
REPORT TO: Human Resources and Remuneration Committee
DATE: 24 November 2009
SUBJECT: Management Information Report
SPONSOR: Linda Scott, Director of HR
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1. PURPOSE OF PAPER

- 1.1 To advise the Human Resources & Remuneration (HR&R) Committee of the main trends in HR performance data in the first half of the fiscal year 2009/10 (01 April – 30 September 2009) and rolling years previous to 30 September 2009 where applicable. All data referenced in the paper is detailed in Annex A (see p. 12 – Table of Contents).
- 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 All HR Performance data is sourced from ORIGIN Police Personnel database except where stated otherwise.
- 1.4 The main benchmarking data source used in this report is the Home Office Statistics Bulletin. As a bulletin has not been published since the last Management Information Report (data at 30 June 2009) no further reference to Home Office Police Service statistics is made. However, sickness absence performance data has been sourced from the Metropolitan Police Service and is referenced in Section 2.4 Sickness Absence (p. 7).

2. OBSERVATIONS & ANALYSIS

2.1 Recruitment & Strength

2.1.1 Overall (Quarter 2, 01 July – 30 September 09)

2.1.1.1 Over the last 3 months BTP's recruitment function fully transitioned to the HR Business Centre (HRBC) in Birmingham.

2.1.1.2 73 new employees joined BTP over the last 3 months; 12 student officers, 13 transferees, 3 rejoiners, 42 police staff and 4 PCSOs.

2.1.1.3 Recruitment activity has focused on student officer and PCSO cohorts that will join BTP in Quarter 3 (01 October – 31 December 2009), and police staff vacancies.

2.1.1.4 BTP's headcount has marginally decreased (by 0.7%) over the last 3 months. BTP reported 4814 employees at 30 September 2009 (see table 2.1.2, p. 17).

2.1.1.5 Compared with the same time last year, BTP's headcount has increased by 182 (3.75%) (4632 at 30 September 2008). This overall increase is accounted for by growth in staff numbers (plus 117), PCSOs (plus 62) and officers (plus 55), and a decrease in Special Constables (minus 52).

2.1.1.6 Notably, the percentage of female police staff, including PCSOs, has fallen below 50% in the last 3 months (see G2.2.5 p.23). This represents a significant shift to the long-standing trend of female majority in BTP's staff profile.

2.1.2 Overall (Quarters 1 & 2, 01 April – 30 September 09)

2.1.2.1 A total of 102 officers have joined BTP in the first half of 2009/10 including 73 (71.6%) student officers, 17 (16.7%) transferees and 12 (11.8%) re-joiners (see T2.1.1. p.15).

2.1.2.2 109 police staff and 32 Police Community Support Officers (PCSOs) were recruited over the same period (see T2.1.1 p.16).

2.1.2.3 The majority of recruitment this year, 70% (170 out of 243 new starters), was actioned in Quarter 1 (01 April to 30 June 2009).

2.1.2.4 Around 65% of 2009/10 student officer and PCSO recruitment is estimated to have been completed.

2.1.3 Black Minority Ethnic (BME) officer recruitment and strength

2.1.2.1 No BME officers have been recruited in the last 3 months.

2.1.2.2 BTP is currently achieving the 2009/10 BME recruitment target of 13% due to the recruitment of 13 officers in Quarter 1. 13 (17.8%) out of a total of 73 student officers recruited classify themselves as being from a BME background (see T2.2.3, p.21).

2.1.2.3 BME officer strength measured 6.7% at 30 September 2009, 0.1% less than at 30 June 2009 (see G 2.2.1, p. 19).

2.1.2 Female officer recruitment and strength

2.1.3.1 No female officers have been recruited in the last 3 months.

2.1.3.2 BTP is currently achieving the 2009/10 female recruitment target of 13% due to the recruitment of 11 officers in Quarter 1. 11 (15.1%) out of a total of 73 officers recruited are women (see T2.2.3, p.21).

2.1.3.3 Female officer strength has remained static over the last 3 months, measuring 15.8% at 30 September 2009 (see G2.2.2, p.20).

2.1.3 Achieving Policing Plan Targets (APPT) Meeting – Recruitment Update

2.1.3.4 In addition to the APPT strategic meeting, sub-groups have been formed to drive action against each of the policing plan targets.

2.1.3.5 Recruitment sub-group action summary follows:

- Liaison between FHQ HR and the HR Business Centre (HRBC) to develop a campaign strategy for attracting and recruiting a more representative workforce
- Liaison between FHQ HR and the HRBC to plan/review the draft Recruitment Implementation Plan for 2010/11, which includes actions such as the provision of application support workshops.
- Commissioning of research on female employees' experience of working for BTP is under consideration. The research would inform/advise against several people management concerns including the recruitment of a more representative work force.

2.2 Retention (Leavers and Turnover)

2.2.2 Overall

2.2.2.1 BTP's rate of turnover has fallen by 0.4% in the last 3 months to 9.2% (G2.3.1, p.27).

2.2.2.2 Rates of turnover for each employee type have also fallen, by, 0.1% for officers (see G2.3.2, p.28), 0.9% for staff (see G2.3.3, p.29) and 1.8% for PCSOs (excluding those that rejoin BTP as student officers) (see G2.3.4, p.30).

2.2.2.3 In total 418 employees left BTP between 01 October 08 and 30 September 09.

2.2.2.4 The top reasons for leaving by employee type are officer retirement, police staff resignation and PCSOs rejoining BTP as student officers.

2.2.2.5 Graph G2.3.5 p.31 shows the rate of turnover overall, and for officers, has steadily decreased since peaking in May 2008 (12.3% and 7.5% respectively). The rate of staff and PCSO turnover shows to have decreased more sharply over a shorter period, peaking in October 2008 at 20.3% and 22.7% respectively.

2.2.2.6 This trend may be an effect of recession. UK unemployment figures held virtually static at 2.47 million in the 3 months to August 09 (¹Office of National Statistics, October 2009) and organisations appear to be focused on retaining rather than recruiting talent (²CIPD, June 2009).

2.2.2.7 The CIPD's latest annual Recruitment, Retention and Turnover Survey (June, 2009) quoted an average turnover rate of 15.7% for the period 01 January to 31 December 2008. This is noticeably lower than the rate of their previous survey, 17.3%.

2.2.3 Police officer retention

2.2.3.1 BTP's officer turnover rate is currently 5.8% (see G2.3.2, p.28).

2.2.3.2 67 police officers left BTP in the first half of 2009/10. 37.3% (25 out of 67 leavers) had 10 years or less service, 47.8% (32 out of 67 leavers) had over 25

¹ Officer of National Statistics (www.statistics.gov.uk/cci/nugget.asp?ID=12)

² CIPD Recruitment, Retention and Turnover, Annual Survey Report 2009 (June 2009)

years service.

2.2.3.3 Reasons for leaving are listed in table T2.3.6 p. 32 and show the top reason to be retirement (46.3%) followed by resignation (30.1%).

2.2.4 BME officer retention

2.2.4.1 13 BME officers left BTP over the last 12 months (01 October 2008 to 30 September 2009); turnover rate 6.7%.

2.2.4.2 There has been an increase in BME officer turnover for the last consecutive 3 quarters. Compared with the same time last year BME officer turnover has increased by 2.2% (4.5% at 30 September 2008).

2.2.5 Female officer retention

2.2.5.1 23 female officers left BTP over the last 12 months (01 October 2008 to 30 September 2009); turnover rate 5.0%.

2.2.5.2 Compared with the same time last year female officer turnover has decreased by 2.4% (7.4% at 30 September 2008).

2.2.6 Police staff retention

2.2.6.1 BTP's staff turnover rate is currently 16.9% (see graph G2.3.3, p.29).

2.2.6.2 Compared with the same time last year staff turnover has decreased by 3.3% (20.2% at 30 September 2008).

2.2.6.3 Notably, both BME and female police staff rates of turnover are higher than the overall rate of 16.9% (17.4% and 17.2% respectively).

2.2.7 BME police staff retention

2.2.7.1 42 BME police staff left BTP over the last 12 months (01 October 2008 to 30 September 2009); turnover rate 17.4%.

2.2.7.2 Compared with the same time last year the rate of turnover has decreased by 4.6% (22.0% at 30 September 2008).

2.2.8 Female police staff retention

2.2.8.1 128 female police staff left BTP over the last 12 months (01 October 2008 to 30 September 2009); turnover rate 17.2%.

2.2.8.2 Compared with the same time last year the rate of turnover has decreased by

2.9% (20.1% at 30 September 2008).

2.2.9 PCSO retention

2.2.9.1 BTP's PCSO turnover rate (excluding leavers who return to BTP as police officers) is currently 8.1% (see graph T2.3.4, p.30).

2.2.9.2 Over the last 6 months, 59.3% (19 out of 32) of PCSO leavers are recorded as leaving BTP to rejoin as student officers.

2.2.10 BME PCSO retention

2.2.10.1 3 of 8 (37.5%) BME PCSOs left BTP over the last 12 months for reasons other than rejoining BTP as a student officer. One PCSO retired and 2 resigned.

2.2.11 Female PCSO retention

2.2.11.1 10 of 15 (66.6%) female PCSOs left BTP over the last 12 months for reasons other than rejoining BTP as a student officer. This includes 8 resignations, 1 dismissal and 1 transfer.

2.3 Progression³

2.3.1 BTP Overall

2.3.1.1 Promotion activity in the last 3 months has been linked in the main, to the recent change to BTP's leadership and the appointment of a new Chief Constable and Deputy Chief Constable.

2.3.1.2 No other promotion boards have taken place.

2.3.1.3 Results were received for the 2009/10 OSPRE Inspector Part I exam. BTP achieved a pass rate of 46% (32 out of 70, see T2.4.2 p.35).

2.3.1.4 At 30 September 2009, 11% of officers (82 out of 748 roles⁴) were in an acting position or undertaking temporary promotion (see T2.4.4, p.37).

2.3.1.5 In the absence of promotion boards, HR led progression activity has focused on preparation for 2010/11. Actions are outlined at 2.3.4 p.7.

2.3.1.6 Of further note, BTP's Diversity Action Groups (DAG) and the BTP Single Equality Scheme are currently being restructured to align with the Equality and

³ Data relating to Promotion Board results is sourced from the Recruitment Department HRBC.

⁴ 'Roles' include acting or temporary promotion in addition to substantive posts.

Diversity Human Rights Strategy, and the National Policing Improvement Agency's (NPIA) equality standards, accordingly. It is expected this will increase focus on specific activities leading to tangible outcomes for the progression of employees from minority groups.

2.3.2 BME officer progression

2.3.2.1 BTP is currently failing the 2009/10 BME officer progression target of 9% (see T2.4.3, p.36). 1 (4.5%) out of 22 officers posted to the rank of sergeant in Quarter 1 is from a BME background.

2.3.2.2 Opportunity to improve on performance against this target will depend on the decision to undertake a sergeant's board in early 2010.

2.3.2.3 The Learning and Development Department is currently planning to run 'Step-Up', an experiential learning and development programme originated by London Underground Area, as a positive action initiative for up to 24 BME officers up to the rank of Inspector. The programme is expected to run in the second half of 2009/10.

2.3.3 Female officer progression

2.3.3.1 BTP is currently achieving the 2009/10 female officer progression target of 12% (see T2.4.3, p.36). 5 (22.7%) out of 22 officers posted to the rank of sergeant in Quarter 1 are women.

2.3.4 APPT Meeting – Progression Update

2.3.4.1 Progression sub-group action summary follows:

- A timeline for the promotion process in 2010/11 has been drafted to allow interventions to be planned.
- Review of Police Officer Higher Grade Duties (HGD), initiated by the Diversity Unit, is ongoing under the lead of the sub-group.
- Liaison with the NPIA has been established to improve knowledge and understanding of BME and female officer progression in other police services.

2.4 Sickness Absence

2.4.1 Overall

2.4.1.1 BTP is currently achieving the sickness absence target with on average of 3.68 days absence per employee (officers, staff and PCSOs) against a target of 4 days (annual target 8 days per employee).

2.4.1.2 60.8% of sickness absence in the last 3 months was due to long-term absence, 39.2% was due to short-term absence.

2.4.1.3 There have been 99 cases of Pandemic Flu between 01 July and 30 September 09. If Pandemic Flu is factored out of the sickness data BTP is achieving the sickness absence target with an average of 3.56 days absence per employee (officers, staff and PCSOs).

2.4.1.4 National guidance suggests up to 30% of the population may become ill with the flu at some point over the course of the pandemic. To date, 2.1% of BTP's population is recorded as having contracted the illness.

2.4.1.5 Monthly updates on the impact of pandemic flu on sickness absence are issued by the Health and Wellbeing Department.

2.4.2 *Officer sickness absence*

2.4.2.1 Officers are currently achieving the sickness absence target with 3.74 days per officer, against a target of 4.0 days.

2.4.2.2 BTP's sickness absence rate compares favourably to the Metropolitan Police, who recorded a police officer sickness absence rate of 7 days per officer against a target of 6.5 days at 30 September 2009.

2.4.2.3 Research undertaken by the HR Business Analyst shows in the 2 years up to 30 September 2009, the top 3 reasons for officer absence (excluding 'miscellaneous' and 'blank' records) are; respiratory, musculo/skeletal and digestive disorders.

2.4.2.4 The rate of female officer sickness absence continues to be significantly higher compared with male officers. Over the last 3 months, on average, female officers have recorded a total of 3.5 days absence (or 1.2 days per month), compared with a total of 1.7 days per male officer (or 0.6 days per month) (see G2.5.2, p.40).

2.4.3 *Staff sickness absence*

2.4.3.1 Police staff are currently achieving the sickness absence target with 3.39 days per person, against a target of 4.0 days.

2.4.3.2 Compared with the Metropolitan Police, BTP again compares favourably. The Metropolitan Police recorded a sickness absence rate of 9.4 days per person against a year to date target of 8.7 days at 30 September 2009.

2.4.3.3 Male and female rates of police staff sickness are more comparable than the contrast observed in officers. Over the last 3 months, on average, female staff has recorded a total of 2.1 days absence per person (or 0.7 days per month) compared with 1.8 days per male staff member (0.6 days per month) (see G2.5.4, p.42).

2.4.4 PCSO sickness absence

2.4.4.1 PCSOs are currently failing the sickness absence target with 4.32 days per person against a target of 4.0 days.

2.4.4.2 The Metropolitan Police recorded 8.8 days sickness absence per PCSO against a target of 7.8 days at 30 September 2009.

2.4.4.3 Research undertaken by the HR Business Analyst shows in the 2 years up to 30 September 2009, the top 3 reasons for PCSOs are the same as for officers. Excluding 'miscellaneous' and 'blank' records these are respiratory, musculo/skeletal and digestive disorders.

2.4.4.4 Female PCSOs have recorded on average 4.4 days sickness absence per person over the last 3 months (1.46 days per month) (see G.2.5.6, p.44). The rate of male PCSO sickness is significantly lower at a total of 2.2 days per person (or 0.7 days per month).

2.4.5 APPT Meeting – Wellbeing Update

2.4.5.1 Wellbeing sub-group action summary follows:

- A series of Wellness Days, one per Area, are to take place before the end of 2009/10 in view of raising employees' awareness of general issues regarding fitness, health and attendance as well as specific issues identified by the top reasons for sickness absence on Area. For example, North West Area's

Wellness Day will focus on psychological issues while North East will use musculo/skeletal injury as an event theme.

- Female sickness trends continue to be researched by the HR Performance Section. To date, this research has perhaps raised more questions than it has answered. The potential for commissioning research on female employees' experience of working for BTP (see 2.1.3.5 p.3) may bring resolve.

2.5 Grievances⁵ and Employment Tribunals

- 2.5.1 86 grievances were raised between 01 October 2008 and 30 September 2009 (see G2.6.1, p.47).
- 2.5.2 43% (37 out of 86) of grievances raised had been resolved at 30 September 2009.
- 2.5.3 The top 2 categories for grievances raised are the same as for Quarter 1, 'other', followed by 'bullying and harassment'. The 3rd most common reason for raising a grievance over the last 3 months is 'discrimination'.
- 2.5.4 12 tribunal cases were ongoing at 30 September 2009 (see T2.7.1, p.52). Notably, 83% (10 out of 12) were raised by employees from one of BTP's London Areas.

3 OPTIONS

- 3.1 The HR&R Committee notes these trends.

4 FINANCIAL IMPLICATIONS

- 4.1 Nothing of note.

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 The HR&R Committee notes this report.

⁵ Grievance data is sourced from the Employee Relations Department, FHQ.



Human Resources and Remuneration Committee

24 November 2009

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2.1 Recruitment

T 2.1.1

1 April 09 - 30 September 09 Police officer recruitment

	Gender				BME				Total
	Male	%	Female	%	BME	%	White/Not Stated	%	
Student Officers	62	85%	11	15%	13	18%	60	82%	73
Transferees	17	100%	0	0%	0	0%	17	100%	17
Re-joiners	12	100%	0	0%	0	0%	12	100%	12
Total Recruited	91	89.2%	11	10.8%	13	12.7%	89	87.3%	102

Source (Student officers): Discoverer report 'Starters Headcount and Details'

Source (Transferees and Rejoiners): HRBC and pre-transformation records

FOR PREVIOUS YEAR COMPARISONS

1 April 08 - 30 September 08 Police officer recruitment

	Gender				BME				Total
	Male	%	Female	%	BME	%	White/Not Stated	%	
New Recruits	72	83%	15	17%	10	11%	77	89%	87
Transferees	9	100%	0	0%	0	0%	9	100%	9
Re-joins	12	100%	0	0%	0	0%	12	100%	12
Total Recruited	93	86%	15	14%	10	9%	98	91%	108

1 April 07 - 30 September 07 Police officer recruitment

	Gender				BME				Total
	Male	%	Female	%	BME	%	White/Not Stated	%	
New Recruits	75	88%	10	12%	4	5%	81	95%	85
Transferees	24	89%	3	11%	1	4%	26	96%	27
Re-joins	7	100%	0	0%	1	14%	6	86%	7
Total Recruited	106	89%	13	11%	6	5%	113	95%	119

1 April 09 - 30 September 09 Police Staff recruitment

	Female	BME	Total
Number Recruited	58	20	109
% of total recruited	53.2%	18.3%	

Source: Discoverer Report 'Starters Headcount and Details'

1 April 09 - 30 September 09 PCSO recruitment

	Female	BME	Total
Number Recruited	6	5	32
% of total recruited	18.8%	15.6%	

Source: Discoverer Report 'Starters Headcount and Details'

1 April 08 - 30 September 08 Police Staff recruitment

	Female	BME	Total
Number Recruited	93	44	169
% of total recruited	55.0%	26.0%	

1 April 07 - 30 September 07 Police Staff recruitment

	Female	BME	Total
Number Recruited	81	24	133
% of total recruited	61%	18%	

1 April 08 - 30 September 08 PCSO recruitment

	Female	BME	Total
Number Recruited	8	1	51
% of total recruited	15.7%	2.0%	

1 April 07 - 30 September 07 PCSO recruitment

	Female	BME	Total
Number Recruited	3	6	32
% of total recruited	9%	19%	

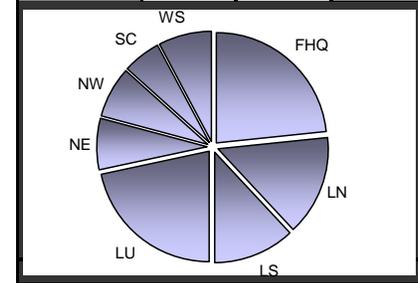
T 2.1.2

Employee headcount at 30 September 2009

OFFICERS					
	Total	BME		Female	
		HC	%	HC	%
FHQ	390	22	5.6%	42	10.8%
LN	458	42	9.2%	81	17.7%
LS	396	28	7.1%	69	17.4%
LU	702	81	11.5%	113	16.1%
NE	240	5	2.1%	38	15.8%
NW	263	5	1.9%	47	17.9%
SC	228	2	0.9%	36	15.8%
WS	254	10	3.9%	38	15.0%
FORCE	2931	195	6.7%	464	15.8%

STAFF (not incl PCSOs)					
	Total	BME		Female	
		HC	%	HC	%
FHQ	731	135	18.5%	365	49.9%
LN	88	21	23.9%	48	54.5%
LS	89	10	11.2%	52	58.4%
LU	218	62	28.4%	137	62.8%
NE	69	1	1.4%	48	69.6%
NW	55	5	9.1%	36	65.5%
SC	25	0	0.0%	19	76.0%
WS	72	11	15.3%	48	66.7%
FORCE	1347	245	18.2%	753	55.9%

AREA TOTALS			
	Total	Force Total	%
FHQ	1121	4814	23.3%
LN	705	4814	14.6%
LS	587	4814	12.2%
LU	1041	4814	21.6%
NE	360	4814	7.5%
NW	357	4814	7.4%
SC	268	4814	5.6%
WS	375	4814	7.8%

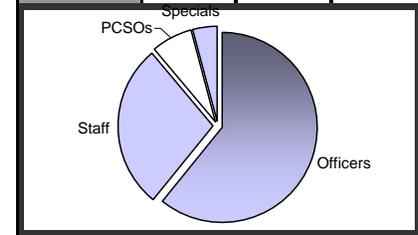


PCSOs					
	Total	BME		Female	
		HC	%	HC	%
FHQ		N/A			
LN	121	34	28.1%	27	22.3%
LS	55	17	30.9%	7	12.7%
LU	55	10	18.2%	12	21.8%
NE	27	1	3.7%	11	40.7%
NW	34	2	5.9%	15	44.1%
SC		N/A			
WS	44	4	9.1%	13	29.5%
FORCE	336	68	20.2%	85	25.3%

SPECIAL CONSTABLES					
	Total	BME		Female	
		HC	%	HC	%
FHQ		N/A			
LN	38	5	13.2%	3	7.9%
LS	47	7	14.9%	4	8.5%
LU	66	19	28.8%	9	13.6%
NE	24	0	0.0%	3	12.5%
NW	5	0	0.0%	1	20.0%
SC	15	0	0.0%	2	13.3%
WS	5	0	0.0%	0	0.0%
FORCE	200	31	15.5%	22	11.0%

Source: Discoverer Report Nominal Roll

GROUP TOTALS			
	Total	Force Total	%
OFFICERS	2931	4814	60.9%
STAFF	1347	4814	28.0%
PCSOs	336	4814	7.0%
SPECIALS	200	4814	4.2%



ALL EMPLOYEES					
	Total	BME		Female	
		HC	%	HC	%
FHQ	1121	157	14.0%	407	36.3%
LN	705	102	14.5%	159	22.6%
LS	587	62	10.6%	132	22.5%
LU	1041	172	16.5%	271	26.0%
NE	360	7	1.9%	100	27.8%
NW	357	12	3.4%	99	27.7%
SC	268	2	0.7%	57	21.3%
WS	375	25	6.7%	99	26.4%
FORCE	4814	539	11.2%	1324	27.5%

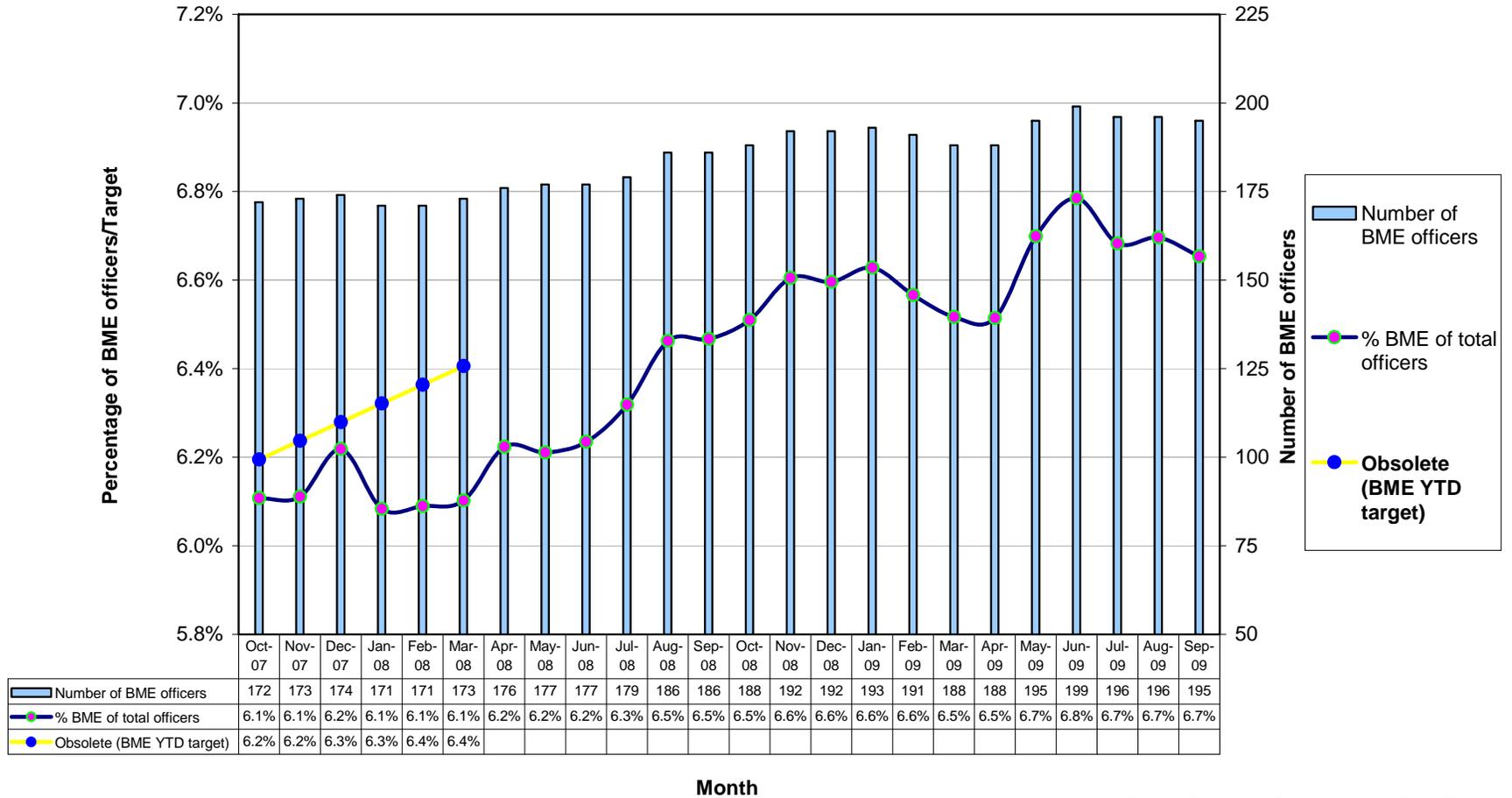


NOT PROTECTIVELY MARKED

2.2 Diversity

G 2.2.1

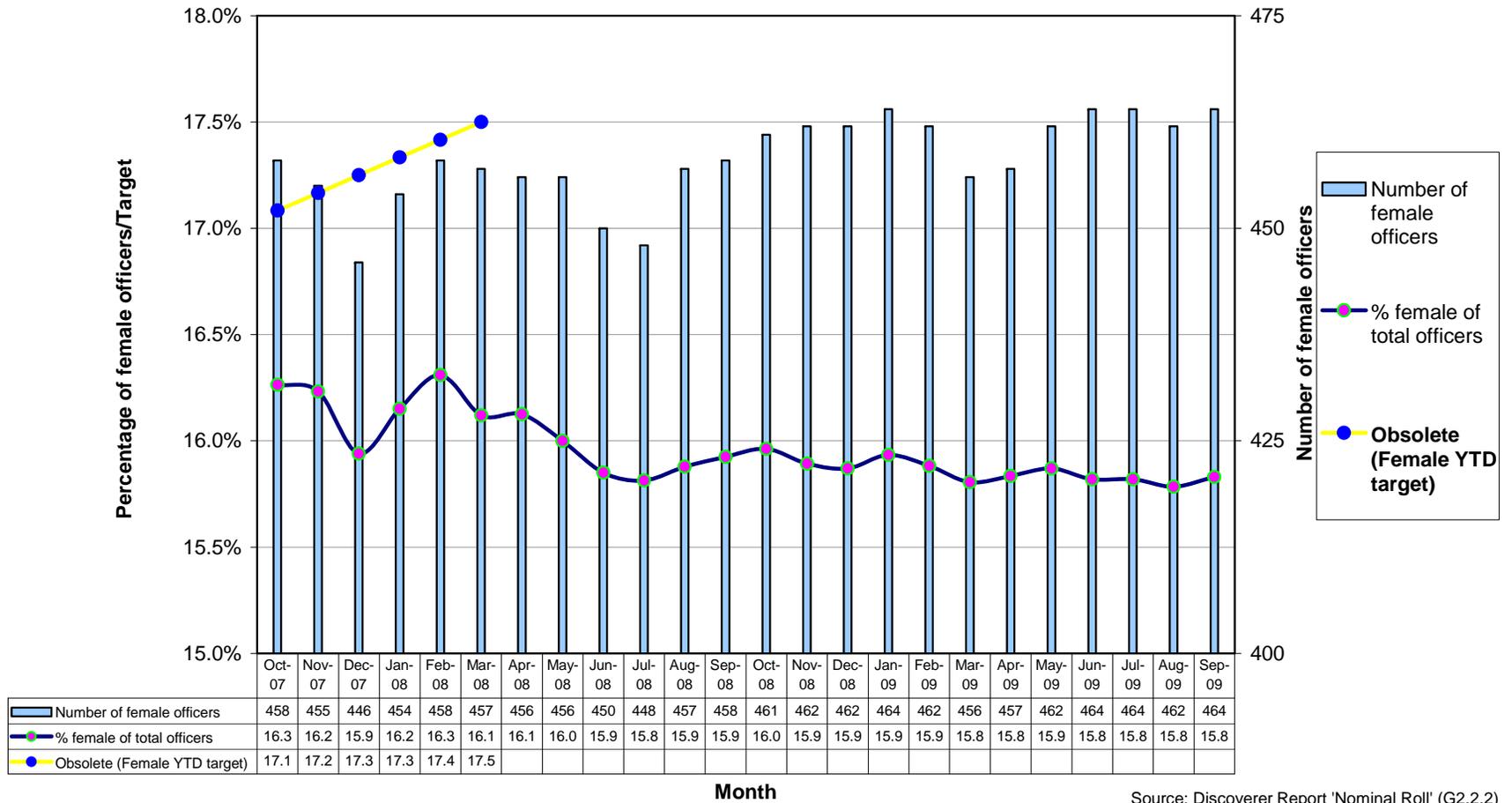
**Change in BME officer headcount:
% and % target for the two years previous to 30 September 2009**



Source: Discoverer Report 'Nominal Roll' (G2.2.1)

G 2.2.2

**Change in female officer headcount:
% and % target for the two years previous to 30 September 2009**



Source: Discoverer Report 'Nominal Roll' (G2.2.2)

T 2.2.3

**Student officer recruitment in 2009/10 against the Policing Plan diversity targets
(excludes transferees and rejoiners)**

13% of new police officer recruits between 1 April 2009 and 31 March 2010, excluding transferees, to be from a Black and Ethnic Minority (BME) background
13% of new police officer recruits between 1 April 2009 and 31 March 2010, excluding transferees, to be female

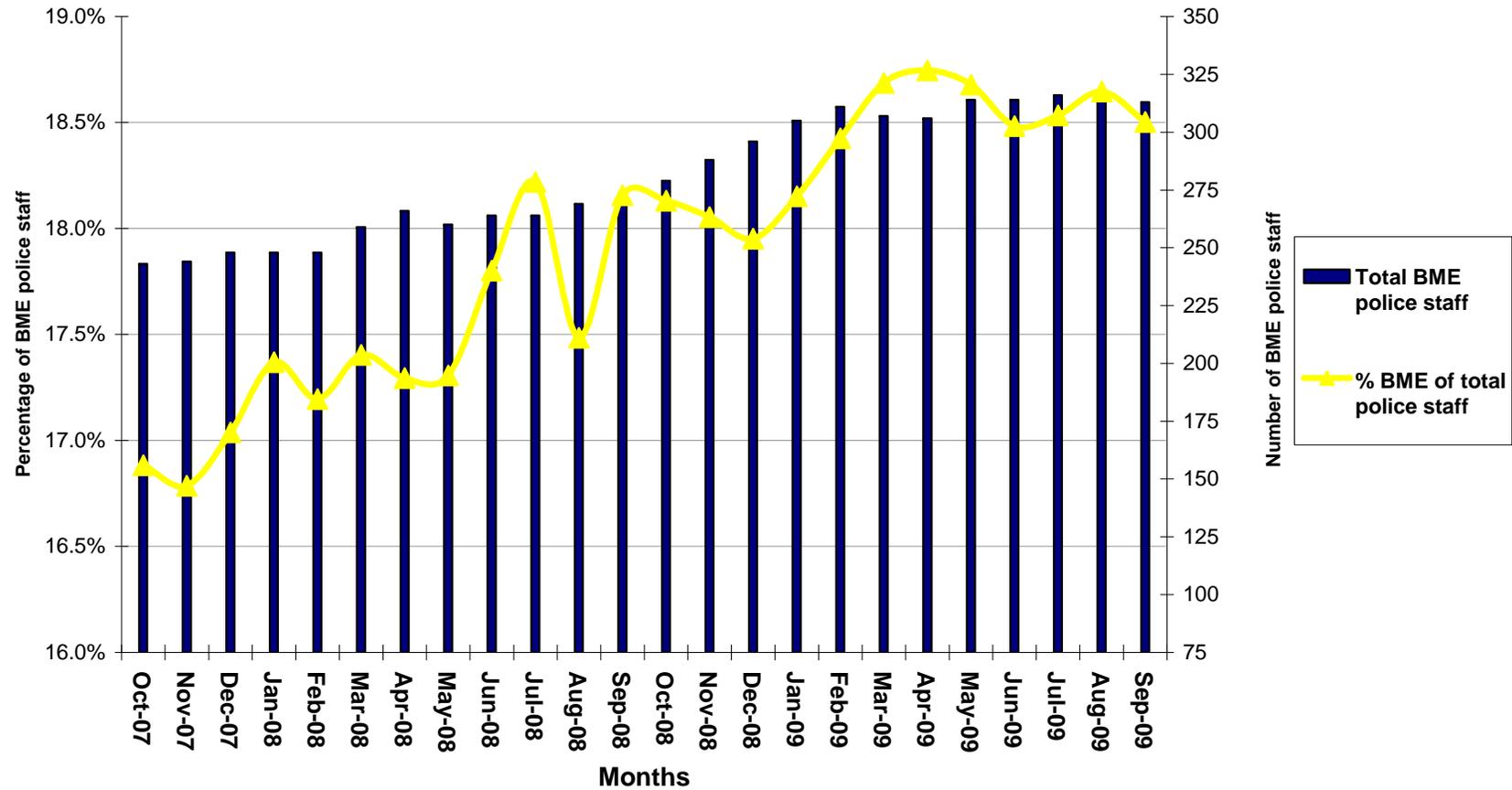
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	YTD total	TARGETS
Total recruited	2	40	25	4	2	0							73	
BME recruited	0	7	6	0	0	0							13	
%	0.0%	17.5%	24.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	17.8%	13%
Female recruited	0	8	3	0	0	0							11	
%	0.0%	20.0%	12.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	15.1%	13%

Data source: Discoverer report C - Starters headcount and details

KEY: FAILING
ACHIEVING

G 2.2.4

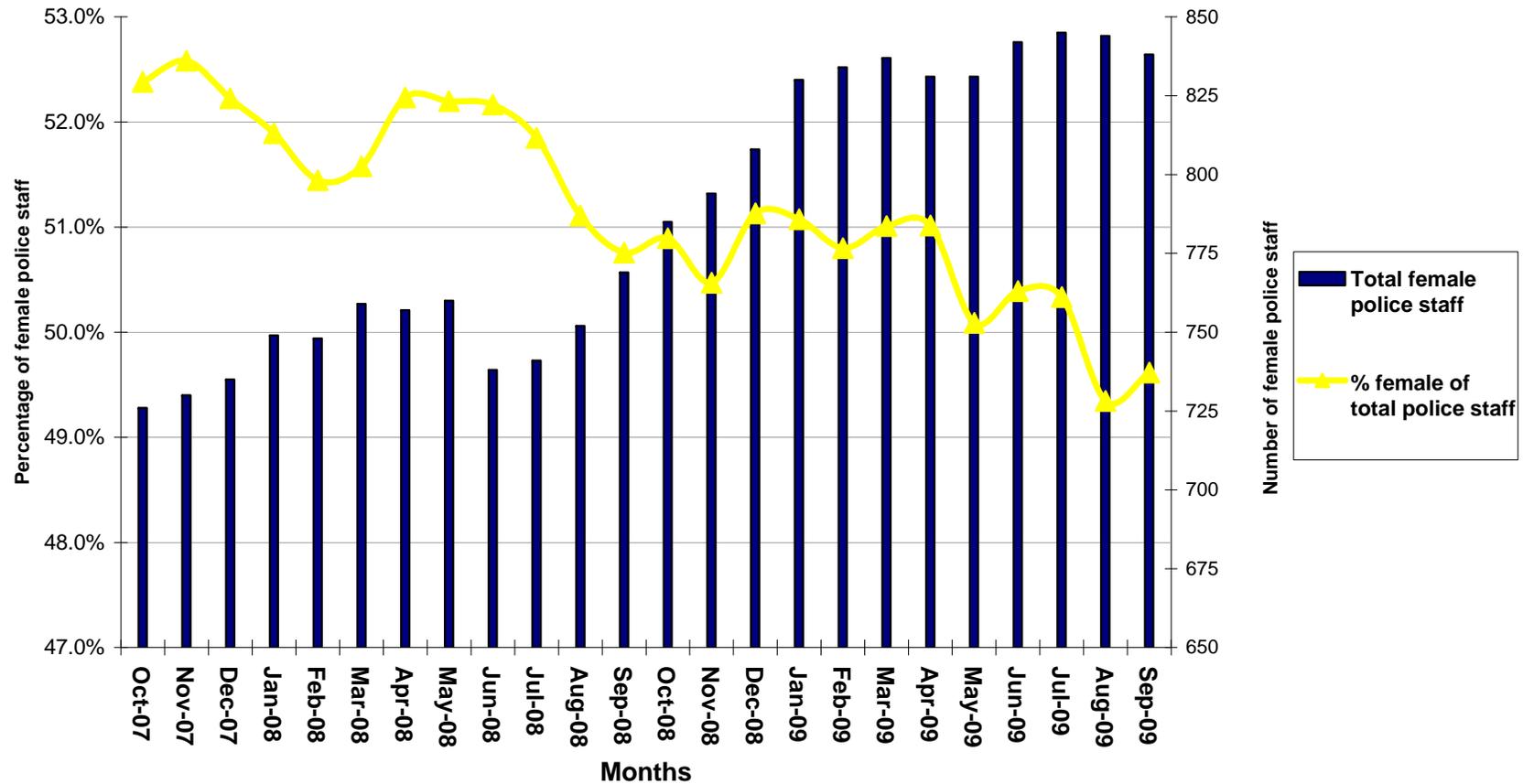
**Change in BME police staff (incl PCSOs) headcount:
% for the two years previous to 30 September 2009**



Source: Discoverer Report 'Nominal Roll' (G2.2.4)

G 2.2.5

**Change in female police staff (incl PCSOs) headcount:
% for the two years previous to 30 September 2009**



Source: Discoverer Report 'Nominal Roll' (G2.2.5)

T 2.2.6

**Employee headcounts for officers and staff (excl PCSOs):
by rank/grade, gender and ethnicity at 30 September 2009**

Police Officers (substantive 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			
FHQ	29	18	234	5	1	65	5	2	50	1	0	20	2	0	12	0	0	4	0	0	3	0	0	1	0	0	1	0	0	1	42	22	390
LN	71	40	359	7	2	69	2	0	20	1	0	7	0	0	2	0	0	1	0	0	0	0	0	0	0	0	0	0	0	81	42	458	
LS	63	26	314	5	1	56	0	1	18	1	0	5	0	0	2	0	0	1	0	0	0	0	0	0	0	0	0	0	69	28	396		
LU	94	70	555	11	9	105	6	1	28	2	0	10	0	1	3	0	0	1	0	0	0	0	0	0	0	0	0	0	113	81	702		
NE	32	3	189	3	1	34	1	0	11	1	1	4	1	0	1	0	0	1	0	0	0	0	0	0	0	0	0	0	38	5	240		
NW	40	4	205	2	0	37	5	1	15	0	0	4	0	0	1	0	0	1	0	0	0	0	0	0	0	0	0	0	47	5	263		
SC	29	2	182	6	0	30	1	0	12	0	0	3	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	36	2	228		
WS	33	9	199	4	1	34	0	0	14	1	0	5	0	0	1	0	0	1	0	0	0	0	0	0	0	0	0	0	38	10	254		
Total	391	172	2237	43	16	430	20	5	168	7	1	58	3	1	22	0	0	11	0	0	3	0	0	1	0	0	1	464	195	2931			

%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%	7.7%		10.0%	3.7%		11.9%	3.0%		12.1%	1.7%		13.6%	4.5%		0.0%	0.0%		0.0%	0.0%		0.0%	0.0%		0.0%	0.0%		15.8%	6.7%	

% of each rank compared to force total

Constables	Sergeants	Inspectors	Chief Inspectors	Superintendents	Chief Superintendents	ACC	DCC	CC	Total
76.32%	14.67%	5.73%	1.98%	0.75%	0.38%	0.10%	0.03%	0.03%	

Source: Discoverer Report 'Nominal Roll'

Police Staff (not incl PCSOs) (substantive grade)

	PSG1/CO2/DOM			PSG2/CO3			PSG3/CO4			PSG4/CO5/PTO			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	9	2	10	1	6	23	118	45	179	109	32	189	61	22	141	22	10	77	16	9	45	18	6	42	1	1	7	2	1	4	4	1	9	2	0	3	2	0	2	365	135	731					
LN	1	0	1	10	2	10	21	7	33	6	7	19	10	4	23	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0	48	21	88					
LS	1	0	1	3	1	3	28	7	36	12	2	37	7	0	9	0	0	2	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	52	10	89					
LU	0	0	0	7	0	9	54	32	91	40	16	64	21	9	34	11	2	14	1	1	1	3	2	4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	137	62	218					
NE	1	0	1	7	0	9	15	1	21	14	0	21	8	0	13	1	0	2	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	47	1	68					
NW	2	2	4	12	1	14	9	0	13	10	2	14	4	0	9	0	0	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	37	5	56					
SC	0	0	0	3	0	3	9	0	12	2	0	2	4	0	7	0	0	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	19	0	25					
WS	0	0	0	2	0	3	30	6	36	8	2	17	7	3	14	0	0	1	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	48	11	72					
Total	14	4	17	45	10	74	284	98	421	201	61	363	122	38	250	34	12	98	21	10	51	21	8	46	1	1	7	2	1	4	4	2	11	2	0	3	2	0	2	753	245	1347					

%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									
	82%	23.5%		60.8%	13.5%		67.5%	23.3%		55.4%	16.8%		48.8%	15.2%		34.7%	12.2%		41.2%	19.6%		45.7%	17.4%		14.3%	14.3%		50.0%	25.0%		36.4%	18.2%		66.7%	0.0%		100%	0.0%		55.9%	18.2%						

% of each grade compared to force total

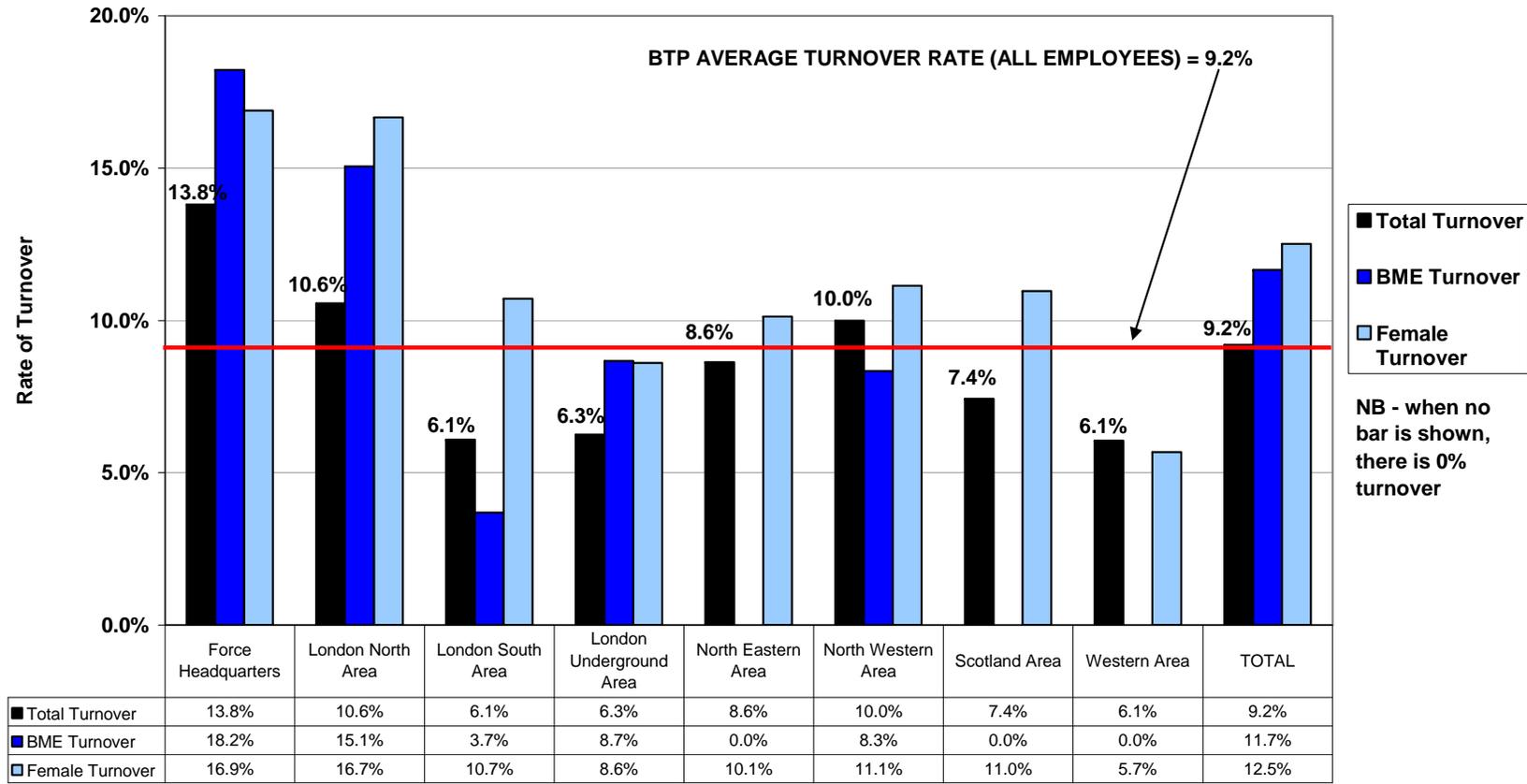
PSG1/CO2	PSG2/CO3	PSG3/CO4	PSG4/CO5	PSG5/MS1/TS1	PSG6/MS2/TS2	PSG7/MS3/TS3	PSG8/MS4/TS4	PSG9/MS5/TS5	PSG10/MS6/TS6	EG1	EG2	EG5	Total
1.26%	5.49%	31.25%	26.95%	18.56%	7.28%	3.79%	3.41%	0.52%	0.30%	0.82%	0.22%	0.15%	

Source: Discoverer Report 'Nominal Role'

2.3 Turnover

G 2.3.1

Overall BTP turnover rate (all employees) for the year 1 October 08 - 30 September 09

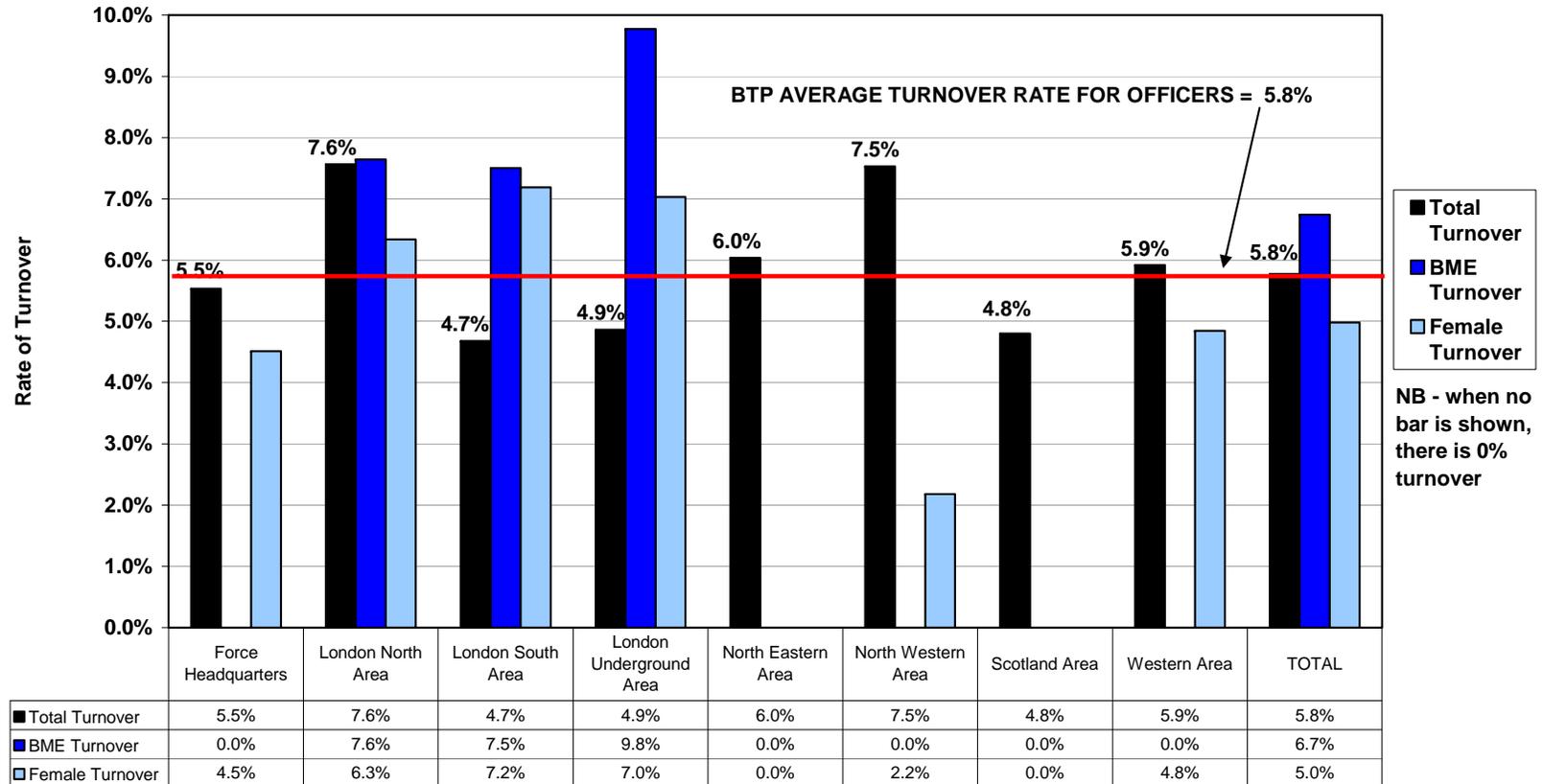


Source: Collated from Nominal Roll and Discoverer Report 'BTPA Leavers' (G 2.3.1)

Total Leavers Oct 08 - Sep 09	Force Headquarters	London North Area	London South Area	London Underground Area	North Eastern Area	North Western Area	Scotland Area	Wales & Western Area	Total
Total	153	68	32	60	26	36	19	24	418
BME	28	14	2	13	0	1	0	0	58
Female	67	26	14	22	9	11	6	6	161

G 2.3.2

Police officer turnover rate for the year 1 October 08 to 30 September 09

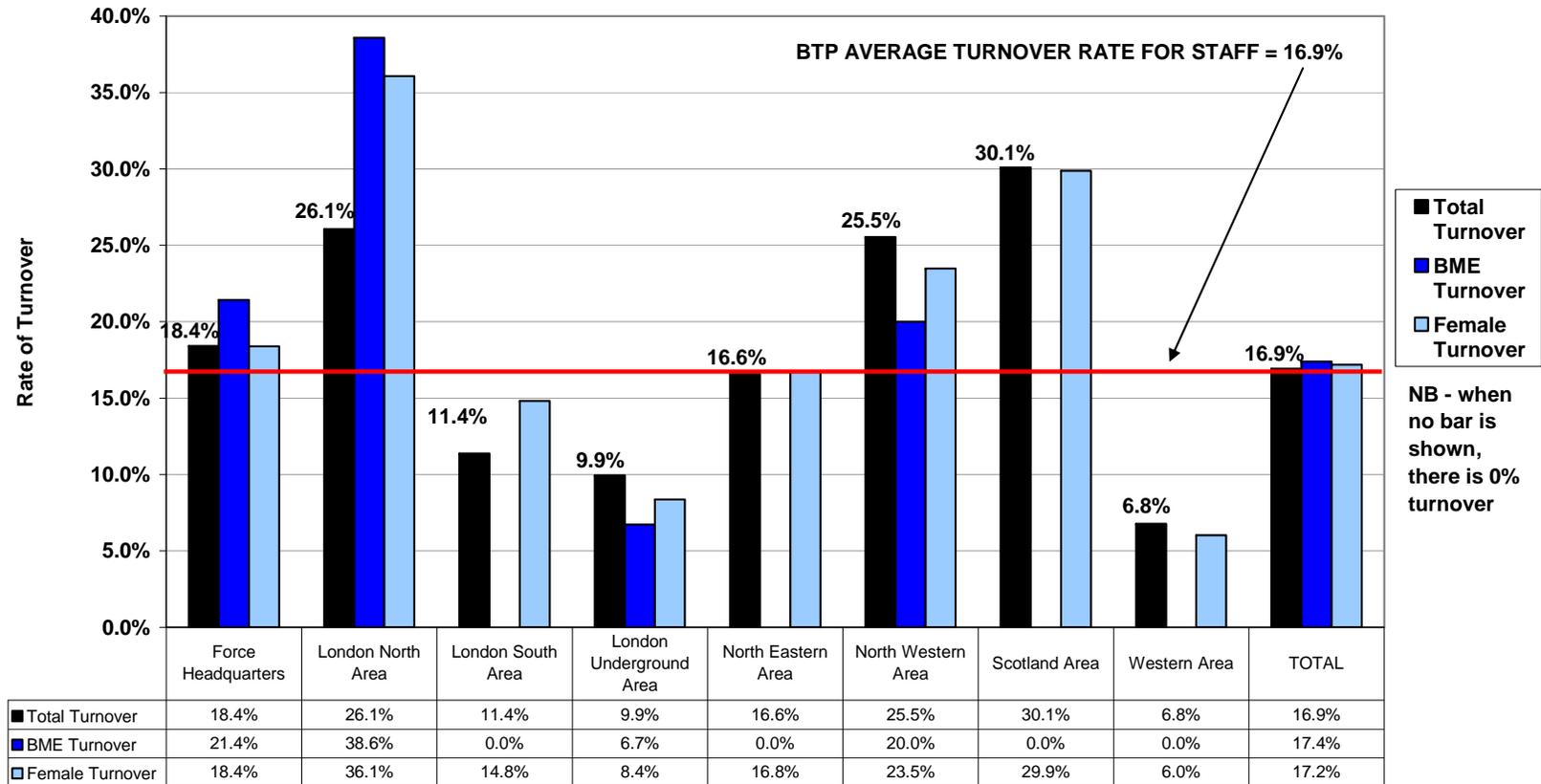


Source: Collated from Nominal Roll and Discoverer Report 'BTPA Leavers' (G2.3.2)

Officer Leavers Oct 08 - Sep 09	Force Headquarters	London North Area	London South Area	London Underground Area	North Eastern Area	North Western Area	Scotland Area	Wales & Western Area	Total
Total	22	34	18	34	13	20	11	16	168
BME	0	3	2	8	0	0	0	0	13
Female	2	5	5	8	0	1	0	2	23

G 2.3.3

Police staff turnover rate for the year 1 October 08 - 30 September 09

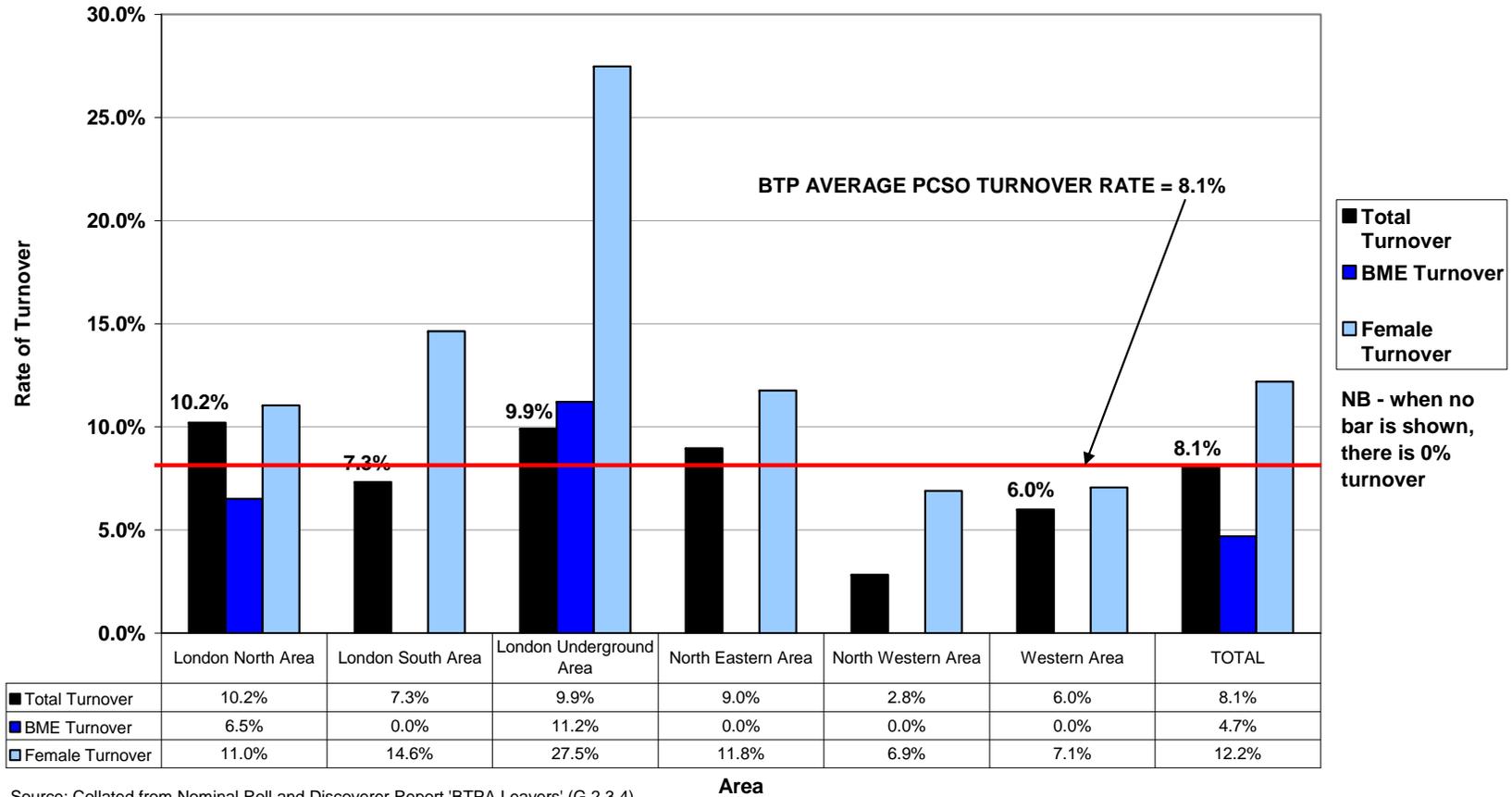


Source: Collated from Nominal Roll and Discoverer Report 'BTPA Leavers' (G.2.3.3)

Staff Leavers Oct 08 - Sep 09	Force Headquarters	London North Area	London South Area	London Underground Area	North Eastern Area	North Western Area	Scotland Area	Wales & Western Area	Total
Total	131	23	10	21	11	15	8	5	224
BME	28	9	0	4	0	1	0	0	42
Female	65	18	8	11	8	9	6	3	128

G 2.3.4

**PCSO turnover rate (excluding leavers who return to BTP as police officers)
for the year 1 October 08 - 30 September 09**

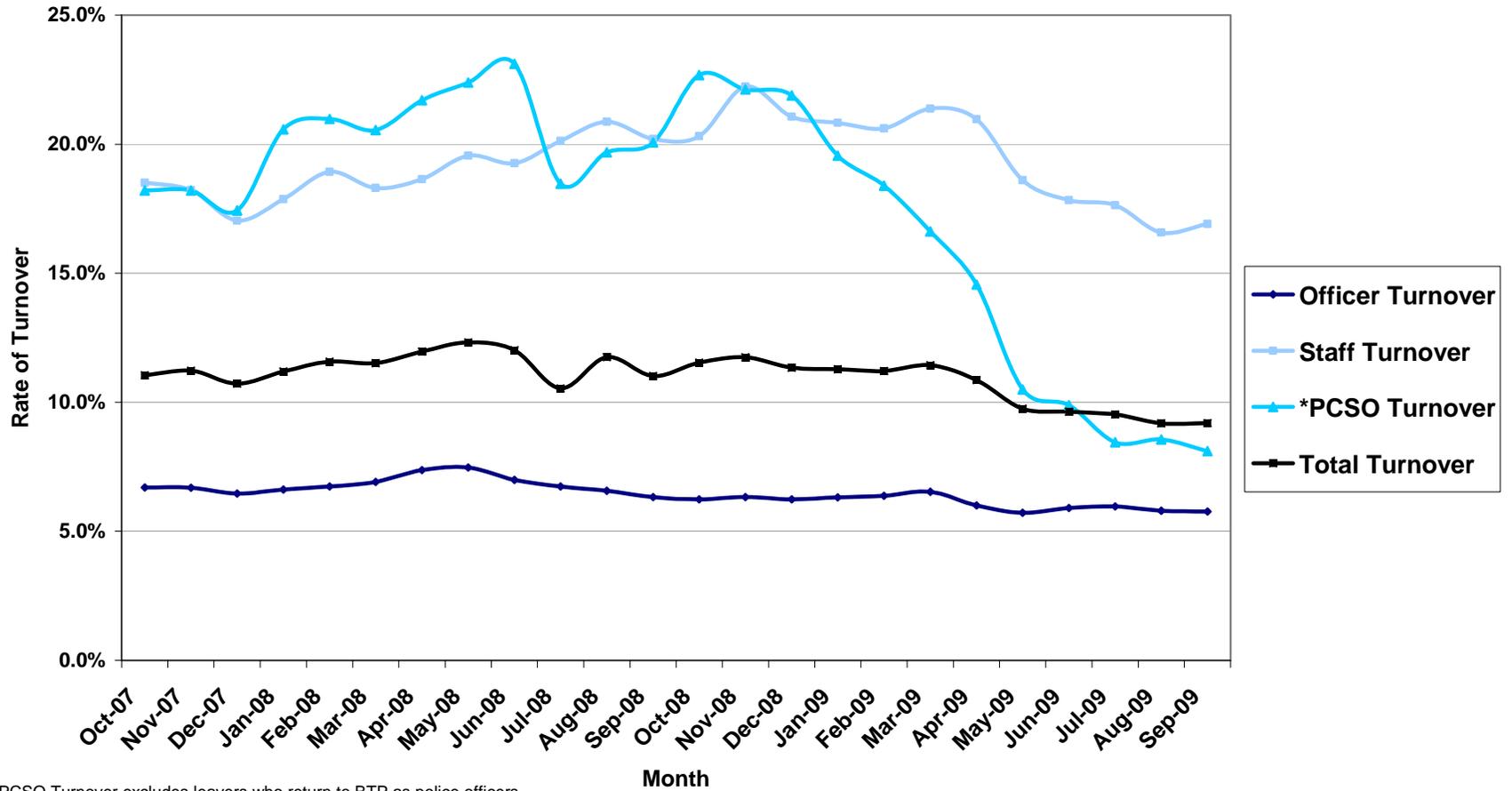


Source: Collated from Nominal Roll and Discoverer Report 'BTPA Leavers' (G.2.3.4)

PCSO Leavers Oct 08 - Sep 09	London North Area	London South Area	London Underground Area	North Eastern Area	North Western Area	Wales & Western Area	Total
Total	11	4	5	2	1	3	26
BME	2	0	1	0	0	0	3
Female	3	1	3	1	1	1	10

G 2.3.5

Change in turnover rates between 1 October 07 - 30 September 09, by employee group



*PCSO Turnover excludes leavers who return to BTP as police officers
 Source: Collated from Nominal Roll and Discoverer Report 'BTPA Leavers' (G2.3.5)

T 2.3.6

Reasons for Leaving BTP between 1 April 2009 and 30 September 2009, by employee type

Officers	White			BME			Not Stated			TOTAL
	Male	Female	Total	Male	Female	Total	Male	Female	Total	
Death		1	1							1
Dismissal		2	2							2
End of Contract										0
Ill Health Retirements										0
Probationer Resignation	2		2	1		1				3
Resignation	15	3	18	3		3				21
Retirement	30		30	1		1				31
Retirement to Rejoin	4		4							4
Transfer	4	1	5							5
GRAND TOTAL	55	7	62	5	0	5	0	0	0	67

Police Staff	White			BME			Not Stated			TOTAL
	Male	Female	Total	Male	Female	Total	Male	Female	Total	
Death	1		1							1
Dismissal	1		1	2	1	3				4
Dismissal Redundancy	1	2	3							3
End of Contract	2	6	8	2	2	4	2	2	4	16
Police Staff to PCSO										0
Police Staff to Police Officer		1	1							1
Voluntary Severance	2	4	6		2	2				8
Resignation	23	23	46	3	9	12	1	3	4	62
Retirement	2	3	5							5
No Reason Available										0
GRAND TOTAL	32	39	71	7	14	21	3	5	8	100

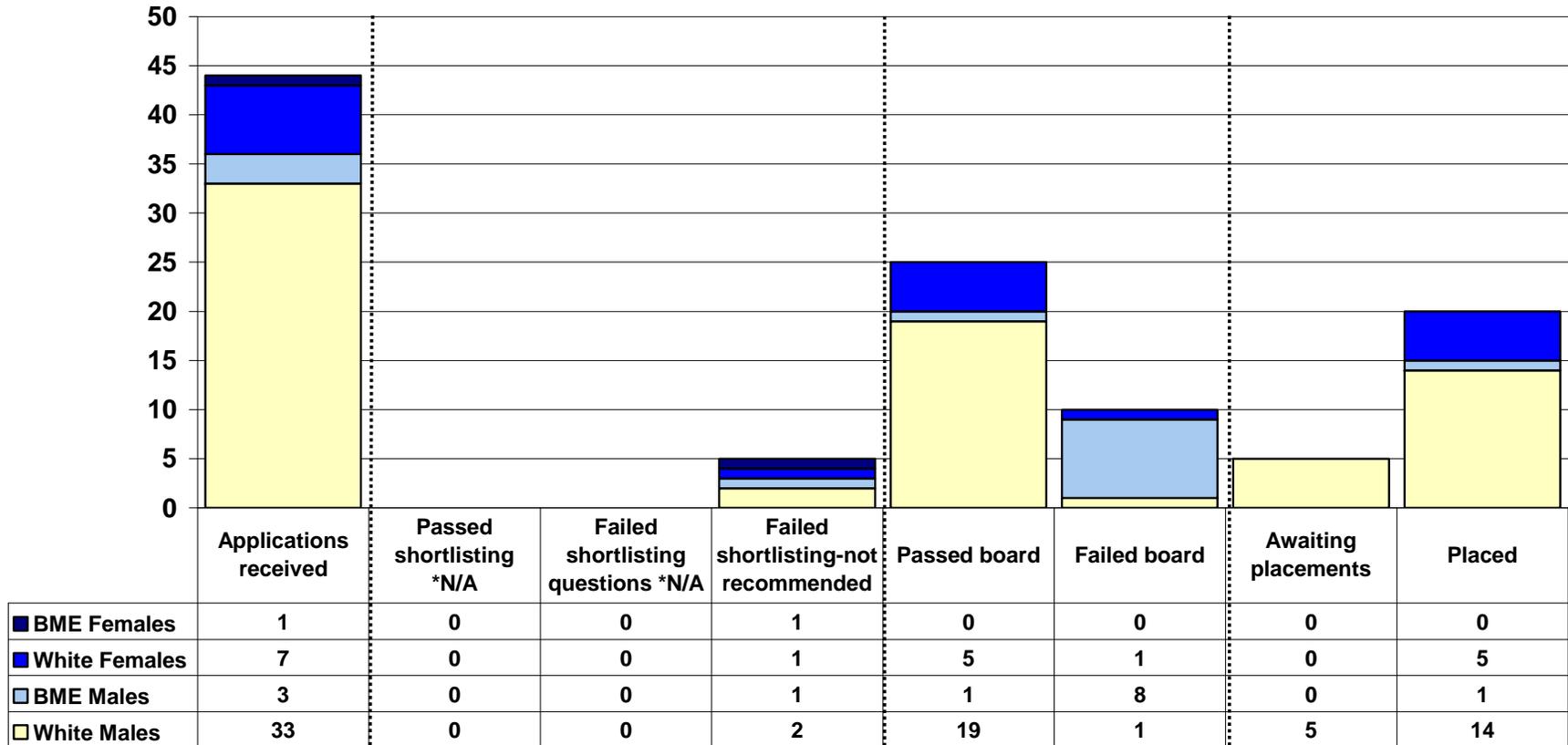
PCSOs	White			BME			Not Stated			TOTAL
	Male	Female	Total	Male	Female	Total	Male	Female	Total	
Dismissal										0
PCSO to Police Officer (BTP)	14	3	17	2		2				19
PCSO to Police Officer (Other)										0
Transfer to Other HO Force	1	1	2							2
Resignation	4	2	6	1		1	1	2	3	10
Retirement				1		1				1
Transfer										0
GRAND TOTAL	19	6	25	4	0	4	1	2	3	32

Source: Discoverer Report 'Leavers Headcount and Details'

2.4 Progression

G 2.4.1

Results of the Sergeant Promotion Board (June2009)



% BME of total **9%**
 % Female of total **18%**

4%
20%

* The board did not shortlist applicants using responses to competency based questions in the application form but focused on performance at interview. Source: FHQ Recruitment Department

T 2.4.2

Promotion Boards and OSPRE Exams 2009/10

Promotion Boards

Promotion Board	Date	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	To be agreed	-										
Superintendent	To be agreed	-										
Chief Inspector	To be agreed	-										
Inspector	To be agreed	-										
Sergeant	Jun-09	Internal	44	0	44	N/A	39	N/A	5	3	*25	10
TOTAL			44	0	44	N/A	39	N/A	5	3	25	10

* Includes a waiting list of 5 officers in Scotland Area (approved due to the small number of vacancies that arise). 22 out of 25 posted as at 30-Sep-09

Source: FHQ Recruitment Department

OSPRE Exams

OSPRE Exam	Date	Candidates				Passed Board				% Pass Rate	% Fail Rate
		Male	Female	BME	White/Not Stated	Male	Female	BME	White/Not Stated		
Inspector Part II	May-09	16	4	4	16	13	3	4	12	80%	20%
Inspector Part I	Sep-09	60	10	5	65	27	5	1	31	46%	54%
Sergeant Part II	Oct-09										
Sergeant Part I	Mar-09	158	31	18	171	63	9	3	69	38%	62%
TOTAL		234	45	27	252	103	17	8	112	43.0%	57.0%

Source: National Policing Improvement Agency (NPIA)

T 2.4.3

Table showing police officer progression (via promotion boards) in 2009/10 against the Policing Plan diversity targets

At least 9% of police officers promoted between 1 April 2009 and 31 March 2010 to be from a BME background
 At least 12% of police officers promoted between 1 April 2009 and 31 March 2010 to be female

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	YTD total	TARGETS
Total promoted	0	0	21	0	0	1							22	
BME promoted	0	0	1	0	0	0							1	
%	0.0%	0.0%	4.8%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	4.5%	9%
Female promoted	0	0	5	0	0	0							5	
%	0.0%	0.0%	23.8%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	22.7%	12%

Data source: Bespoke Discoverer report incorporating SITs Promotion Boards

KEY: FAILING
ACHIEVING

T 2.4.4

Percentages of officers in Acting or Temporary duties at 30 September 2009

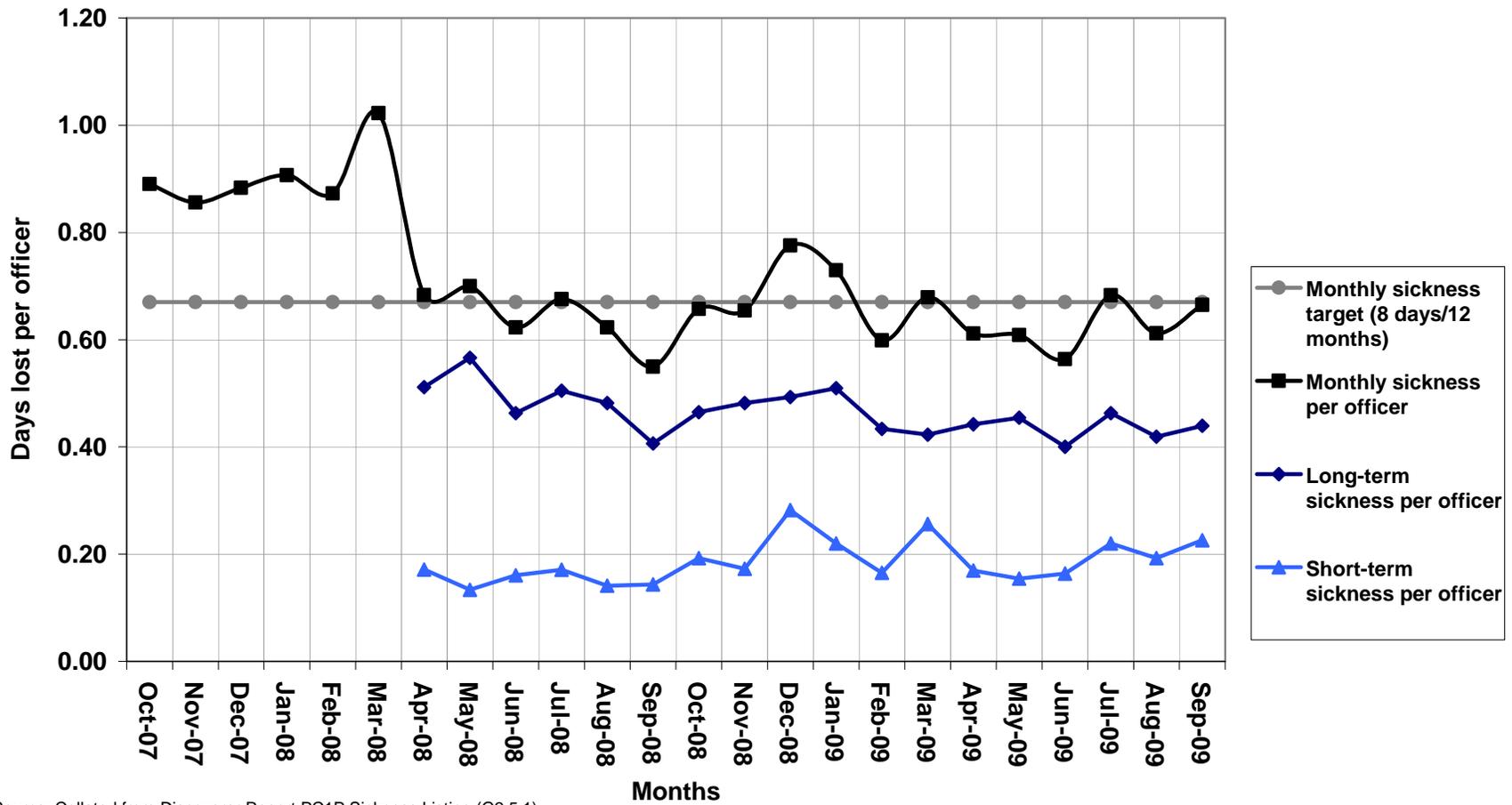
	PS	DS	INSP	DI	CI	DCI	SUPT	D/SUPT	C/SUPT	ACC	Total
Force Headquarters	7.0%	15.0%	10.8%	11.1%	6.3%	0.0%	0.0%	20.0%	0.0%	25.0%	8.8%
London North Area	10.2%	21.4%	16.7%	20.0%	16.7%	0.0%	0.0%	0.0%	0.0%	0.0%	13.1%
London South Area	16.7%	0.0%	13.3%	0.0%	25.0%	0.0%	0.0%	0.0%	0.0%	0.0%	12.1%
London Underground Area	18.6%	8.0%	12.0%	0.0%	11.1%	0.0%	0.0%	0.0%	0.0%	0.0%	14.4%
North East Area	3.4%	0.0%	12.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	3.8%
North West Area	6.7%	0.0%	14.3%	0.0%	0.0%	0.0%	50.0%	0.0%	0.0%	0.0%	8.3%
Scotland Area	10.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	6.1%
Western Area	17.6%	20.0%	0.0%	25.0%	0.0%	50.0%	0.0%	0.0%	0.0%	0.0%	14.5%
Total	12.8%	9.4%	10.9%	8.9%	8.7%	6.7%	5.3%	20.0%	0.0%	25.0%	11.0%

Source Data: Discoverer Report 'Acting/Temp'

2.5 Sickness

G 2.5.1

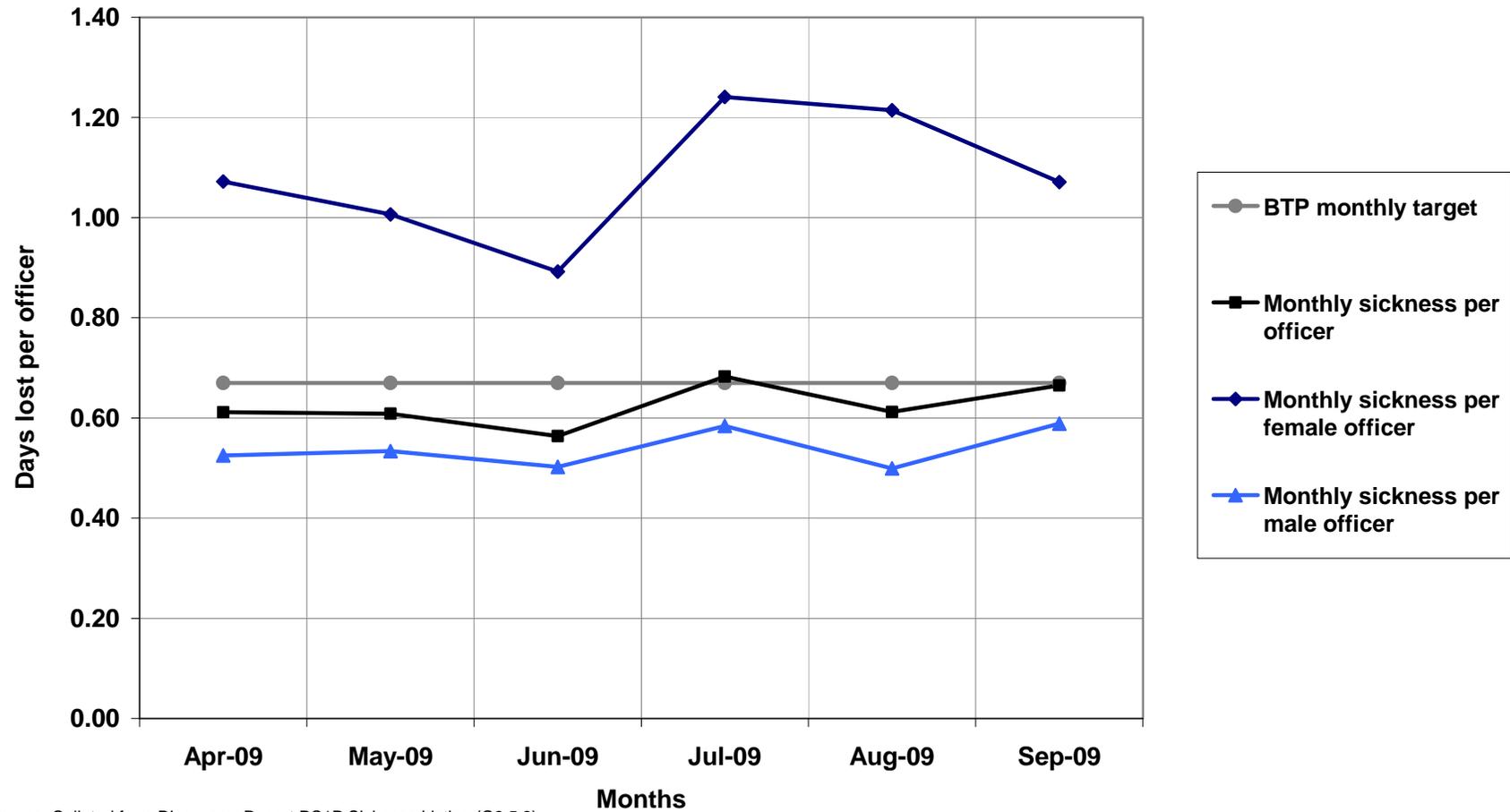
**Police officer monthly sickness with short and long-term sickness breakdown:
two years previous to 30 September 2009**



Source: Collated from Discoverer Report PC1P Sickness Listing (G2.5.1)

G 2.5.2

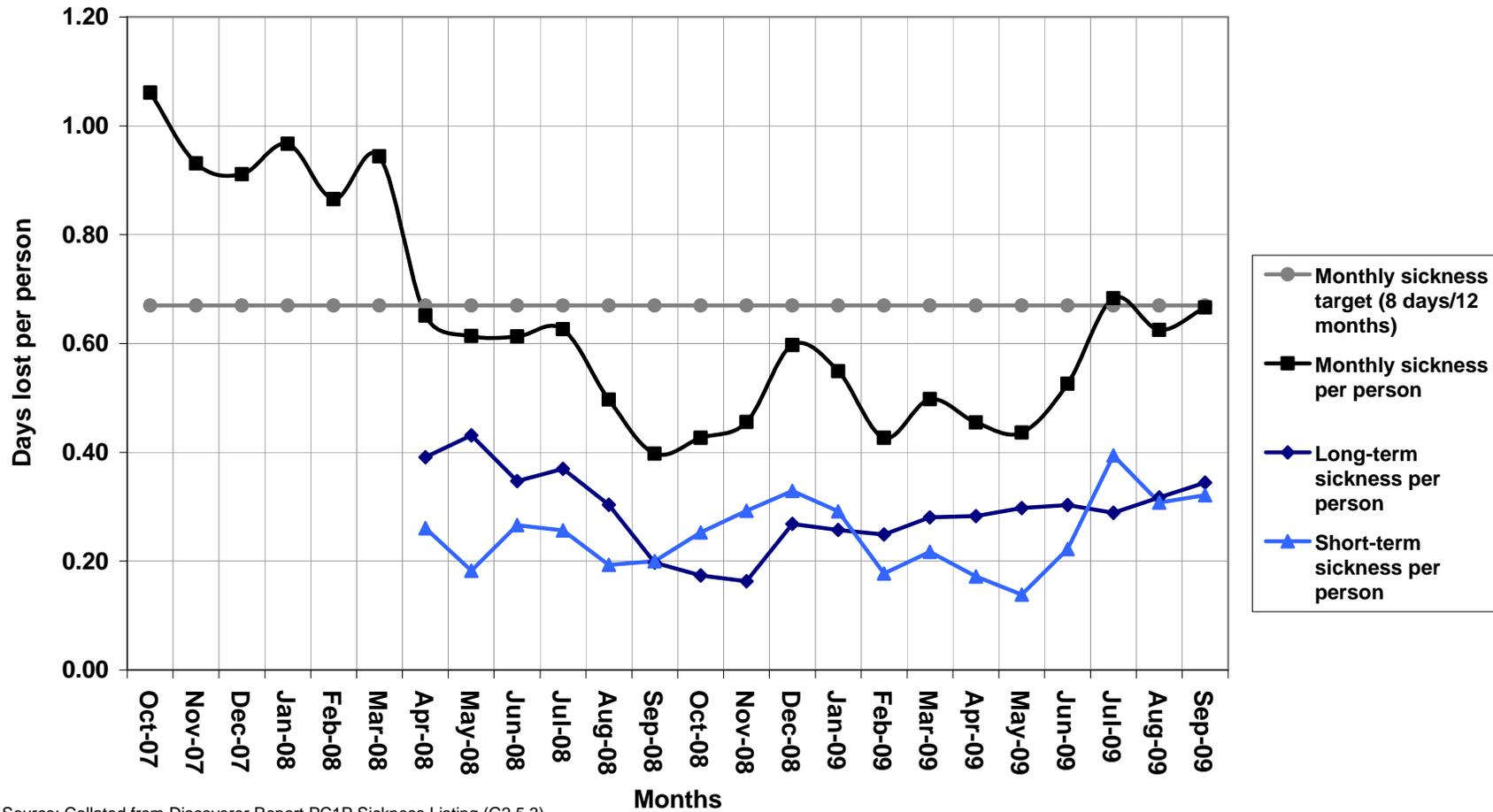
Police officer monthly sickness with gender breakdown 2009/10



Source: Collated from Discoverer Report PC1P Sickness Listing (G2.5.2)

G 2.5.3

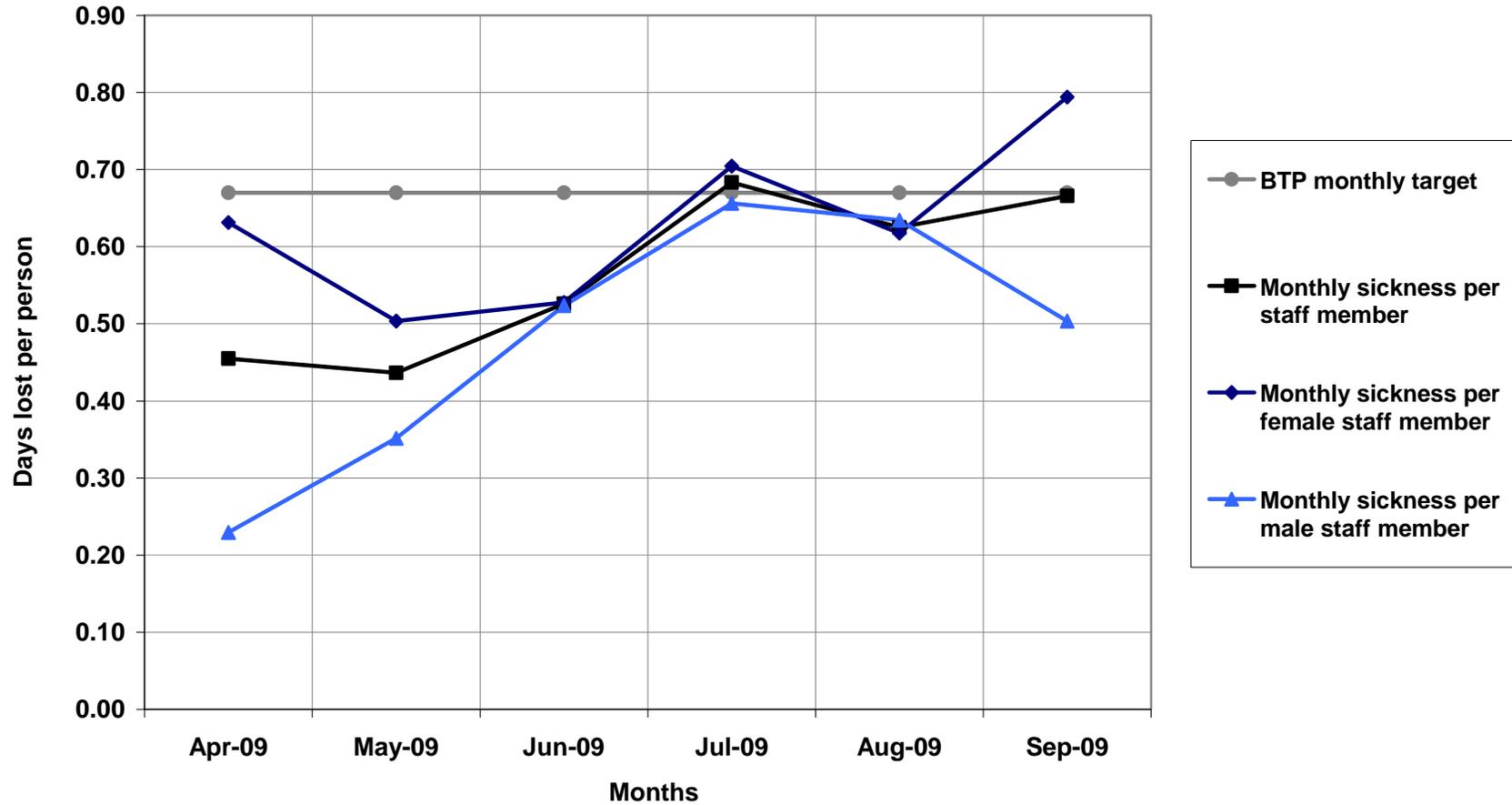
**Police staff monthly sickness with short and long-term sickness breakdown:
two years previous to 30 September 2009**



Source: Collated from Discoverer Report PC1P Sickness Listing (G2.5.3)

G 2.5.4

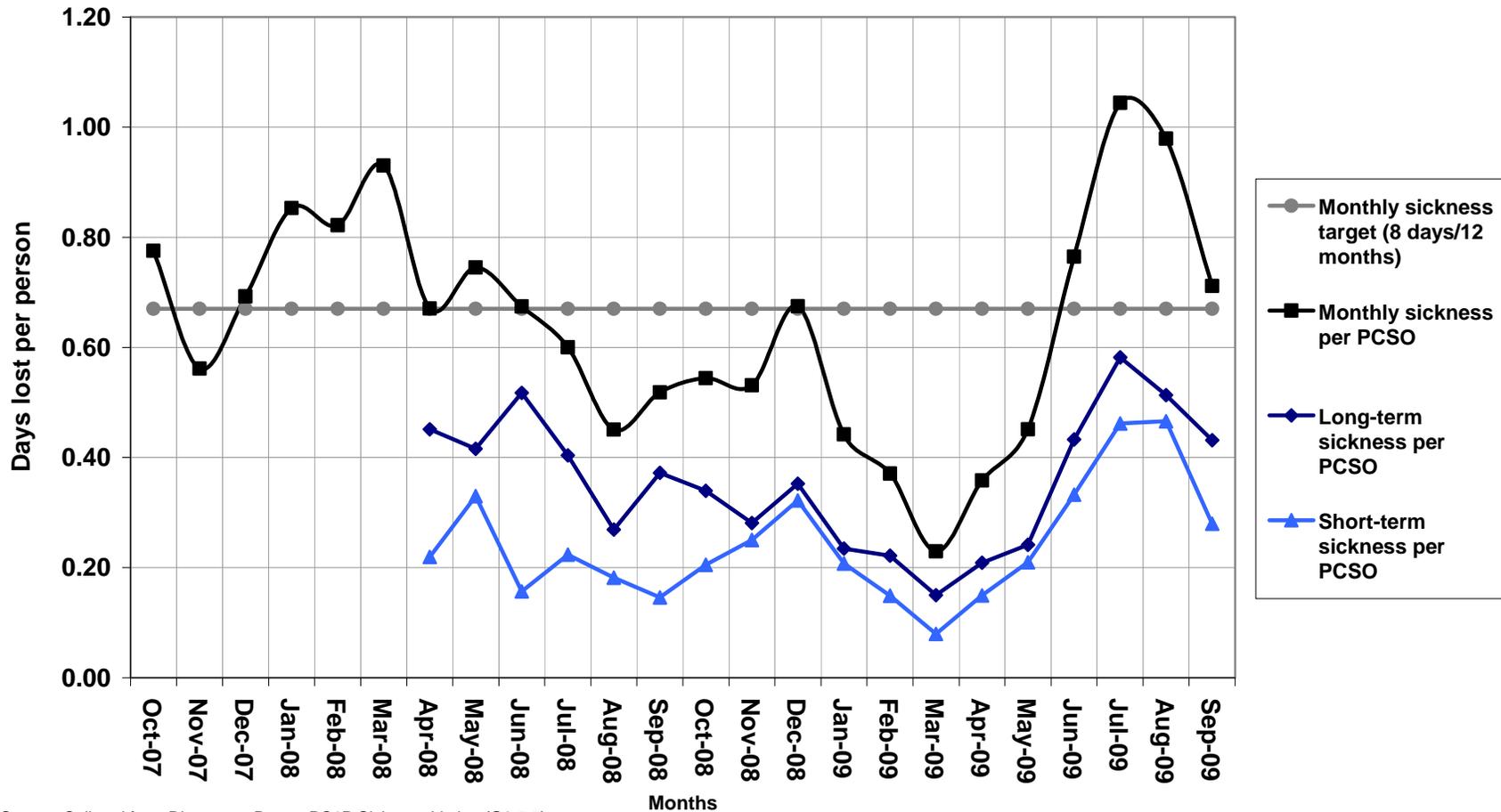
Police staff monthly sickness with gender breakdown 2009/10



Source: Collated from Discoverer Report PC1P Sickness Listing (G2.5.4)

G 2.5.5

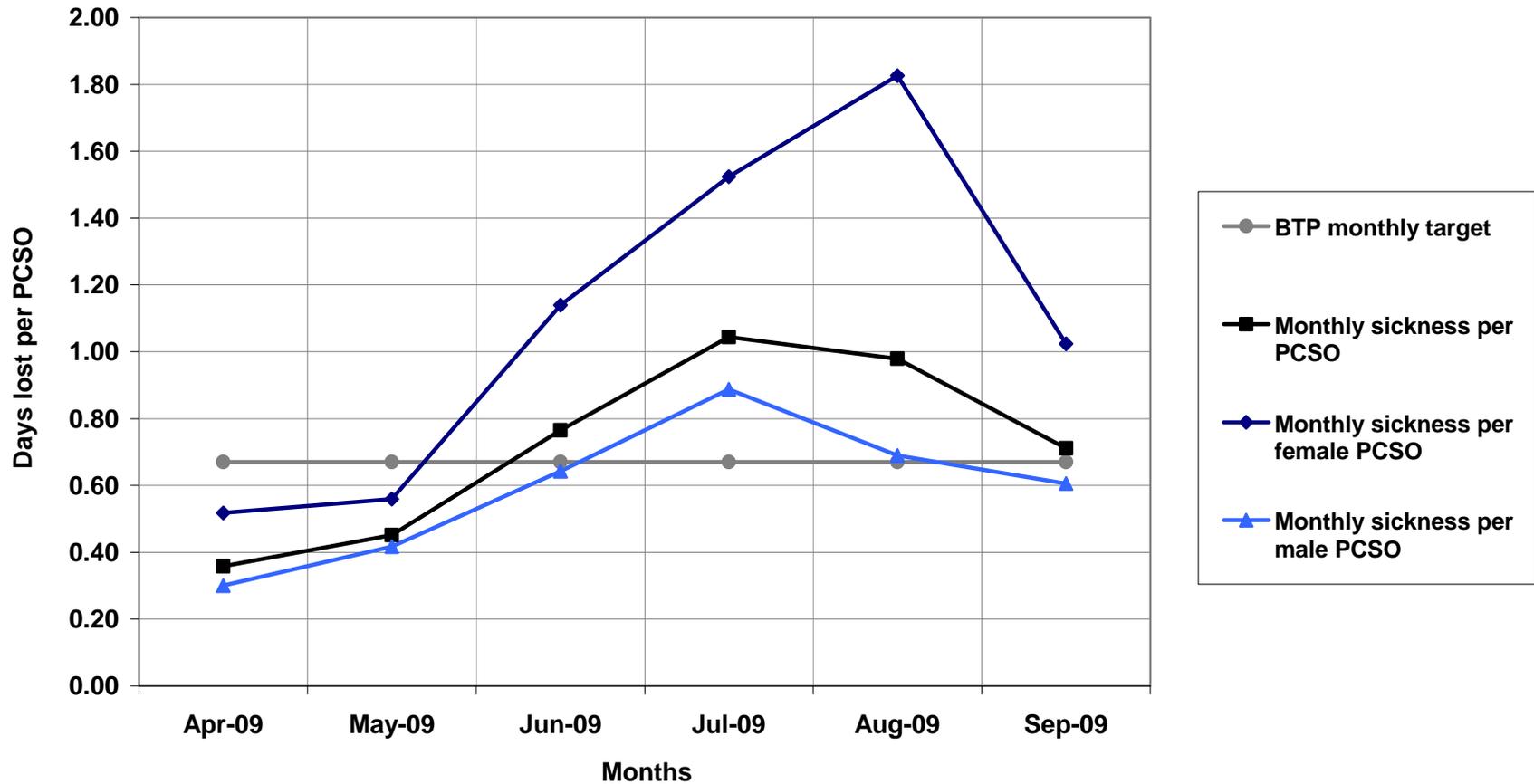
**PCSO monthly sickness over short and long-term sickness breakdown:
two years previous to 30 September 2009**



Source: Collated from Discoverer Report PC1P Sickness Listing (G2.5.5)

G 2.5.6

PCSO monthly sickness with gender breakdown 2009/10



Source: Collated from Discoverer Report PC1P Sickness Listing (G2.5.6)

T 2.5.7

**Percentages of area strength hitting sickness absence triggers at 02 November 2009
by employee type**

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

	Police Officers	Police Staff	PCSOs	Total
Force Headquarters	10%	18%		15%
London North Area	10%	14%	17%	12%
London South Area	13%	25%	16%	15%
London Underground Area	12%	19%	27%	15%
North East Area	20%	22%	15%	20%
North West Area	18%	35%	21%	21%
Scotland Area	12%	12%		12%
Western Area	14%	13%	32%	16%
Total	13%	19%	21%	15%

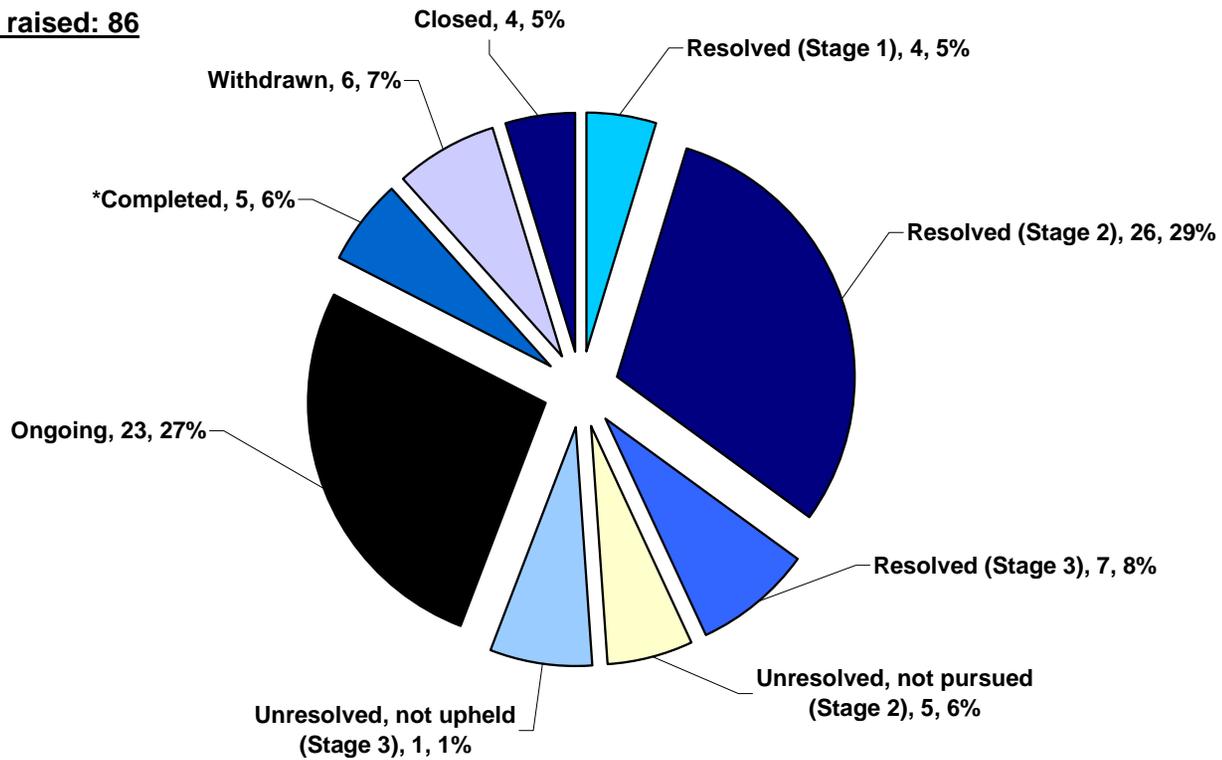
Source: Discoverer Report 'Sickness Triggers'

2.6 Grievances

G 2.6.1

**Number (and %) of grievances raised 1 October 08 to 30 September 09,
and status at 30 September 09**

Total grievances raised: 86

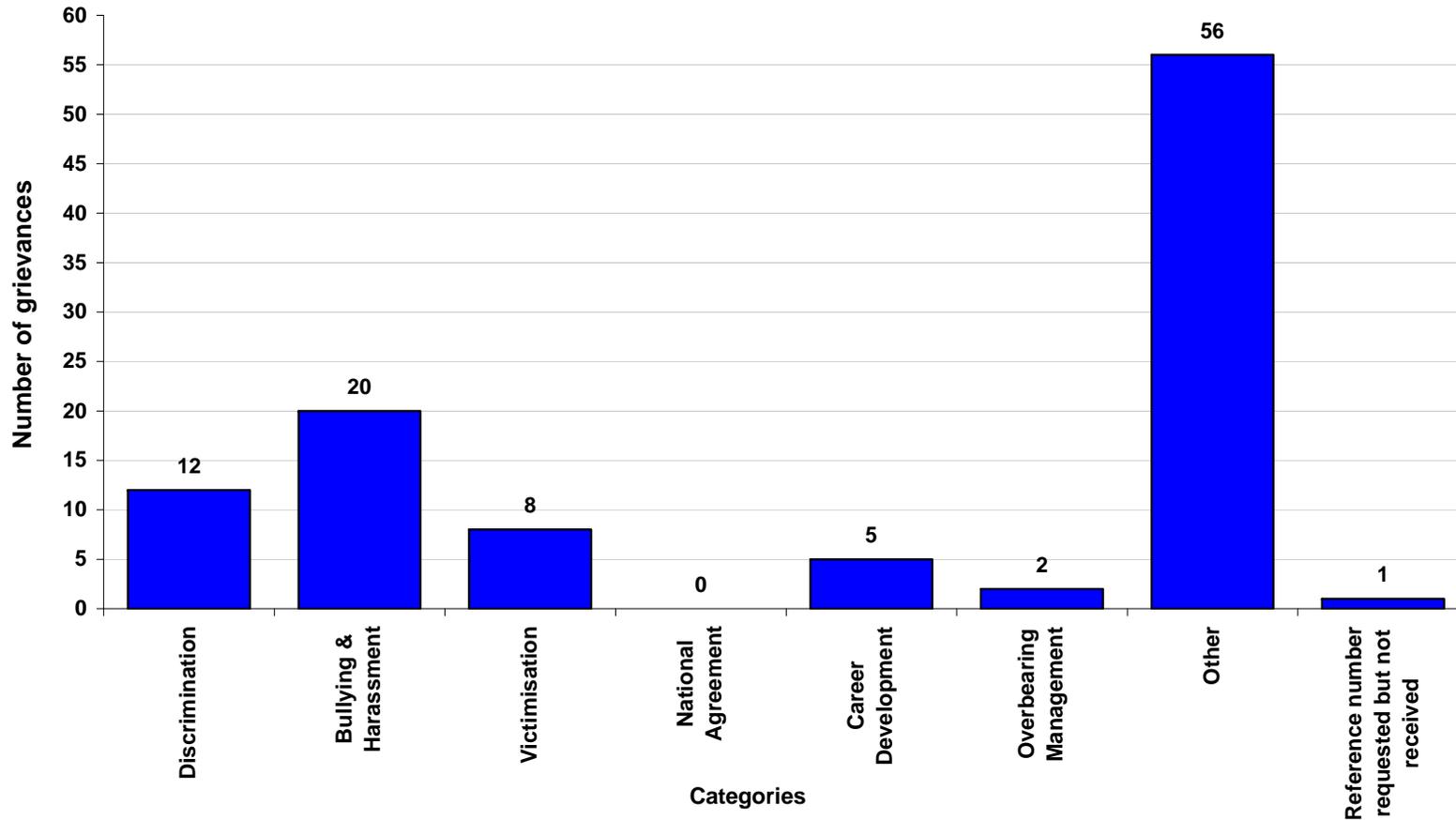


*Completed (includes 'Modified Greivance Procedure')

Source: Employee Relations Department (G2.6.1)

G 2.6.2

Number of grievances by category 1 October 08 to 30 September 09

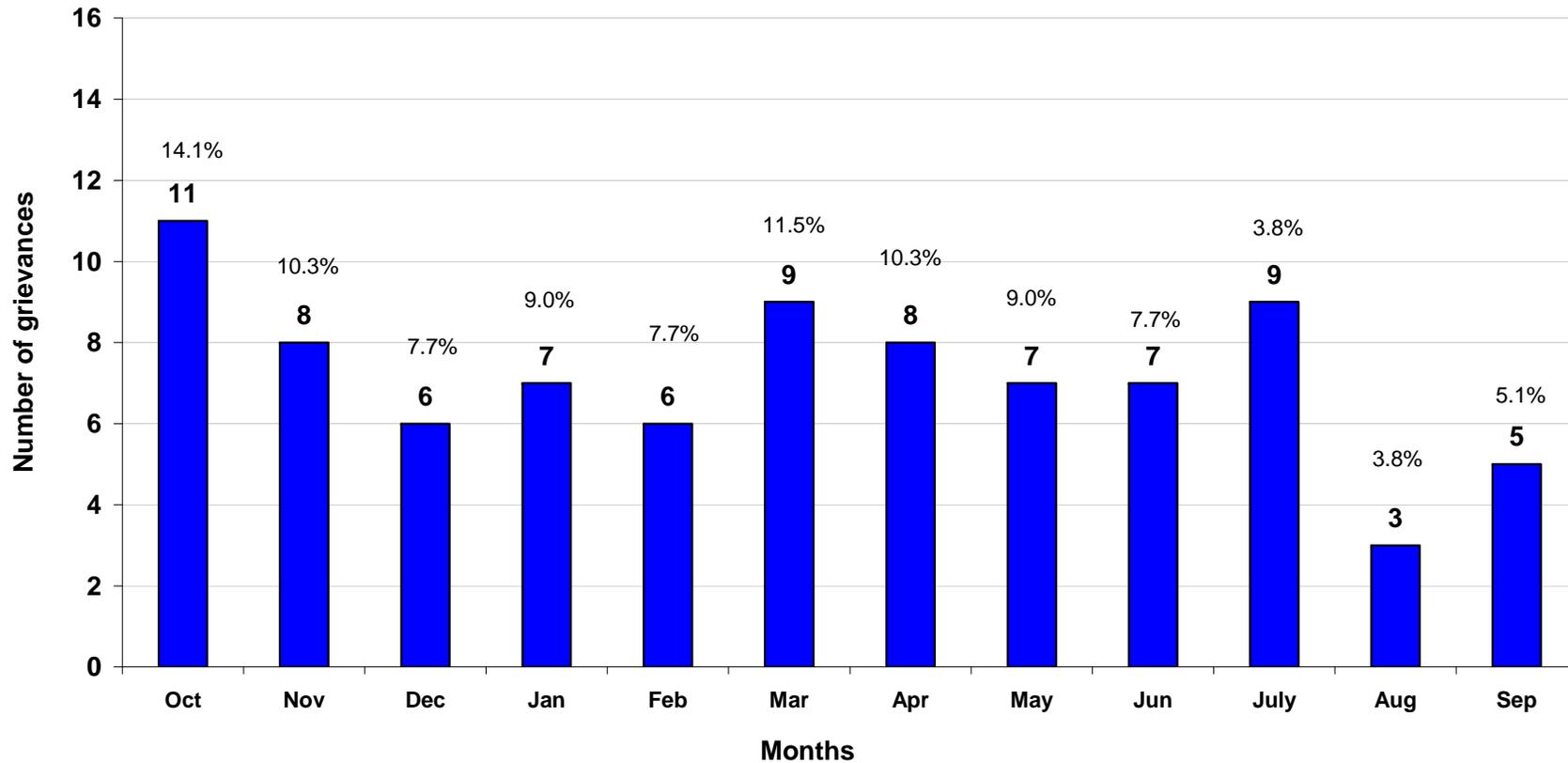


NB Some grievances fall into more than one category which is why the total (104), is greater than the total grievances raised (86).

Source: Employee Relations Department (G2.6.2)

G 2.6.3

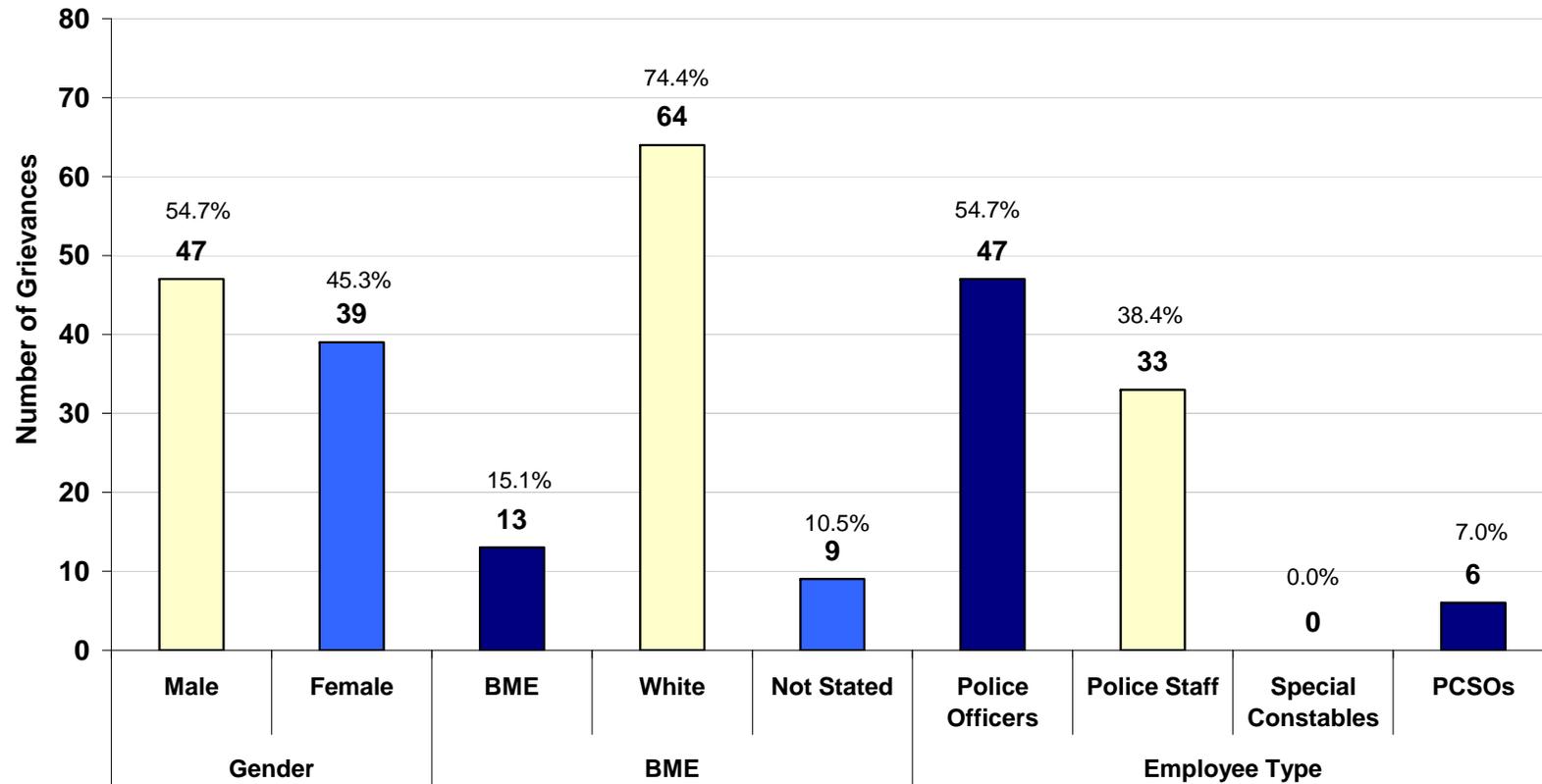
Number of grievances (and %) raised each month between 01 October 08 and 30 September 09



Source: Employee Relations Department (G2.6.3)

G 2.6.4

**Number of grievances (and %) raised between 1 October 08 and 30 September 09,
by gender, ethnicity and employee type**



Source: Employee Relations Department

2.7 Employment Tribunals

T 2.7.1

CASE REF	141	147	156	158	159	160	161	162	163	164	165	166
Claim	Sex and sexual orientation discrimination (with 164)	Disability discrimination, Unfair dismissal	Race discrimination	Constructive dismissal, Sex disability and race discrimination	Disability discrimination, other payments owed, other complaints	Unfair dismissal, sexual orientation and race discrimination, other complaints	Unfair dismissal, Sex discrimination, other payments owed, other complaints	DDA and race discrimination	Unfair dismissal, breach of contract and whistleblowing (with 166)	Sex, disability and sexual orientation discrimination, payments owed, whistleblowing (with 141)	Disability discrimination	Unfair dismissal, payment owed (with 163)
Hearing Date	26th Oct to 10th Nov 09	7th - 9th October 09, 24th Nov 09 - submissions from counsel	None set	None set	None set	None set	4th January 09	None set	1st to 5th Feb 10	To be confirmed	None set	1st to 5th Feb 10
Solicitors	Weightmans	Weightmans	In house	In house	SMB	SMB	In house	In house	In house	SMB	In house	In house
Estimated Awards or Damages	£50,000	£30,000 - £40,000	To be assessed	To be assessed	To be assessed	To be assessed	To be assessed	To be assessed	£35,000 to £50,000 (with 166)	To be assessed	To be assessed	£35,000 to £50,000 (with 163)
Legal Costs to Date	£64,484	£19,859	£500	None to date	£2,000	£5,750	£600	£1,890	£500	£5,000	None to date	£500
Date ET Lodged	8th May 08	20th Aug 08	27th March 09	14th April 09	12th May 09	19th May 09	28th May 09	3rd June 09	14th July 09	23rd July 09	15th September 09	14th Sept 09

Employee Type	Officer	Staff	Other
Total	7	5	0
Area	BTP Inner London	BTP Outer London	Other
Total	10	2	0
Ethnicity	BME	White	Not Stated
Total	4	8	0
Gender	Female	Male	Other
Total	8	4	0