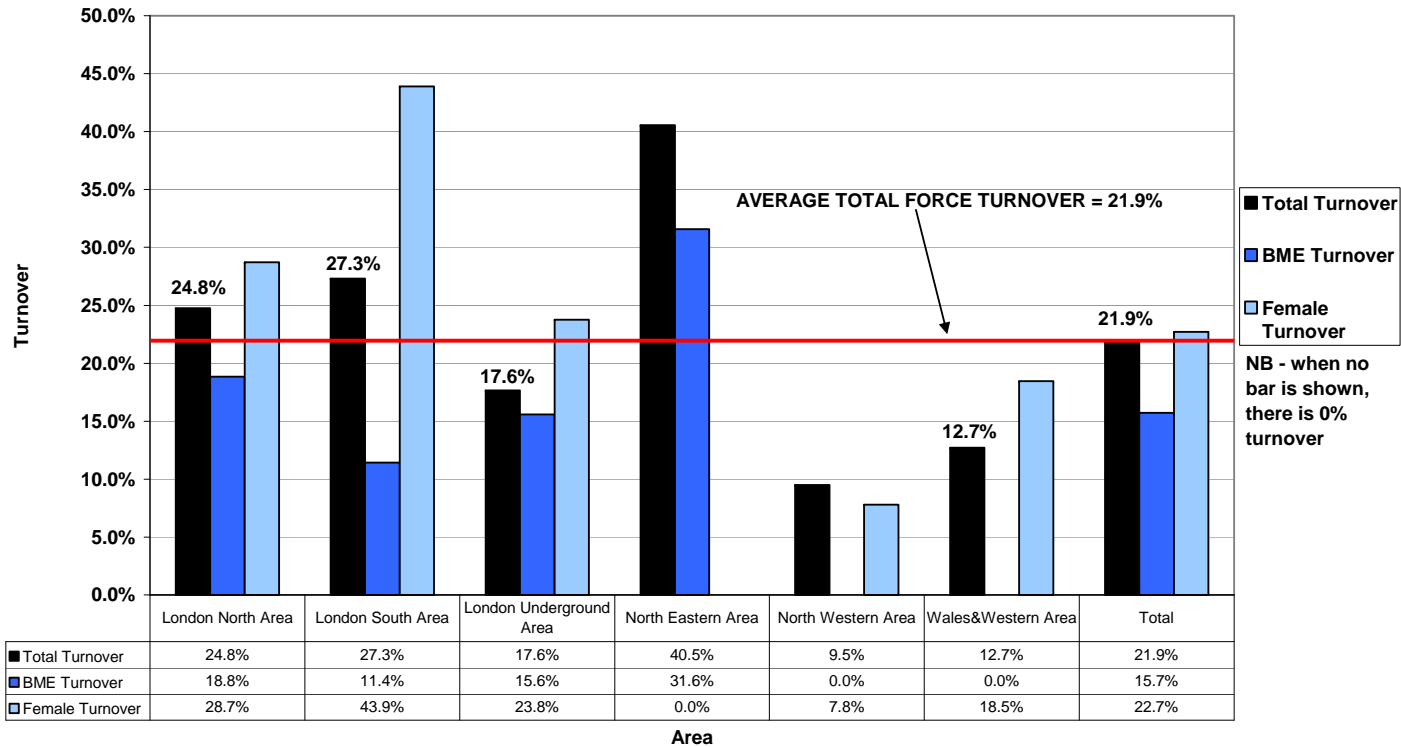
Police staff turnover for the year 1 January 08 - 31 December 08



Staff Leavers Jan 08 - Dec 08	Force Headquarters	London North Area	London South Area	London Underground Area	North Eastern Area	North Western Area	Scotland Area	Wales & Western Area	Total
<b>Total</b>	110	28	15	56	18	10	11	8	256
<b>BME</b>	23	6	3	13	0	1	0	0	46
<b>Female</b>	55	15	7	22	9	6	8	5	127

T 2.3.4

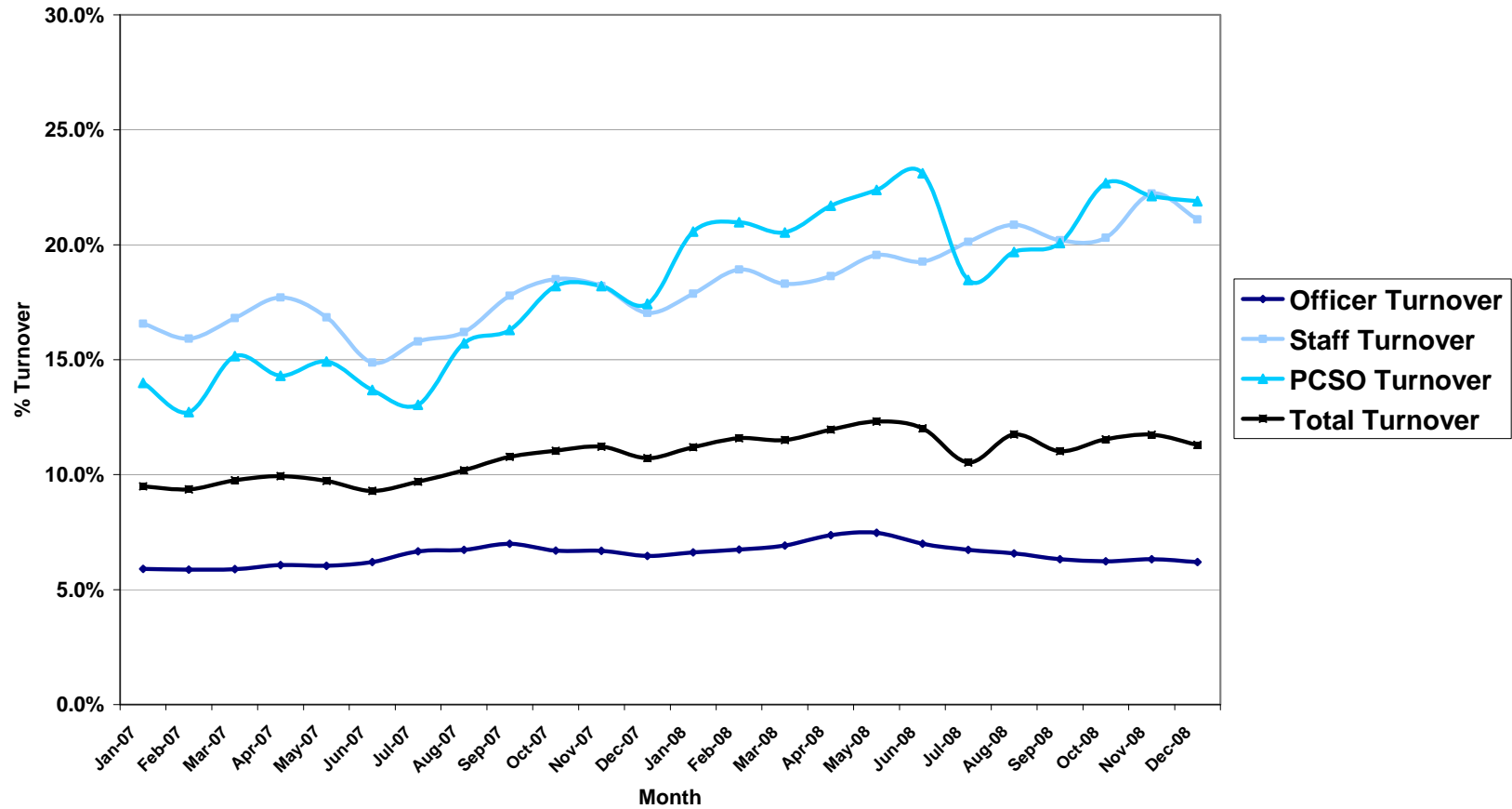
PCSO turnover for the year 1 January 08 - 31 December 08



PCSO Leavers Jan 08 - Dec 08	London North Area	London South Area	London Underground Area	North Eastern Area	North Western Area	Wales & Western Area	Total
<b>Total</b>	25	15	5	5	3	5	58
<b>BME</b>	6	2	1	1	0	0	10
<b>Female</b>	9	3	2	0	1	2	17

T 2.3.5

Graph showing the change in turnover over the period 1 January 07 - 31 December 08



T 2.3.6

**Reasons for leaving BTP between 1 April 08 and 31 December 08**

**Officers**

	White			BME			Not Stated			TOTAL
	Male	Female	Total	Male	Female	Total	Male	Female	Total	
Dismissed	2	2	4	1		1			0	5
End of contract	1		1			0	1		1	2
Medical	7	8	15			0			0	15
Probationer Resignation	2		2			0				2
Normal Retirement	32	3	35	1		1			0	36
Retirement to Rejoin	8	1	9			0			0	9
Resigned	34	8	42	1		1	3		3	46
Special to Police Officer	1		1							1
Transfer	3	3	6			0			0	6
<b>GRAND TOTAL</b>	<b>90</b>	<b>25</b>	<b>115</b>	<b>3</b>	<b>0</b>	<b>3</b>	<b>4</b>	<b>0</b>	<b>4</b>	<b>122</b>

**Police Staff**

	White			BME			Not Stated			TOTAL
	Male	Female	Total	Male	Female	Total	Male	Female	Total	
Death	1		1		1	1			0	2
Dismissed	2	3	5	1	3	4			0	9
End of contract	10	5	15	3	4	7			0	22
Normal Retirement	4	4	8			0			0	8
Police Staff to Police Officer	4	1	5			0	1		1	6
Resigned	52	46	98	8	18	26	6	9	15	139
Voluntary Severance	2	9	11		1	1	1		1	13
No reason available		4	4		2	2			0	6
<b>GRAND TOTAL</b>	<b>75</b>	<b>72</b>	<b>147</b>	<b>12</b>	<b>29</b>	<b>41</b>	<b>8</b>	<b>9</b>	<b>17</b>	<b>205</b>

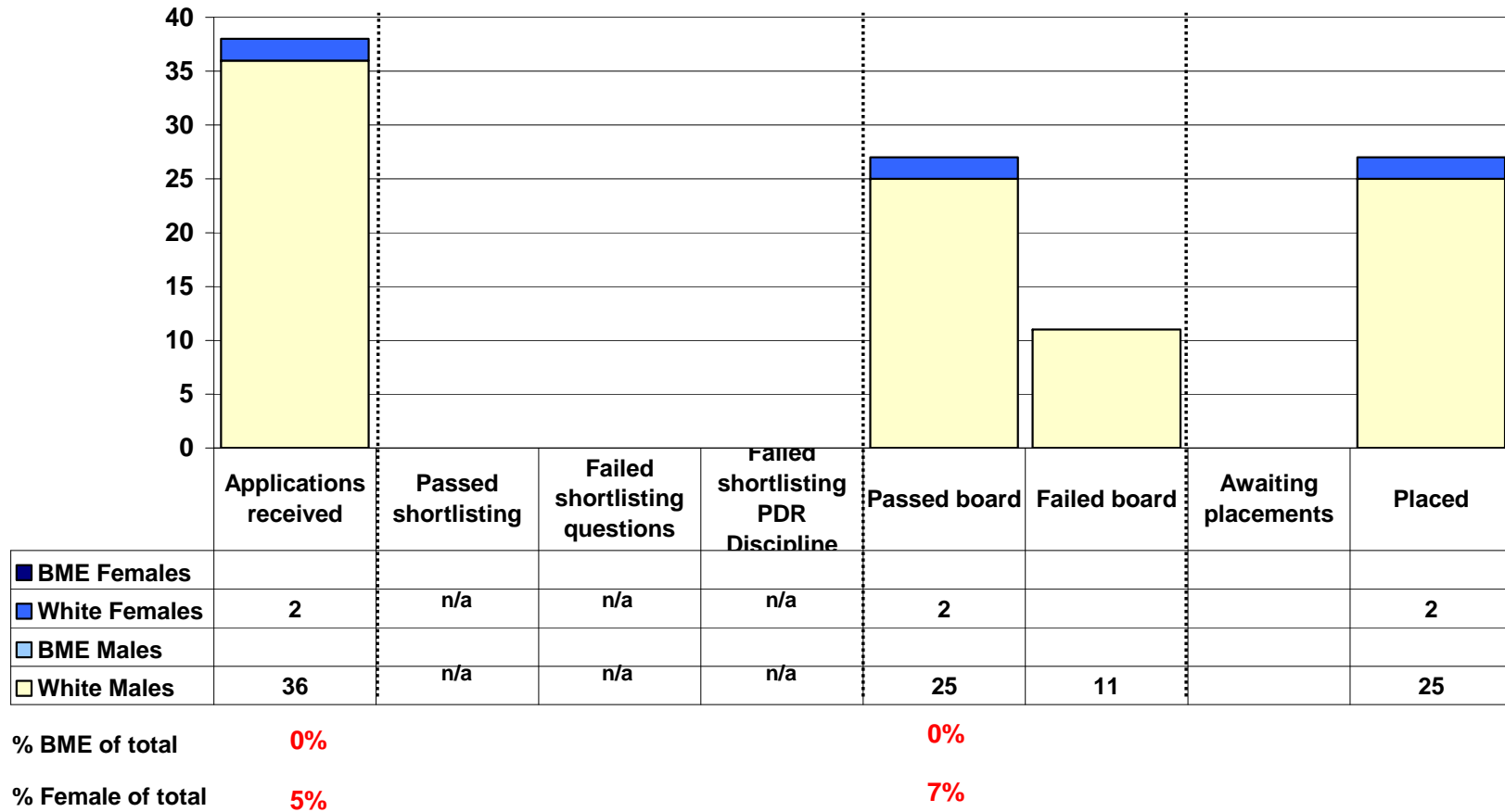
**PCSOs**

	White			BME			Not Stated			TOTAL
	Male	Female	Total	Male	Female	Total	Male	Female	Total	
PCSO to Police Officer	9	1	10	1	2	3			0	13
Resigned	21	7	28	6	3	9	1	2	3	40
Normal Retirement		1	1			0			0	1
Transfer out - HO Force	2		2			0			0	2
<b>GRAND TOTAL</b>	<b>32</b>	<b>9</b>	<b>41</b>	<b>7</b>	<b>5</b>	<b>12</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>56</b>

## 2.4 Progression

T 2.4.1

**Results of the Inspector Promotion Board (October 2008)**

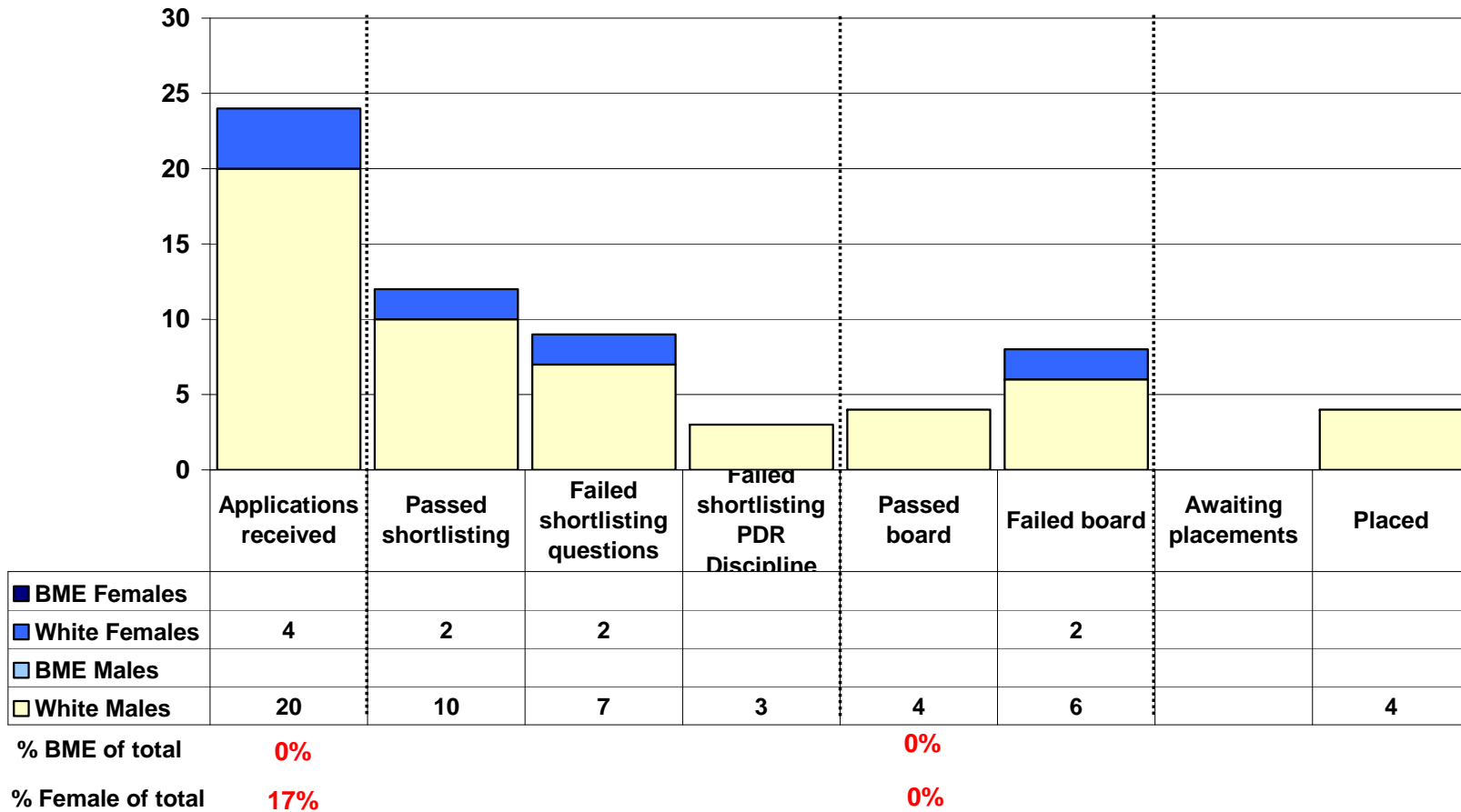




T 2.4.2

N.B. The results of this board are for information only as the board took place outside of the reporting period.

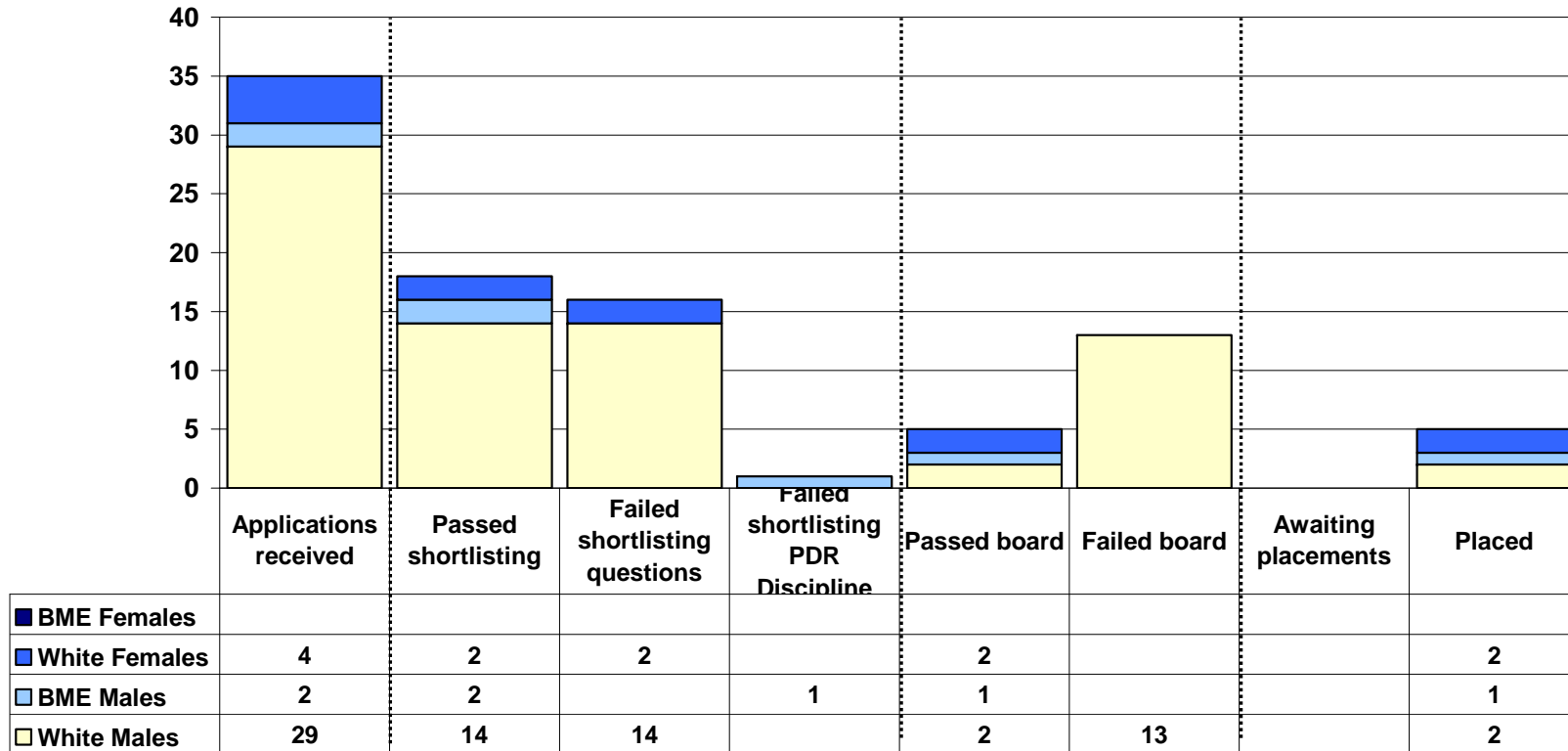
### Results of the Chief Inspector Promotion Board (January 2009)



T 2.4.3

N.B. This board took place within the reporting period but postings occurred outside the reporting period and are not included within other tables in this document.

### Results of the Superintendent Promotion Board (November 2008)

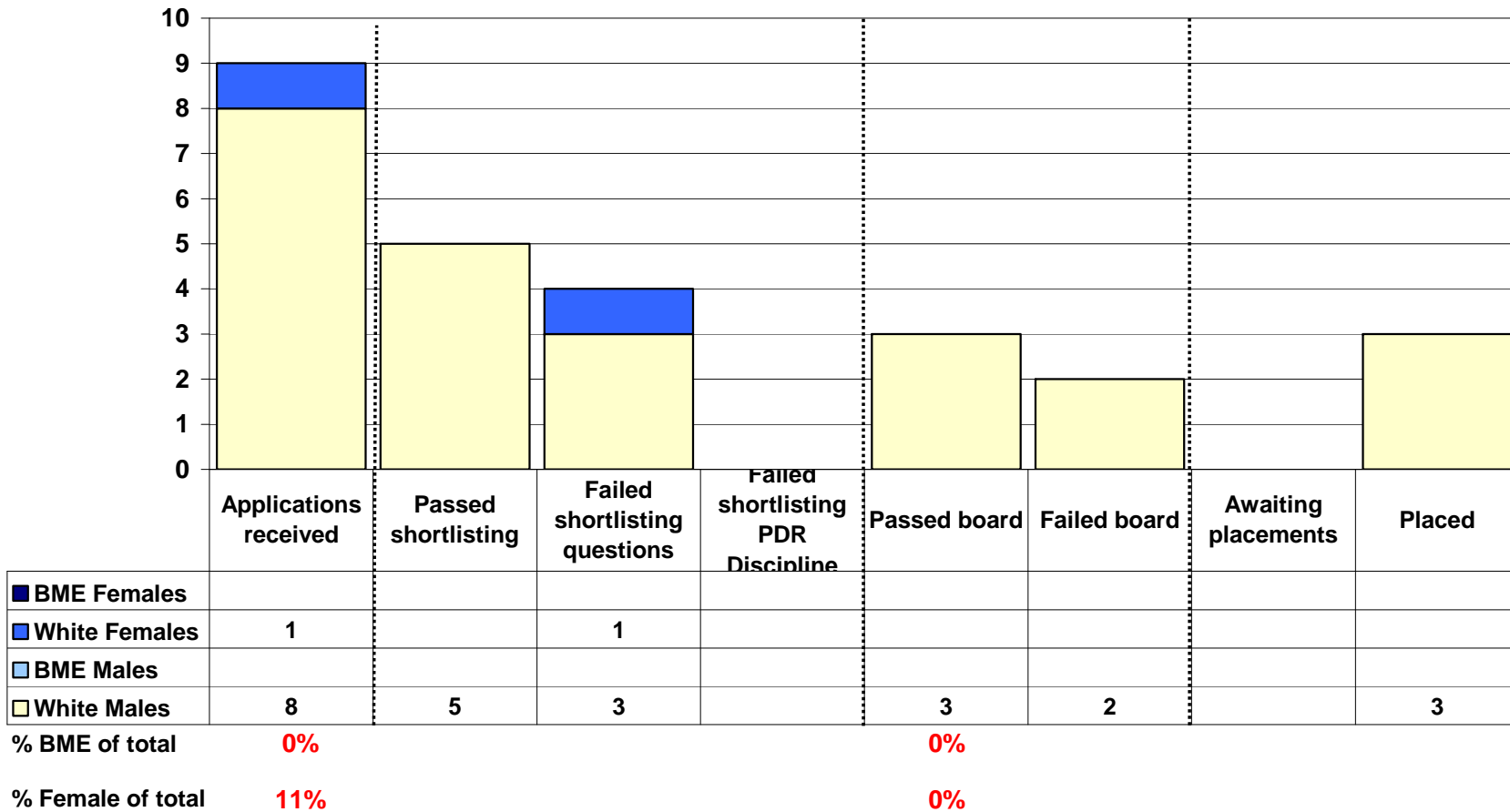


% BME of total **6%**  
 % Female of total **11%**

**20%**  
**40%**

T 2.4.4

### Results of the Chief Superintendent Promotion Board (October 2008)



T 2.4.5

**Promotion Boards for 2008/09**

**SCHEDULED BOARDS 2008/09**

Rank	Date of Board	Internal or External	Registered Interest	Application Not Submitted - manager support / PDR	Applications Received Internal	Applications Received External	Passed sifting	Failed sifting - questions	Failed shortlisting - manager support / PDR	Withdrew after passing papersift but before interview	Passed Board	Failed Board
Chief Superintendent	14th October 2008	Internal and External	9	0	4	5	5	4 (3 external)	0	0	3	2 (2 external)
Superintendent	25th - 26th November 2008	Internal and External	35	0	18	17	18	16 (12 external)	1	0	5 (1 external)	13 (4 external)
Chief Inspector	15th-16th January 2009	Internal	25	1	24	n/a	12	9	3	0	4	8
Inspector	30th September - 20th October 2008	Internal	44	6	38	n/a	n/a	n/a	0	0	27	11
Sergeant	Week beginning 26th January 2009	Internal	tbc	tbc	tbc	n/a	tbc	tbc	tbc	tbc	tbc	tbc
<b>TOTAL</b>			<b>113</b>	<b>7</b>	<b>84</b>	<b>22</b>	<b>35</b>	<b>29</b>	<b>4</b>	<b>0</b>	<b>39</b>	<b>34</b>

T 2.4.6

**Table showing police officer promotions in BTP in the first three quarters of 2008/09 against the Policing Plan diversity targets**

Percentage of officers promoted to be no less than 5.9% Black and Ethnic Minority in the year up to 31 March 2009  
 Percentage of officers promoted to be no less than 18% female in the year up to 31 March 2009

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	YTD total	TARGETS
Total promoted	19	3	3	1	1	2	3	4	0				36	
BME promoted	1	0	0	0	0	0	0	0	0				1	
%	5.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	2.8%	6%
Female promoted	1	0	1	0	0	0	0	1	0				3	
%	5.3%	0.0%	33.3%	0.0%	0.0%	0.0%	0.0%	25.0%	0.0%	0.0%	0.0%	0.0%	8.3%	18%

KEY: FAILING  
ACHIEVING

T 2.4.7

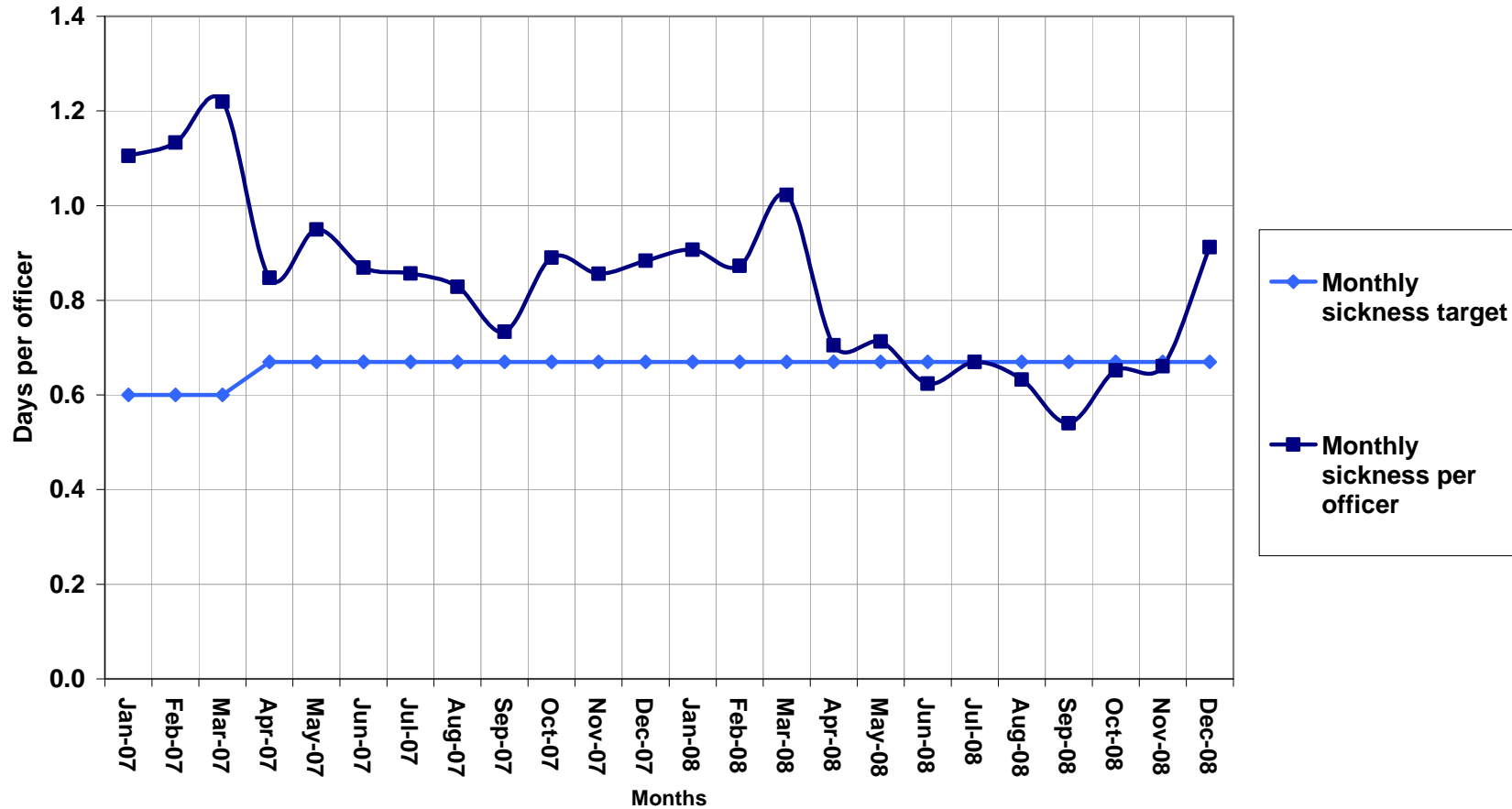
**Table showing percentages of people in each rank of sergeant and above that are on Acting or Temporary duties as at 31 December 2008**

	<b>PS</b>	<b>DS</b>	<b>INSP</b>	<b>DI</b>	<b>CI</b>	<b>DCI</b>	<b>SUPT</b>	<b>Total</b>
<b>Force Headquarters</b>	24.4%	16.7%	23.8%	6.3%	15.4%	0.0%	25.0%	<b>18.3%</b>
<b>London North Area</b>	26.9%	16.7%	27.3%	25.0%	0.0%	0.0%	0.0%	<b>23.0%</b>
<b>London South Area</b>	25.6%	6.7%	18.8%	20.0%	0.0%	0.0%	0.0%	<b>18.4%</b>
<b>London Underground Area</b>	26.7%	13.6%	7.7%	16.7%	12.5%	0.0%	25.0%	<b>20.1%</b>
<b>North East Area</b>	13.0%	0.0%	14.3%	16.7%	0.0%	0.0%	0.0%	<b>11.4%</b>
<b>North West Area</b>	27.0%	0.0%	21.4%	25.0%	33.3%	0.0%	100.0%	<b>24.2%</b>
<b>Scotland Area</b>	12.0%	20.0%	11.1%	33.3%	0.0%	0.0%	0.0%	<b>13.0%</b>
<b>Western Area</b>	18.4%	16.7%	0.0%	33.3%	0.0%	50.0%	0.0%	<b>14.7%</b>
<b>Total</b>	<b>23.5%</b>	<b>12.9%</b>	<b>17.4%</b>	<b>17.0%</b>	<b>10.0%</b>	<b>5.9%</b>	<b>22.2%</b>	<b>18.8%</b>

## 2.5 Sickness

T 2.5.1

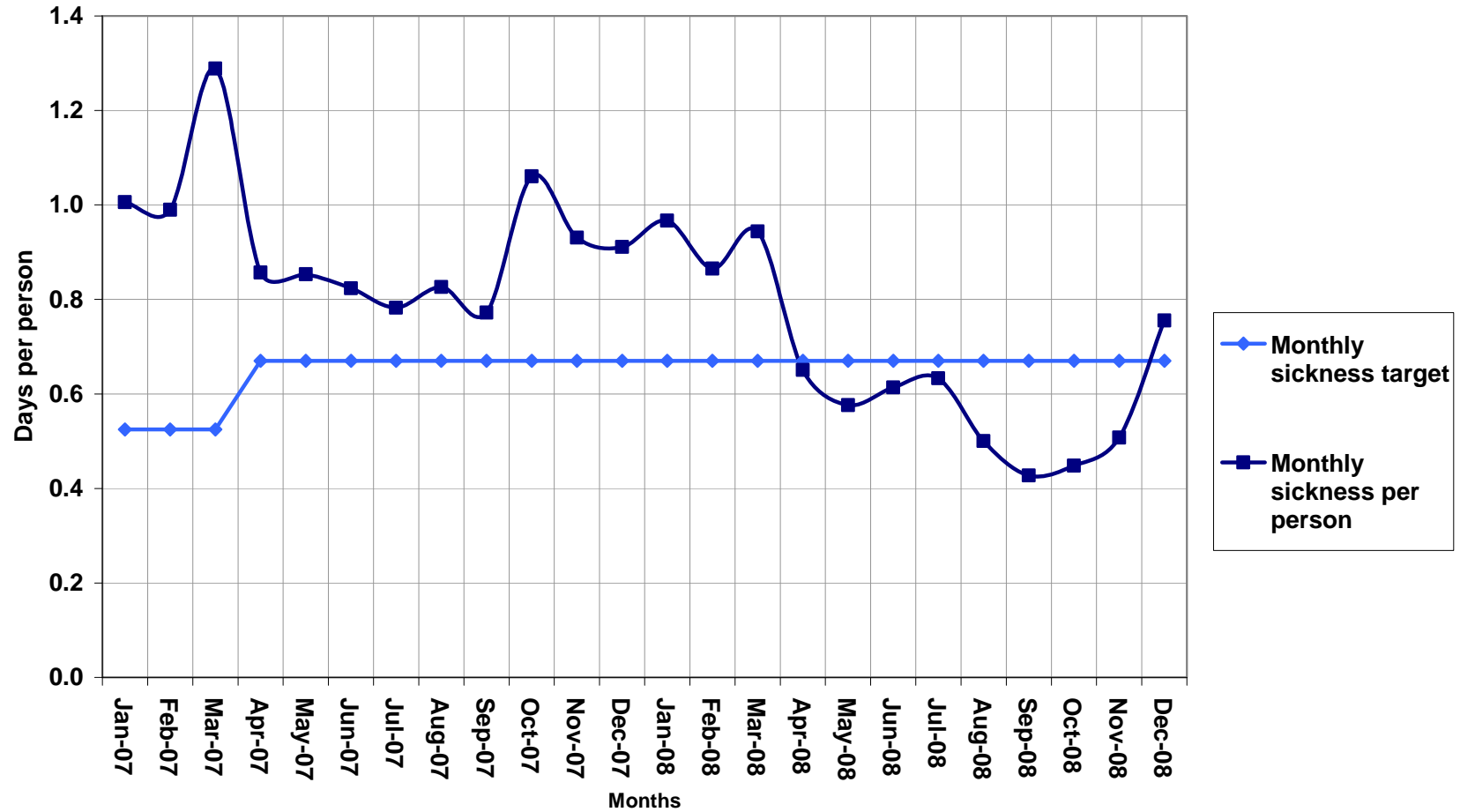
**Police officer monthly sickness over the two years previous to 31 December 2008**





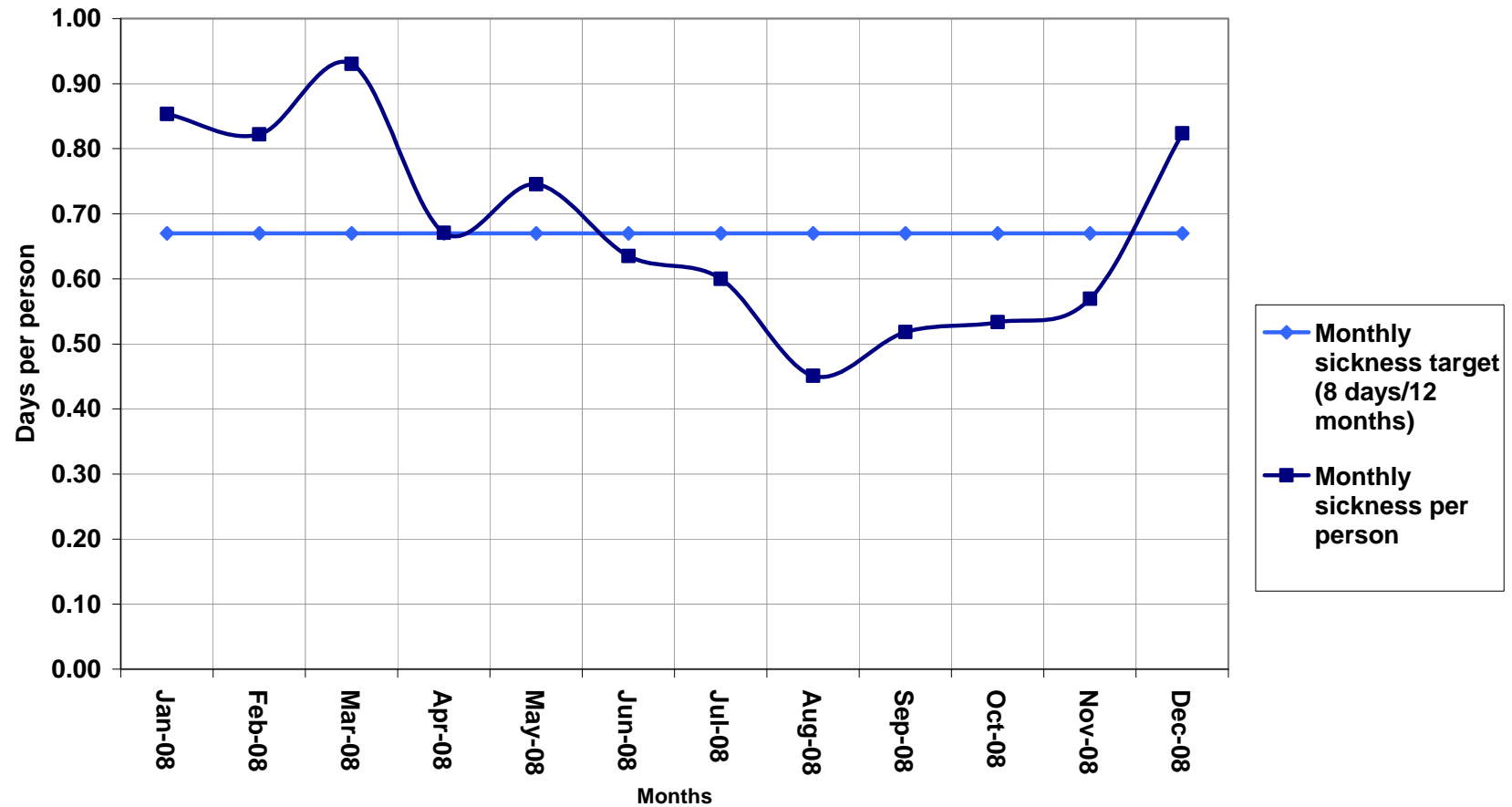
T 2.5.2

**Police staff (not incl PCSOs April 07 onwards) monthly sickness over the two years previous to 31 December 2008**



T 2.5.3

**PCSO monthly sickness over the year previous to 31 December 2008**



T 2.5.4

**Table to show percentages of area strength for each paid employee type that are currently hitting sickness absence triggers (07 January 2009)**

**Triggers;**

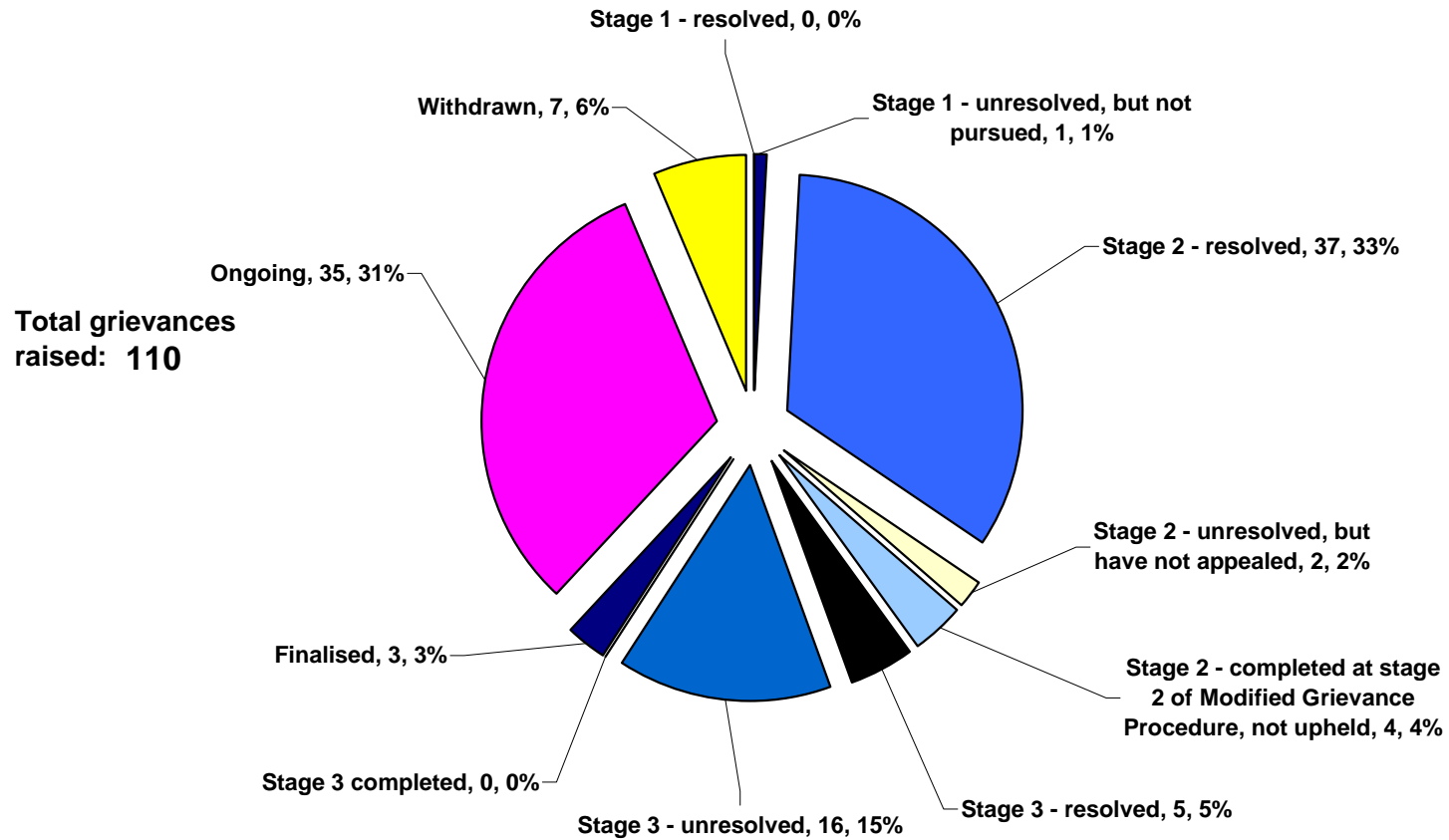
- 2 or more instances of sickness within the last 26 weeks
- 3 or more instances of sickness within the last 52 weeks
- 8 days sickness or more within the last 52 weeks

	<b>Police Officers</b>	<b>Police Staff</b>	<b>PCSOs</b>	<b>Sum</b>
<b>Force Headquarters</b>	10%	12%		<b>11%</b>
<b>London North Area</b>	13%	22%	20%	<b>15%</b>
<b>London South Area</b>	14%	24%	29%	<b>17%</b>
<b>London Underground Area</b>	12%	17%	19%	<b>13%</b>
<b>North East Area</b>	19%	20%	5%	<b>19%</b>
<b>North West Area</b>	16%	35%	14%	<b>19%</b>
<b>Scotland Area</b>	19%	22%		<b>19%</b>
<b>Western Area</b>	14%	16%	11%	<b>14%</b>
<b>Sum</b>	<b>14%</b>	<b>16%</b>	<b>18%</b>	<b>15%</b>

## 2.6 Grievances

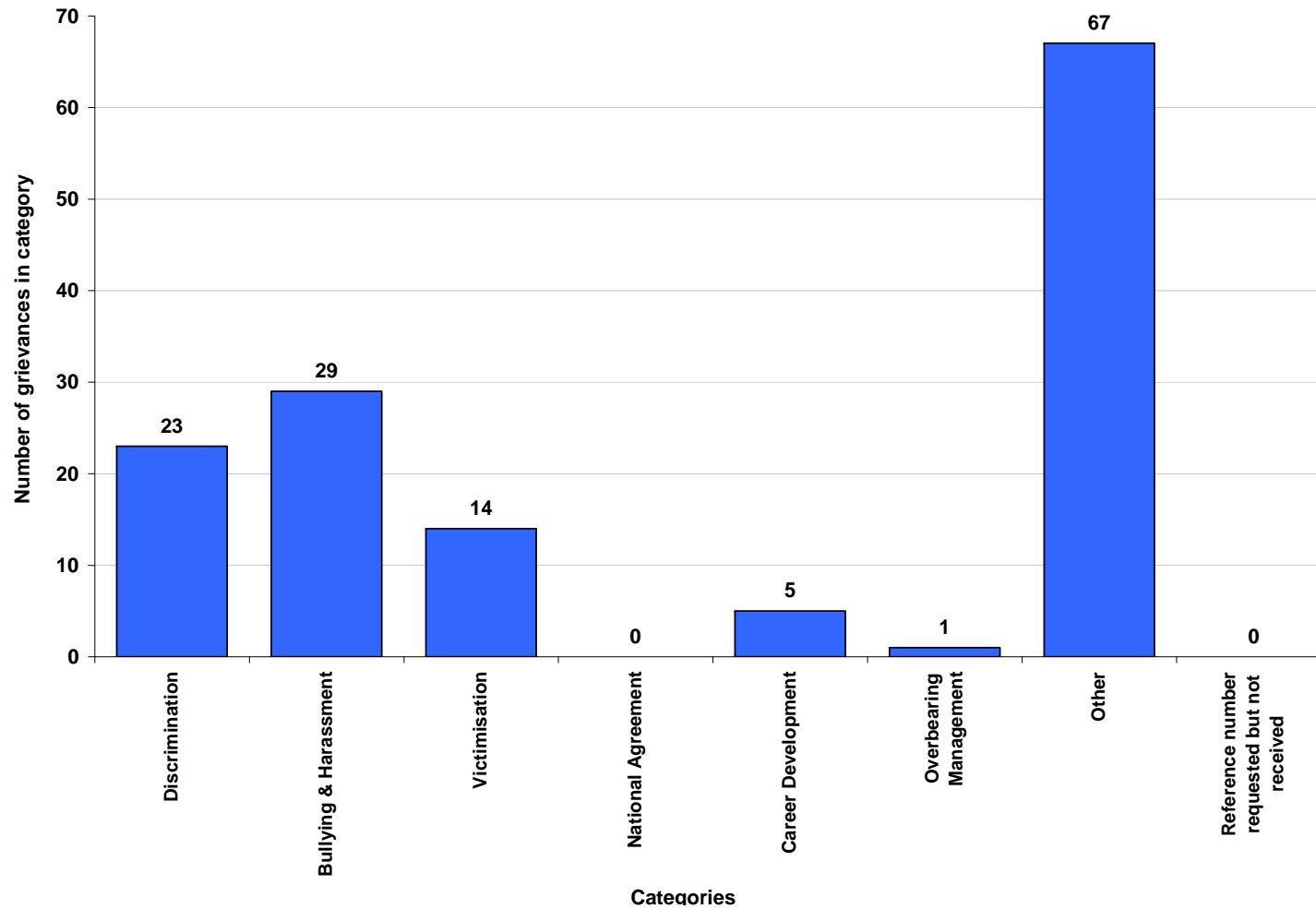
T 2.6.1

**Pie Chart of grievances raised between 1 January 08 and 31 December 08 and stage at which they were resolved**



T 2.6.2

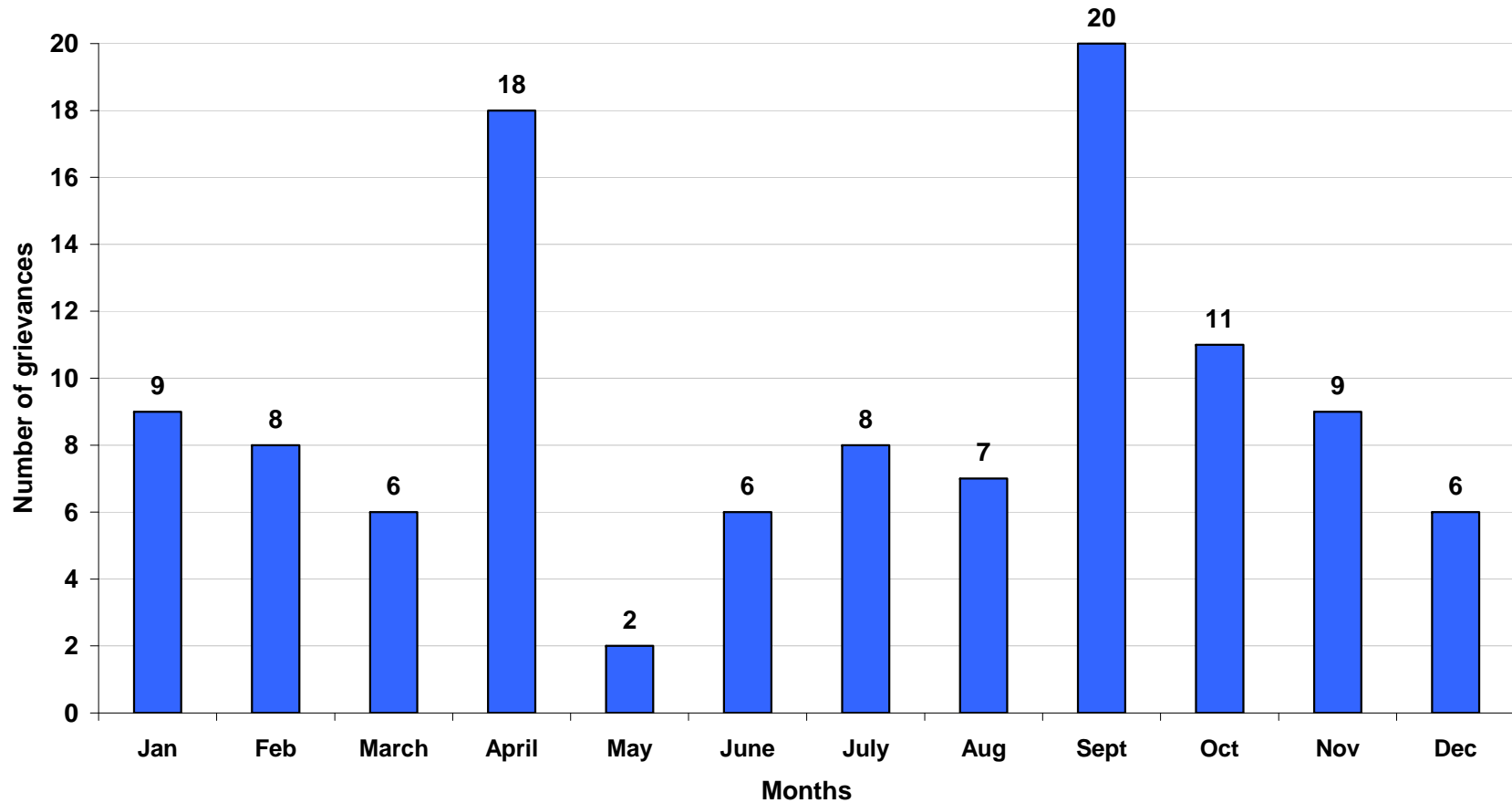
Chart to show the categories into which grievances fall in the period 1 January 08 to 31 December 08



**NB.** Some grievances fall into more than one category which is why the total (139) is greater than the total grievances raised (110).

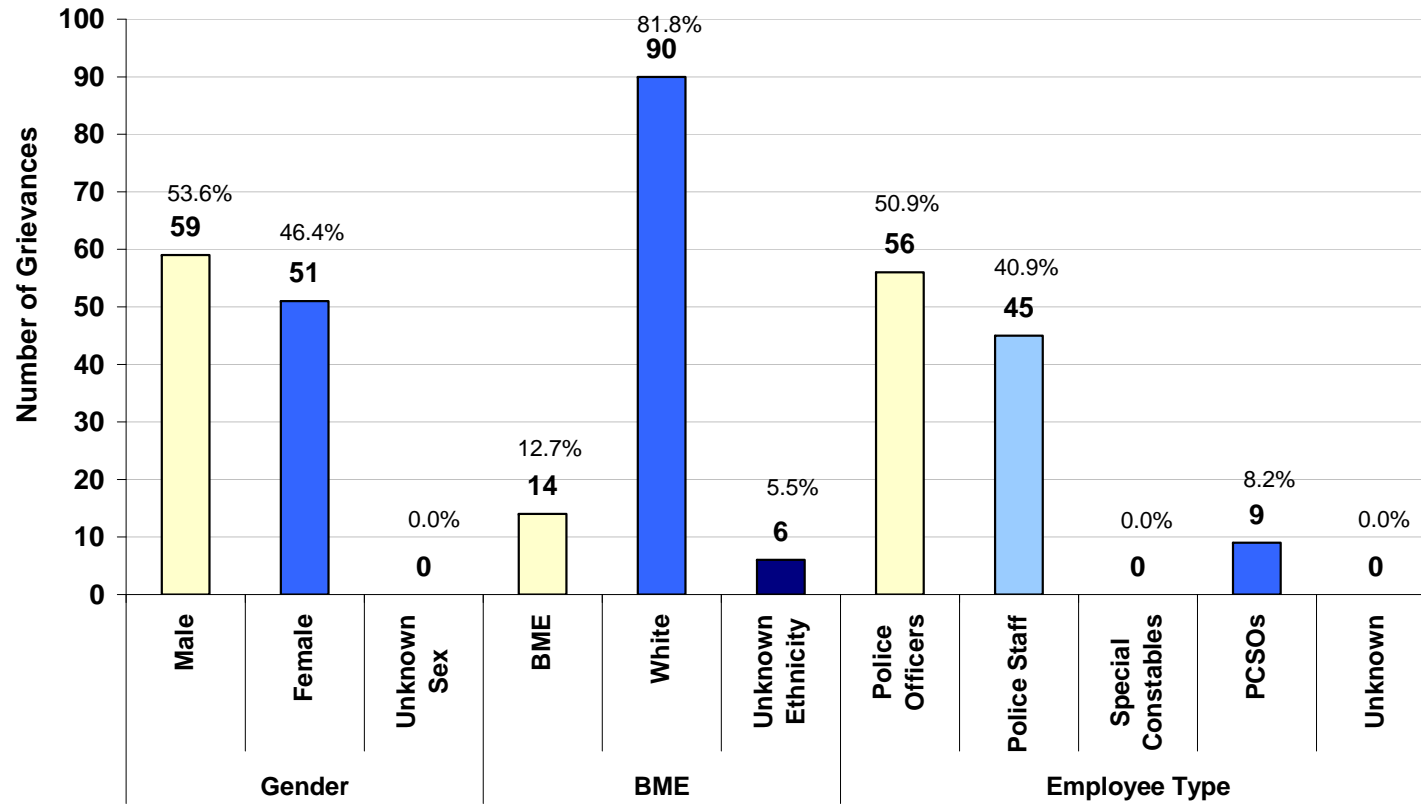
T 2.6.3

**Chart to show the number of grievances raised in each month in the period  
1 January 08 to 31 December 08**



T 2.6.4

**Total number of grievances raised in the period 1 January 08 to 31 December 08, and % of total grievances for each group**





## 2.7 Employment Tribunals

**T 2.7.1**

<b>CASE REF</b>	<b>134</b>	<b>141</b>	<b>144</b>	<b>147</b>	<b>148</b>	<b>149</b>	<b>150</b>	<b>151</b>	<b>152</b>
<b>Claim</b>	Constructive dismissal	Sex and sexual orientation discrimination	Disability and sexual orientation discrimination	Disability discrimination	Disability discrimination	Equal pay	Constructive dismissal	Sex discrimination	Disability discrimination
<b>Area</b>	NW	LS	FHQ	LS	W&W	LU	LS	W&W	Scot
<b>Hearing Date</b>	None set	24 March 09 - 8 April 09.	20th - 24th April 09	28th April 09	None set	None set	None set	None set	None set
<b>Solicitors</b>	In house	Weightmans	In house	Weightmans	In house	In house	In house	In house	In house
<b>Estimated Awards or Damages</b>	To be assessed	To be assessed	£6,000	To be assessed	£3,000	£1,000	To be assessed	£5,000	£2,000
<b>Legal Costs to Date</b>	£2,600.00	£36,308.90	£800, plus cost of report which is to be confirmed	£2,421.92	£600, plus costs of report	£2,300.00	No legal costs to date	No legal costs to date	No legal costs to date
<b>Date ET Lodged</b>	11th Feb 08	8th May 08	27th Jun 08	20th Aug 08	4th Sept 08	28th Nov 08	2nd Dec 08	3rd Dec 08	4th Dec 08