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**REPORT TO:** Human Resources and Remuneration Committee  
**DATE:** 26 May 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 March 2009), and rolling years previous to 31 March 2009 where applicable. All data referenced in the document is detailed in Annex A (see p. 11 – Table of Contents).
- 1.2 Please note this commentary does not cover every table and chart in the main report, 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.

## **2. OBSERVATIONS & ANALYSIS**

### **2.1 Recruitment & Strength**

- 2.1.1 A total of 218 officers, 340 police staff and 137 PCSOs were recruited during the course of 2008/09 (see table T2.1.1, p. 14). Of the 218 officers, 77 (54.6%) were transferees or rejoiners.
- 2.1.2 278 officers and PCSOs joined the student officer programme which represents an increase of 29.3% compared with 2007/08 (215 places).
- 2.1.3 At 31 March 2009 BTP recorded a headcount of 4764, an increase of 3.9% compared with the previous year (see table 2.1.2, p. 16). PCSO strength has increased by 22.9% (from 218 to 257), police staff strength has increased by 9.7% (from 1216 to 1334), and officer strength has increased by 2.0% (from 2828 to 2885). Special constables have decreased by 17.9% (from 257 to 218).
- 2.1.4 The increase in PCSO strength is mainly due to increased numbers at London

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Underground, North East and Wales and Western Areas, while growth in staff numbers is specifically due to an increase at FHQ and Wales and Western Areas. London North's overall headcount and that of each employee group has decreased. The overall headcount of North East and North West Areas have also decreased.

2.1.5 Black Minority Ethnic (BME) officer recruitment:

- BTP failed the 2008/09 BME recruitment target. 21 (9.6%) out of 218 officers recruited were BME against a target of 14% (see table T2.2.3, p.20). If Transferees and Re-joiners are excluded from the data, the number of BME officers recruited is 19 out of 141 (13.4%).
- BTP has recruited 8 (61.5%) more officers from a BME background this year compared to last.
- BME officer strength has fallen 0.1% over the last quarter of 2008/09 (see graph 2.2.1 p. 18). BME officer strength at 31 March 2009 is 6.5%.
- BTP BME officer recruitment and strength compare favourably with Home Office forces. 2007/08 figures published by the Home Office<sup>1</sup> show that BTP BME officer recruitment ranks joint sixth out of 43 Home Office forces. In terms of strength BTP ranks second only to the Metropolitan Police who recorded BME strength at 8.2%. Average BME officer recruitment and strength in Home Office forces was 7.2% and 4.1% respectively.
- Activity planned to meet the 2009/10 BME student officer recruitment target via the Achieving Policing Plan Targets Meeting, to date includes, the provision of a detailed recruitment plan including windows, monthly meeting/contact with SAME to identify and target recruitment activity, the use of catchment postcodes and research to identify reasons why candidates join BTP if successful and, reasons why individuals do not pursue an application having registered on the recruitment website.

2.1.6 Female officer recruitment:

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<sup>1</sup> Policing Minister's Assessment of Minority Ethnic Recruitment, Retention and Progression in the Police Service: A Paper for the Home Secretary (20 November 2008).

- BTP failed the 2008/09 female recruitment target. 31 (14.2%) out of 218 officers recruited were female against a target of 25% (See table T2.2.3, p.20). If Transferees and Re-joiners are excluded from the data the number of female officers recruited is 29 (20.6%) out of 141.
- In the last quarter of the year 3 female officers were recruited bringing the annual total to 31, which equals performance in 2007/08.
- Female officer strength has fallen 0.1% over the last quarter of 2008/09 (see graph T2.2.2 , p. 19). Female officer strength at 31 March 2009 is 15.8%.
- BTP female officer recruitment and strength does not compare favourably with Home Office forces. 2007/08 Home Office 'Joiners'<sup>2</sup> figures show that BTP female officer recruitment ranks only third from bottom place when compared with the 43 Home Office forces. In terms of strength BTP ranks bottom place.
- Activity planned to meet the 2009/10 female student officer recruitment target via the Achieving Policing Plan Targets Meeting parallel the actions listed for BME officers (see 2.1.4).

## **2.2 Retention**

- 2.2.1 504 employees left BTP over the course of 2008/09 resulting in an average turnover of 11.4% (see graph T2.3.1, p.26).
- 2.2.2 Over the course of the year the number of leavers (recorded in 12 month periods) has decreased from 541 to 504 leavers. The rate of turnover has decreased from 12% to 11.4%.
- 2.2.3 The latest national labour market statistics<sup>3</sup> confirm that rates of job vacancies are continuing to decrease against the rising rate of unemployment. This might contribute to a decrease in the overall number of leavers from BTP and rate of turnover in 2009/10, despite the increase in police staff turnover during 2008/09 (see. 2.2.5).

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<sup>2</sup> Home Office Statistical Bulletin: Police Service Strength (31 March 2008).

<sup>3</sup> Office for National Statistics online [www.statistics.gov.uk](http://www.statistics.gov.uk)

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2.2.4 Officer retention:

- BTP's rate of officer turnover is 6.5% (see graph T2.3.2, p.27). The Home Office 'retention' rate which is comparable to BTP's rate of turnover is recorded as being 5.5%<sup>4</sup> for 2008.
- Three Areas have a rate of officer turnover that is above BTP's average, namely North Eastern (10.2%), Wales and Western (8.1%), and London North (7.4%).

*BME officer retention:*

- 8 BME officers left BTP during the course of 2008/09 (4.3% turnover). Home Office force average for the same period is 2.6%.

*Female officer retention:*

- 35 female officers left BTP in the last 12 months (7.6% turnover).
- The highest rates of female officer turnover were recorded by London South and Wales & Western which each lost just over 11% of their female officers during 2008/09. In actual numbers, over 50% (18 out of 35) female officers left from London Underground and London South Areas.
- Reasons for leaving BTP are listed in table T2.3.6 p. 31, and show 'medical reasons' to be the cause of 9 (27%) of the 33 female officer leavers this year.
- Research undertaken since the HR Management Information report, 24 February 2009, has centered on female sickness absence due to issues of confidentiality restricting access to medical information. However, it is noted that over the past year the majority of female officer leavers that had contact with the Occupational Health Department had musculo-skeletal issues<sup>5</sup> (5 out of 9).

2.2.5 Police Staff:

- BTP's rate of staff turnover for 2008/09 is 21.4% (see graph T2.3.3, p.28), the highest of all 3 employee groups.
- The number of leavers (recorded in 12 month periods) has increased steadily across the year from 226 to 269 leavers. The rate of turnover has increased

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<sup>4</sup> Policing Minister's Assessment of Minority Ethnic Recruitment: Retention and Progression in the Police Service (20 November 2008).

<sup>5</sup> Data sourced from Occupational Health Advisors.

from 19.3% to 21.4%.

#### 2.2.6 PCSOs:

- BTP's rate of PCSO turnover for 2008/09 is 16.6% (see graph T2.3.4, p.29).
- Research of PCSO leavers' records (1 April to 31 December 2008) showed that nearly half of all PCSOs that left BTP did so to become police officers (26 out of 56, 46%). 7 of the 26 that left BTP to become police officers joined a Home Office force, while 19 re-joined BTP. The study also identified key reasons for leaving to be 'lack of career opportunities/progression', 'skills not used to full potential', 'lack of job satisfaction', 'lack of direction and leadership' and 'management behaviour/style'. 'Pay and benefits', 'domestic circumstances and 'working conditions' were not deemed significant reasons for leaving.

### 2.3 Progression<sup>6</sup>

- 2.3.1 A total of 45 officers were recorded as having been promoted in 2008/09 in General Orders (measure of promotion used for the policing plan targets 2008/09) (see table 2.4.7, p.39).
- 2.3.2 A total of 76 officers passed 1 of 4 promotion boards that took during 2008/09 (measure to be used for the policing plan targets 2009/10) (see table 2.4.6, p.38).
- 2.3.3 Use of the promotion board measure to enable 'real-time' reporting began on 01 April 2009. This date was previously reported to be 01 February 2009 in error (reported in HR Management Information report, 24 February 2009).
- 2.3.4 The number of officers that passed a promotion board in 2008/09 (76) represents an increase of 15% compared with the previous year (66 promotions).
- 2.3.5 BME officer progression:
- BTP achieved the 2008/09 BME officer progression target (see table 2.4.7, p.39). 6 (13.3%) of 45 officers have been posted to a higher rank against a target of 6%.
  - 11 BME Police Constables started to receive mentoring from BTP Inspectors in

<sup>6</sup> Data relating to the progression policing plan target is sourced from General Orders. Data relating to Promotion Board results is sourced from the Senior Recruitment Officer, Promotion Boards and External Secondments, Recruitment Department FHQ.

November 2008. 6 of these officers passed the Sergeant Board papersift in January 2009 and 4 of these officers went on to pass the board. The successful candidates provided positive feedback regarding the mentoring experience and felt that it had assisted their achievement.

- Activity planned to meet the 2009/10 BME officer progression target via the Achieving Policing Plan Targets Meeting, to date includes, the definition of Learning and Development products available to employees in readiness for the development of a media strategy, to generate interest and participation in these activities. An evaluation of the Springboard and Talent Management Programmes, development of a plan for the integration of Learning and Development products within the promotion board process, and, a full review of the promotion board process using BTP project methodology.

#### 2.3.6 Female officer progression:

- BTP failed the 2008/09 female officer progression target (see table 2.4.7, p.39). 4 (8.9%) of 45 officers have been posted to a higher rank against a target of 18%.
- 9 female Police Constables started to receive mentoring from BTP Inspectors in November 2008. 3 of these officers passed the Sergeant Board papersift in January 2009 and 2 of these officers went on to pass the board.
- Activity planned to the meet the 2009/10 female officer progression target via the Achieving Policing Plan Targets Meeting parallel the actions listed for BME officers (see 2.3.4).

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

- 13.8% of officers ranked sergeant and above were in Acting or Temporary roles at 31 March 2009.
- The Diversity Section is currently undertaking a review entitled 'Police Officer HGD: Improving SOP Compliance'. The draft review suggests HR Key Performance Indicators aimed at ensuring that a minimum of officers undertaking acting or temporary roles are qualified via police promotion exams, and officers that have passed promotion exams are guaranteed a period of HGD within a 12

month period.

## **2.4 Sickness**

2.4.1 BTP achieved the 2008/09 sickness absence target of 8 days per person. BTP's overall sickness absence rate was 7.4 days per person.

2.4.2 67.1% of sickness absence during the course of the year was due to long-term absence, 32.9% was due to short-term absence.

2.4.3 Seasonal trend is apparent across the 3 employee groups (see table T2.5.1-T2.5.3, p.42-45) with sickness absence falling between June and July 2008 then rising from September to peak in December 2008.

2.4.4 Activity planned to meet the 2009/10 sickness absence target via the Achieving Policing Plan Targets Meeting, to date includes, the extension of Dorset 12 categories to improve understanding and recording of reasons for sickness, comparison of sickness absence rates and trends with those of other absence types, the development of education programmes to grow supervisors' skills required for managing sickness absence, and to develop all employees understanding of standard operating procedures and related legislation..

2.4.5 Officers:

- BTP officers achieved the sickness absence target with 7.95 days per officer, against a target of 8.0 days.
- 72.2% of officer sickness absence was due to long-term absence.

2.4.6 Staff:

- BTP staff achieved the sickness absence target with 6.32 days per person, against a target of 8.0 days.
- 53.9% of staff sickness absence was due to long-term absence.

2.4.7 PCSOs:

- PCSOs achieved the sickness absence target with 5.3 days per person against a target of 8.0 days.
- 61.6% of PCSO sickness absence was due to long-term absence.

2.4.8 Female versus male sickness



- Research concerning the difference in sickness rates recorded for males and females in liaison with the Women's Support Forum (WSF) is currently underway, and will continue as part of the planned activity to achieve the 2009/10 sickness absence targets.
- Analysis of 2008/09 data shows that female officers accounted for 38% of officer sickness absence and on average lost 26.9 days per person. Male officers accounted for 61% of sickness absence and lost on average 8.23 days per person.
- The WSF via the British Association for Women in Policing (BAWP) has also organised for BTP is to be included in a research project concerned with the national trend for higher rates of sickness absence amongst female officers. The research will explore the use of absence policies other than sickness to determine whether some women are left with no alternative than to report sick.

## **2.5 Grievances<sup>7</sup>**

- 2.5.1 108 grievances were raised between 01 April 2008 and 31 March 2009 (see graph T2.6.1, p.47). This represents a decrease of 50%, or 8.3% (if exceptional occurrences<sup>8</sup> in 2007/08 are factored out) compared with the previous year.
- 2.5.2 Over 50% of grievances raised during the course of the year were either ongoing (26%) or resolved (32%) at 31 March 2009.
- 2.5.3 The top 3 grievance categories were 'other', 'bullying and harassment' and 'discrimination'.
- 2.5.4 Grievances categorised 'other' (see table T2.6.2, p.48) include issues regarding recruitment and selection, career development, salary and training, for example. The Employee Relations Department is due to review and expand the number of categories to reduce the number of cases marked 'other'.
- 2.5.5 The number of grievances raised by female employees during 2008/09 (50, 46.3%) is disproportionate to average female employee strength (1241, 28.0%). A relatively small proportion of these cases were raised by female officer leavers

<sup>7</sup> Grievance data is sourced from the Employee Relations Department.

<sup>8</sup> In 2007/08, 45 grievances were raised concerning the same issue.



(5).

2.5.6 The number of cases (46, 42.6%) raised by police staff during 2008/09 is also disproportionate to the average headcount for this employee group (1265, 27.1%).

2.5.7 The current method of data collation does not allow the data to be drilled for patterns and trends relating to cases raised by gender, ethnicity and employee type. Changes that will allow the drilling of data are to be proposed by the HR Performance and Strategy Department in due course.

### **3 OPTIONS**

3.1 The HR&R Committee notes these trends.

### **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.



NOT PROTECTIVELY MARKED



# Human Resources and Remuneration Committee

26 May 2009

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## 2.1 Recruitment

T 2.1.1

**1 April 08 - 31 March 09 Police officer recruitment**

	Gender				BME				Total
	Male	%	Female	%	BME	%	White/Not Stated	%	
<b>New Recruits</b>	<b>112</b>	<b>79%</b>	<b>29</b>	<b>21%</b>	<b>19</b>	<b>13%</b>	<b>122</b>	<b>87%</b>	<b>141</b>
<b>Transferees</b>	<b>62</b>	<b>97%</b>	<b>2</b>	<b>3%</b>	<b>1</b>	<b>2%</b>	<b>63</b>	<b>98%</b>	<b>64</b>
<b>Re-joins</b>	<b>13</b>	<b>100%</b>	<b>0</b>	<b>0%</b>	<b>1</b>	<b>0%</b>	<b>12</b>	<b>92%</b>	<b>13</b>
<b>Total Recruited</b>	<b>187</b>	<b>85.8%</b>	<b>31</b>	<b>14.2%</b>	<b>21</b>	<b>9.6%</b>	<b>197</b>	<b>90.4%</b>	<b>218</b>

Source: Discoverer report 'Starters Headcount and Details'

**FOR PREVIOUS YEAR COMPARISONS**

**1 April 07 - 31 March 08 Police Officer recruitment**

	Gender				BME				Total
	Male	%	Female	%	BME	%	White/Not Stated	%	
<b>New Recruits</b>	<b>134</b>	<b>83%</b>	<b>27</b>	<b>17%</b>	<b>9</b>	<b>6%</b>	<b>152</b>	<b>94%</b>	<b>161</b>
<b>Transferees</b>	<b>54</b>	<b>93%</b>	<b>4</b>	<b>7%</b>	<b>3</b>	<b>5%</b>	<b>55</b>	<b>95%</b>	<b>58</b>
<b>Re-joins</b>	<b>14</b>	<b>100%</b>	<b>0</b>	<b>0%</b>	<b>1</b>	<b>7%</b>	<b>13</b>	<b>93%</b>	<b>14</b>
<b>Total Recruited</b>	<b>202</b>	<b>87%</b>	<b>31</b>	<b>13%</b>	<b>13</b>	<b>6%</b>	<b>220</b>	<b>94%</b>	<b>233</b>

**1 April 06 - 31 March 07 Police Officer recruitment**

	Gender				BME				Total
	Male	%	Female	%	BME	%	White/Not Stated	%	
<b>New Recruits</b>	<b>98</b>	<b>77%</b>	<b>29</b>	<b>23%</b>	<b>10</b>	<b>8%</b>	<b>117</b>	<b>92%</b>	<b>127</b>
<b>Transferees</b>	<b>37</b>	<b>80.4%</b>	<b>9</b>	<b>19.6%</b>	<b>0</b>	<b>0%</b>	<b>46</b>	<b>100%</b>	<b>46</b>
<b>Re-joins</b>	<b>6</b>	<b>100%</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0%</b>	<b>6</b>	<b>100%</b>	<b>6</b>
<b>Total Recruited</b>	<b>141</b>	<b>79%</b>	<b>38</b>	<b>21%</b>	<b>10</b>	<b>6%</b>	<b>169</b>	<b>94%</b>	<b>179</b>

**1 April 08 - 31 March 09 Police Staff recruitment**

	Female	BME	Total
Number Recruited	187	80	<b>340</b>
% of total recruited	55.0%	23.5%	

Source: Discoverer Report 'Starters Headcount and Details'

**1 April 08 - 31 March 09 PCSO recruitment**

	Female	BME	Total
Number Recruited	26	10	<b>137</b>
% of total recruited	19.0%	7.3%	

Source: Recruitment Department cohort spreadsheets

**1 April 07 - 31 March 08 Police Staff recruitment**

	Female	BME	Total
Number Recruited	192	65	<b>334</b>
% of total recruited	57.5%	19.5%	

**1 April 06 - 31 March 07 Police Staff recruitment**

	Female	BME	Total
Number Recruited	156	46	<b>309</b>
% of total recruited	50.5%	14.9%	

**1 April 07 - 31 March 08 PCSO recruitment**

	Female	BME	Total
Number Recruited	12	5	<b>54</b>
% of total recruited	22.2%	9.3%	

**1 April 06 - 31 March 07 PCSO recruitment**

	Female	BME	Total
Number Recruited	28	10	<b>86</b>
% of total recruited	32.6%	11.6%	



T 2.1.2

**Employee headcounts as at 31 March 2009**

<b>OFFICERS</b>					
	Total	BME		Female	
		HC	%	HC	%
FHQ	402	23	5.7%	45	11.2%
LN	445	37	8.3%	77	17.3%
LS	377	25	6.6%	67	17.8%
LU	688	81	11.8%	112	16.3%
NE	191	4	2.1%	31	16.2%
NW	269	5	1.9%	45	16.7%
SC	228	2	0.9%	35	15.4%
WS	285	11	3.9%	44	15.4%
<b>FORCE</b>	<b>2885</b>	<b>188</b>	<b>6.5%</b>	<b>456</b>	<b>15.8%</b>

<b>STAFF (not incl PCSOs)</b>					
	Total	BME		Female	
		HC	%	HC	%
FHQ	725	130	17.9%	360	49.7%
LN	91	25	27.5%	52	57.1%
LS	86	10	11.6%	52	60.5%
LU	210	61	29.0%	131	62.4%
NE	64	1	1.6%	47	73.4%
NW	56	5	8.9%	37	66.1%
SC	26	0	0.0%	20	76.9%
WS	76	12	15.8%	52	68.4%
<b>FORCE</b>	<b>1334</b>	<b>244</b>	<b>18.3%</b>	<b>751</b>	<b>56.3%</b>

<b>ALL EMPLOYEE TYPES</b>					
	Total	BME		Female	
		HC	%	HC	%
FHQ	1127	153	13.6%	405	35.9%
LN	680	97	14.3%	160	23.5%
LS	576	59	10.2%	131	22.7%
LU	1014	167	16.5%	260	25.6%
NE	301	7	2.3%	89	29.6%
NW	368	12	3.3%	99	26.9%
SC	275	2	0.7%	57	20.7%
WS	423	27	6.4%	112	26.5%
<b>FORCE</b>	<b>4764</b>	<b>524</b>	<b>11.0%</b>	<b>1313</b>	<b>27.6%</b>

<b>PCSOs</b>					
	Total	BME		Female	
		HC	%	HC	%
FHQ		N/A			
LN	104	30	28.8%	28	26.9%
LS	62	17	27.4%	8	12.9%
LU	47	8	17.0%	10	21.3%
NE	21	2	9.5%	8	38.1%
NW	38	2	5.3%	16	42.1%
SC		N/A			
WS	55	4	7.3%	16	29.1%
<b>FORCE</b>	<b>327</b>	<b>63</b>	<b>19.3%</b>	<b>86</b>	<b>26.3%</b>

<b>SPECIAL CONSTABLES</b>					
	Total	BME		Female	
		HC	%	HC	%
FHQ		N/A			
LN	40	5	12.5%	3	7.5%
LS	51	7	13.7%	4	7.8%
LU	69	17	24.6%	7	10.1%
NE	25	0	0.0%	3	12.0%
NW	5	0	0.0%	1	20.0%
SC	21	0	0.0%	2	9.5%
WS	7	0	0.0%	0	0.0%
<b>FORCE</b>	<b>218</b>	<b>29</b>	<b>13.3%</b>	<b>20</b>	<b>9.2%</b>

Source: Discoverer Report 'Nominal Role'

Version 1.1

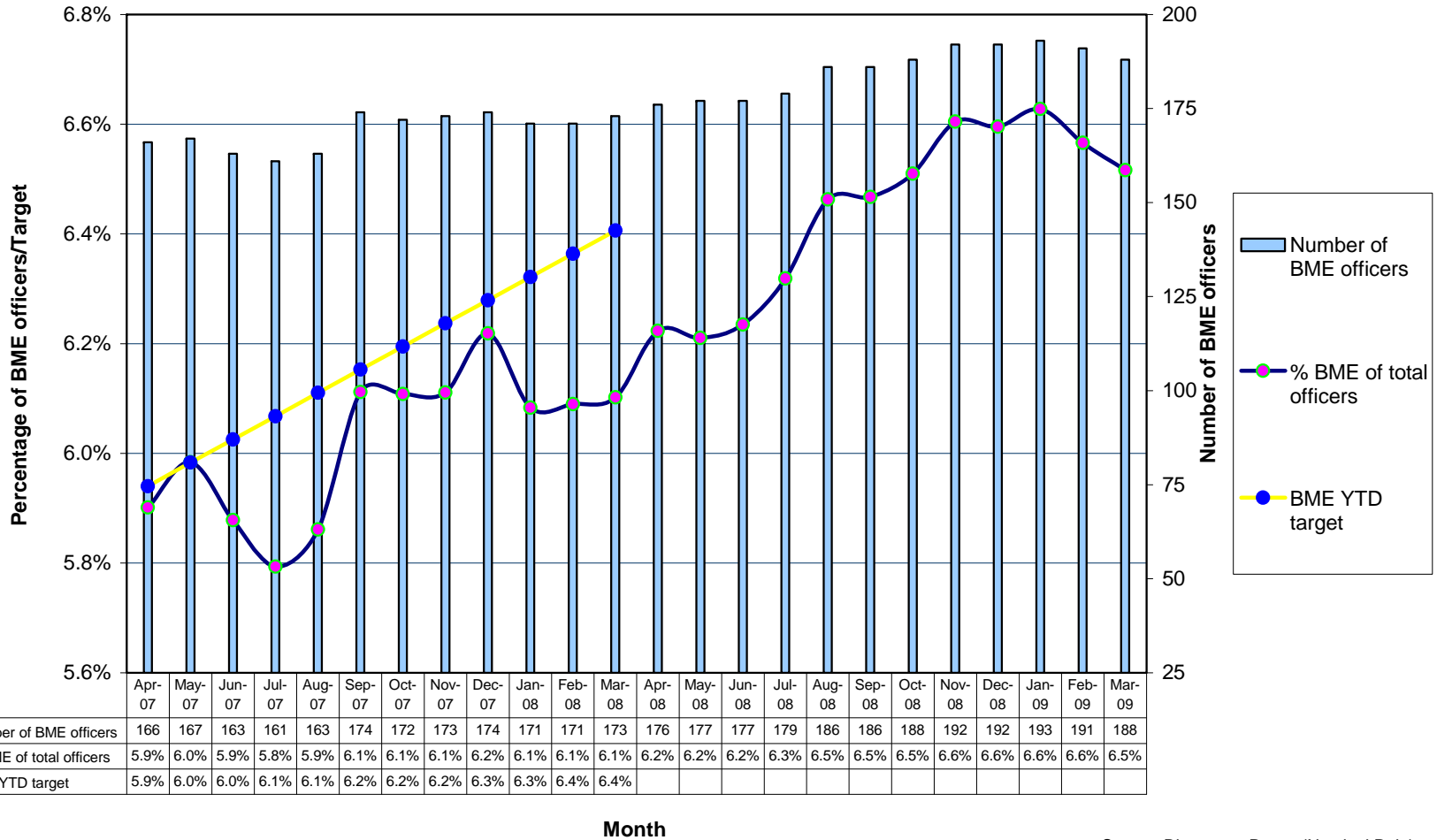
January 2009

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## 2.2 Diversity

T 2.2.1

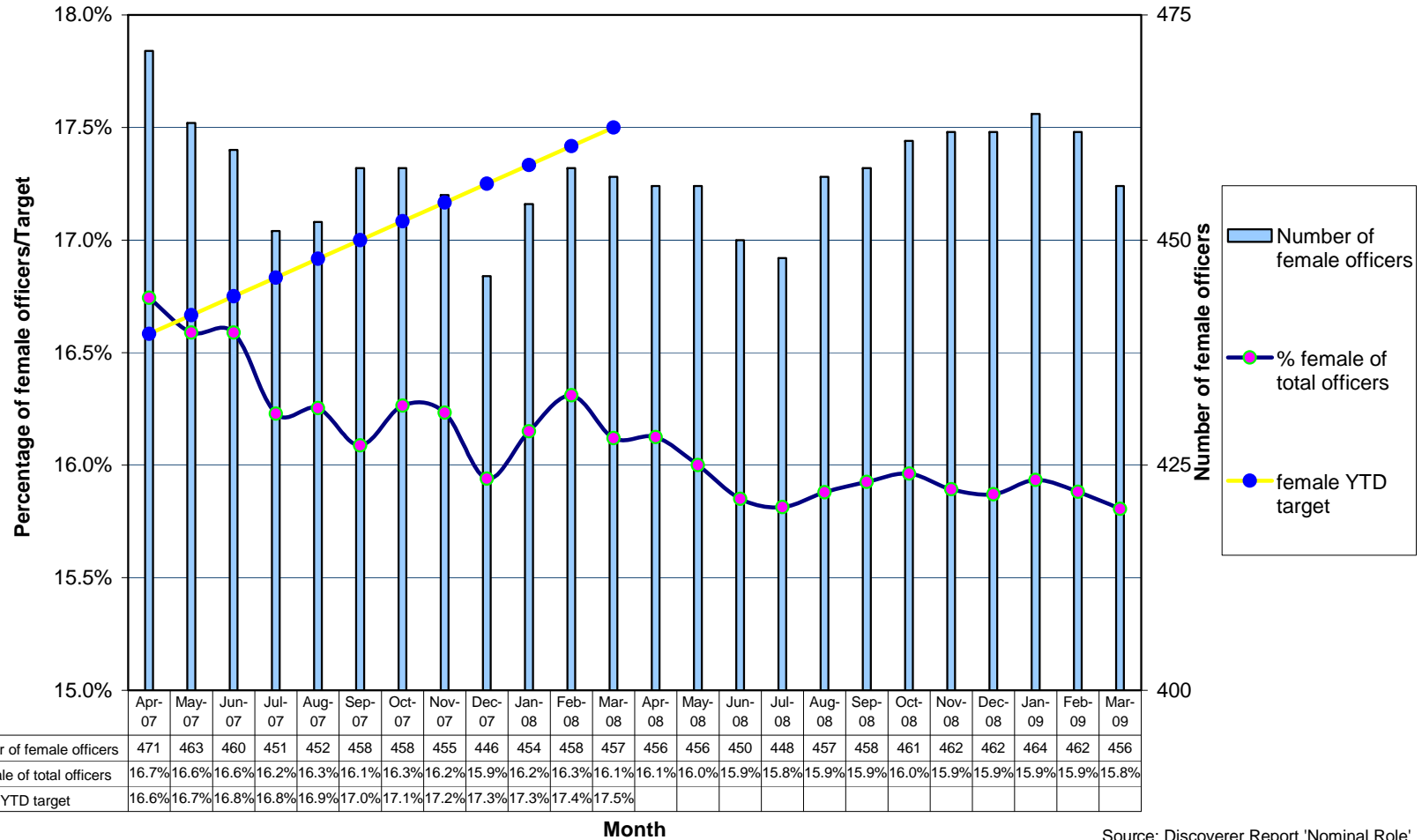
Graph showing change in BME officer headcount,% and % target for the two years previous to 31 March 2009



Source: Discoverer Report 'Nominal Role'

T 2.2.2

Graph showing change in female officer headcount,% and % target for the two years previous to 31 March 2009



Source: Discoverer Report 'Nominal Role'

T 2.2.3

**Table showing BTP police officer recruitment in 2008/09 against the Policing Plan diversity targets (includes transferees and rejoinders)**

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
<b>Total recruited</b>	6	29	3	6	62	4	33	36	2	11	11	15	218	
<b>BME recruited</b>	0	2	0	0	8	0	3	5	0	1	0	2*	21	
<b>%</b>	0.0%	6.9%	0.0%	0.0%	12.9%	0.0%	9.1%	13.9%	0.0%	9.1%	0.0%	0.0%	9.6%	14%
<b>Female recruited</b>	1	2	0	0	16	0	5	4	0	1	0	2*	31	
<b>%</b>	16.7%	6.9%	0.0%	0.0%	25.8%	0.0%	15.2%	11.1%	0.0%	9.1%	0.0%	0.0%	14.2%	25%

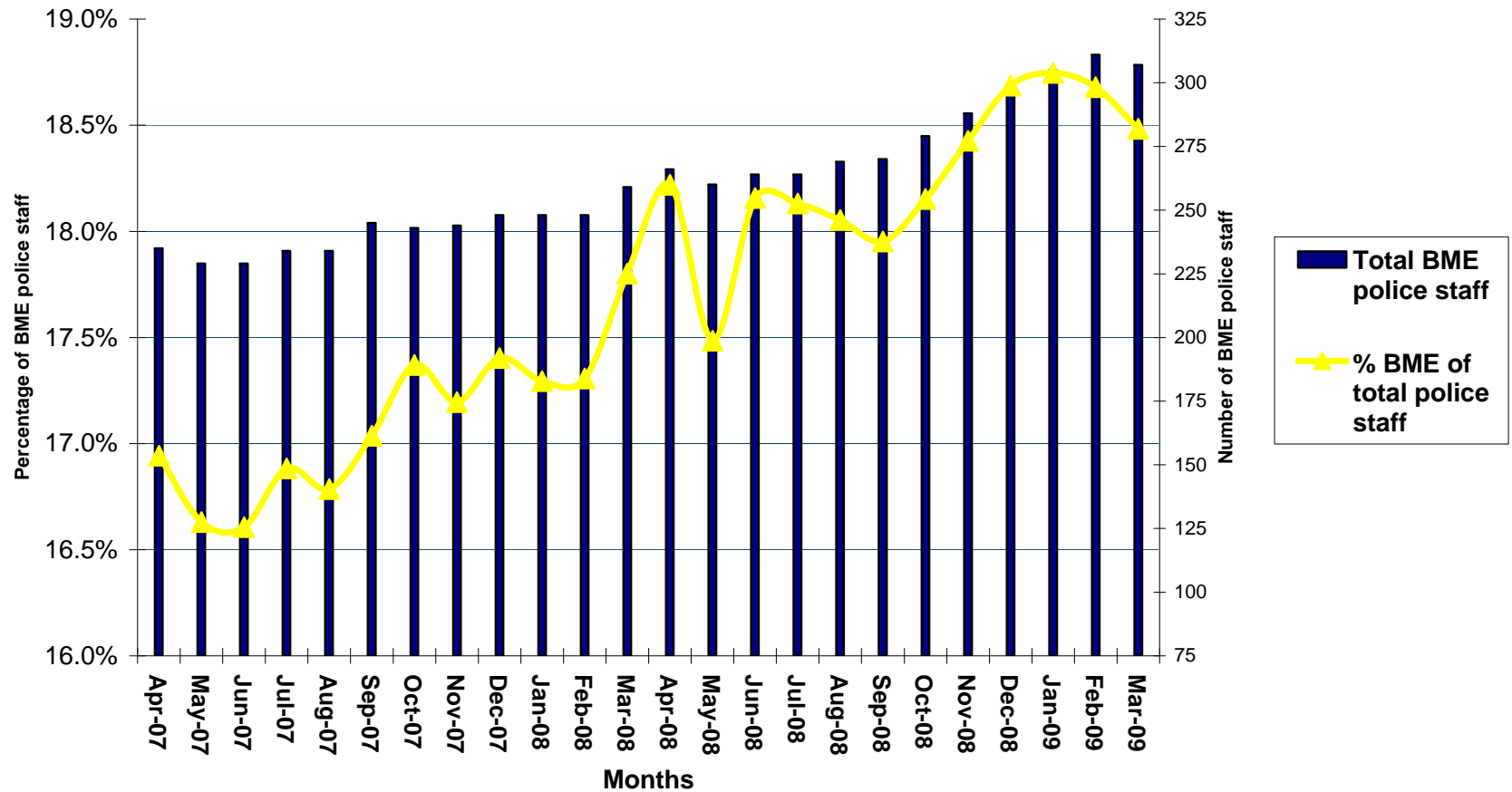
\* BME and female student officer recruitment activity has been manually entered for 2008/09 end of year reporting but is not yet reflected on ORIGIN PP

**KEY:**

FAILING
ACHIEVING

T 2.2.4

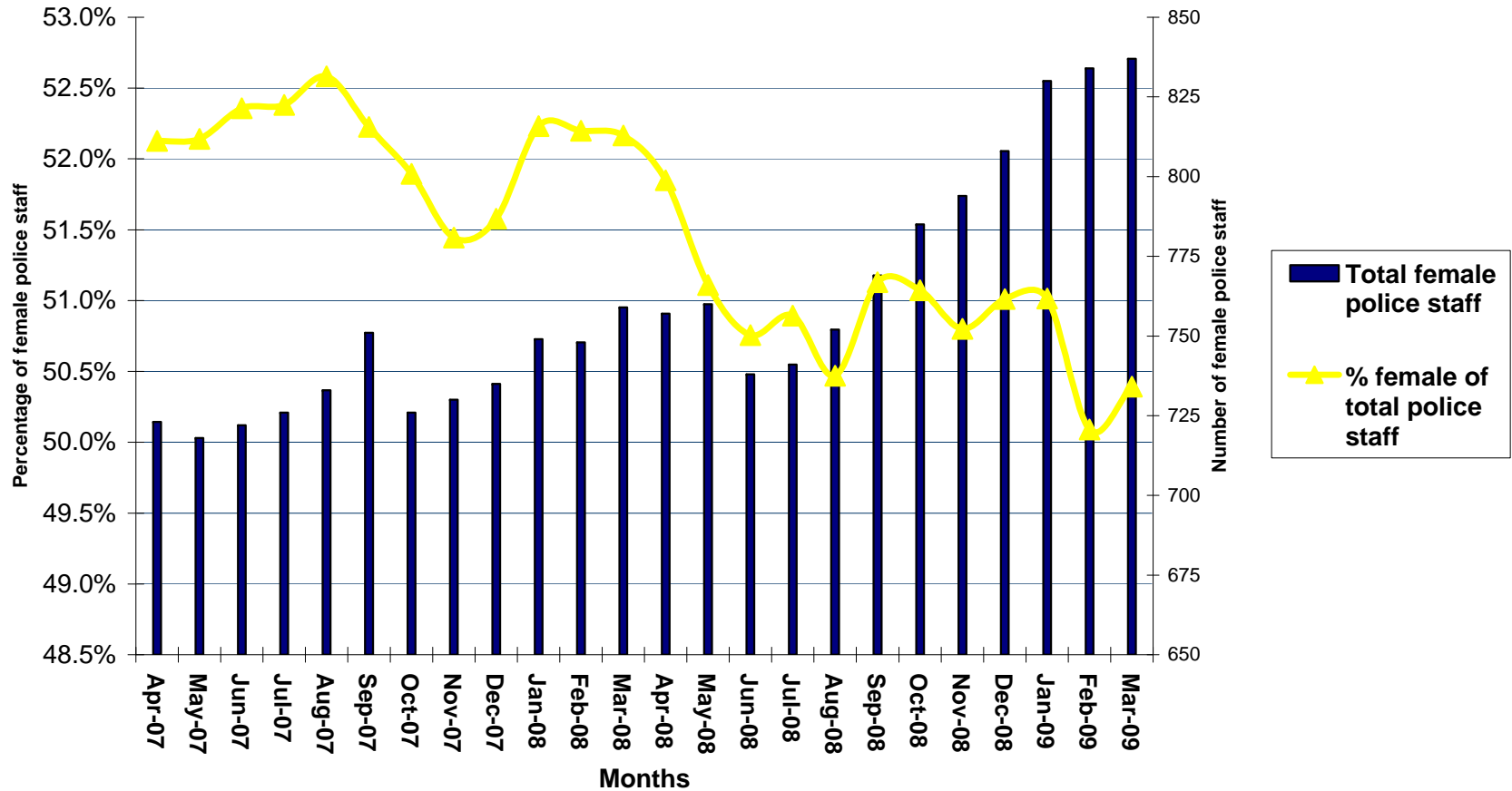
**Graph showing change in BME police staff (incl PCSOs) headcount and % for the two years previous to 31 March 2009**



Source: Discoverer Report 'Nominal Role'

T 2.2.5

**Graph showing change in female police staff (incl PCSOs) headcount and % for the two years previous to 31 March 2009**



Source: Discoverer Report 'Nominal Role'



T 2.2.6

## Number of BTP employees, broken down by rank, ethnicity and gender at 31 March 2009

### 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	19	241	6	1	65	6	2	52	2	0	23	2	0	10	0	0	5	0	0	4	0	0	1	0	0	1	0	0	1	46	23	402
LN	70	36	355	6	1	62	0	0	18	1	0	7	0	0	2	0	0	1	0	0	0	0	0	0	0	0	0	0	0	77	37	445	
LS	59	24	300	7	0	51	0	1	18	1	0	5	0	0	2	0	0	1	0	0	0	0	0	0	0	0	0	0	67	25	377		
LU	98	68	552	8	9	95	5	3	28	1	0	9	0	1	3	0	0	1	0	0	0	0	0	0	0	0	0	0	112	81	688		
NE	25	2	149	2	1	27	1	0	9	1	1	4	1	0	1	0	0	1	0	0	0	0	0	0	0	0	0	0	30	4	191		
NW	37	4	210	3	0	38	5	1	15	0	0	4	0	0	1	0	0	1	0	0	0	0	0	0	0	0	0	0	45	5	269		
SC	29	2	186	5	0	26	1	0	12	0	0	3	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	35	2	228		
WS	38	10	221	5	1	42	0	0	15	1	0	5	0	0	1	0	0	1	0	0	0	0	0	0	0	0	0	0	44	11	285		
<b>Total</b>	<b>386</b>	<b>165</b>	<b>2214</b>	<b>42</b>	<b>14</b>	<b>406</b>	<b>18</b>	<b>7</b>	<b>167</b>	<b>7</b>	<b>1</b>	<b>60</b>	<b>3</b>	<b>1</b>	<b>20</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>456</b>	<b>188</b>	<b>2885</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
17.4%	7.5%		10.3%	3.4%		10.8%	4.2%		11.7%	1.7%		15.0%	5.0%		0.0%	0.0%		0.0%	0.0%		0.0%	0.0%		0.0%	0.0%		15.8%	6.5%	

% of each rank compared to force total

Constables	Sergeants	Inspectors	Chief Inspectors	Superintendents	Chief Superintendents	ACC	DCC	CC	Total
76.74%	14.07%	5.79%	2.08%	0.69%	0.42%	0.14%	0.03%	0.03%	

Source: Discoverer Report 'Nominal Role'

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	11	2	7	19	109	41	176	102	30	182	70	25	154	24	9	77	15	8	41	17	5	40	3	1	9	2	1	4	3	1	7	2	0	4	2	0	2	360	130	726					
LN	1	0	0	12	4	13	20	8	34	10	7	19	9	5	21	0	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	52	25	90			
LS	4	0	4	1	1	1	24	6	34	14	3	34	8	0	11	0	0	1	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	52	10	86				
LU	0	0	0	5	1	8	54	32	88	38	14	64	21	9	33	9	2	11	1	1	1	3	2	4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	131	61	210			
NE	2	0	2	12	0	13	14	1	21	10	0	15	7	0	11	1	0	1	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	47	1	64			
NW	1	2	3	13	1	15	9	0	11	10	2	15	4	0	10	0	0	1	0	0	1	0	0	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	5	0	5	8	0	11	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	0	0	20	0	26			
WS	0	0	0	2	0	3	33	7	39	10	2	18	5	3	13	0	0	0	2	0	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	52	12	76			
Total	17	4	20	52	14	77	271	95	414	196	58	349	128	42	260	34	11	93	21	9	49	20	7	44	3	1	9	2	1	4	3	2	9	2	0	4	2	0	2	751	244	1334					

%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	Total	Female	BME	Total	Female	BME	Total
85%	20.0%		67.5%	18.2%		65.5%	22.9%		56.2%	16.6%		49.2%	16.2%		36.6%	11.8%		42.9%	18.4%		45.5%	15.9%		33.3%	11.1%		50.0%	25.0%		33.3%	22.2%		50.0%	0.0%		100%	0.0%		56.3%	18.3%										

% of each grade compared to force total

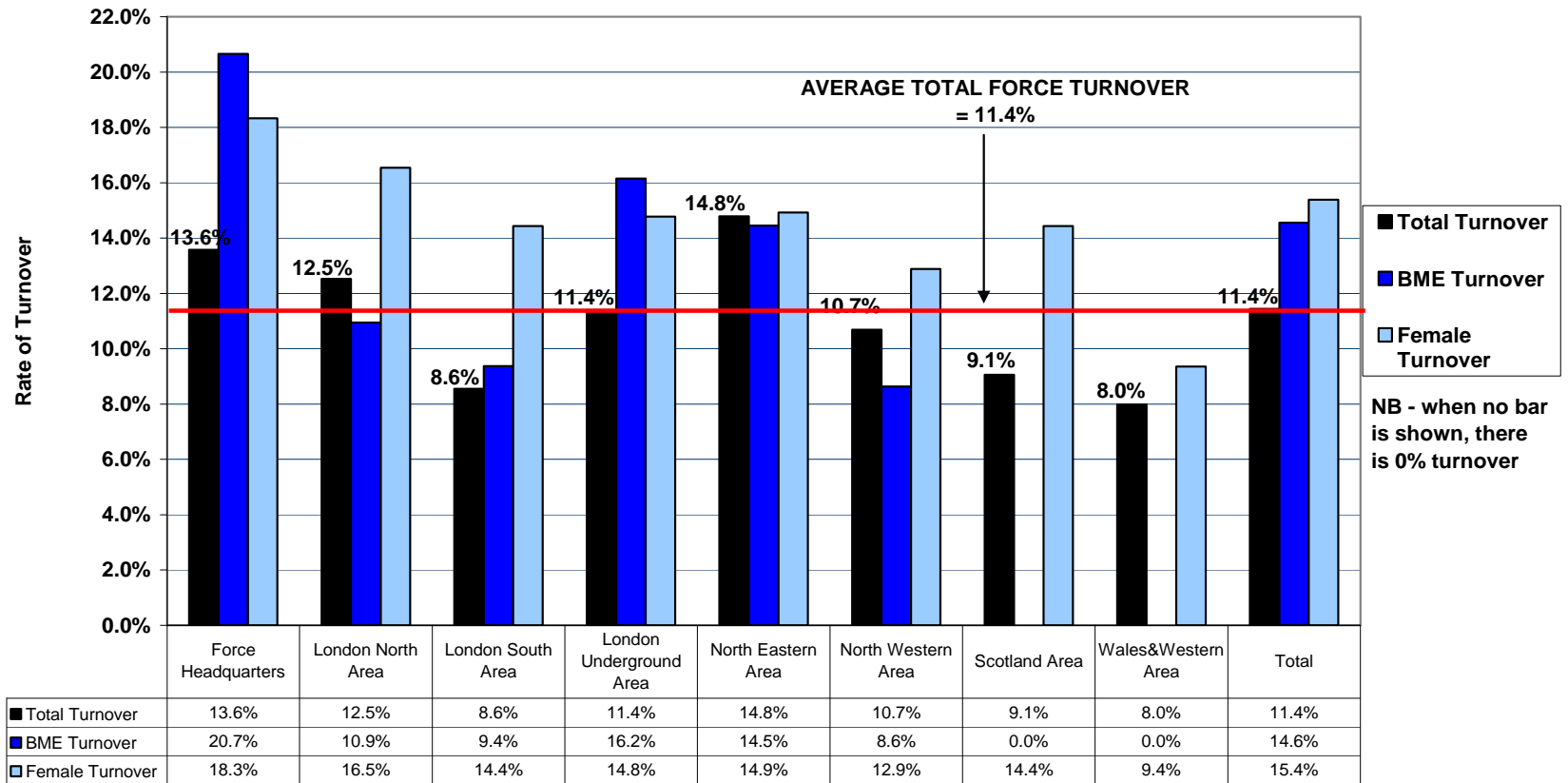
PSG1/CO2	PSG2/CO3	PSG3/CO4	PSG4/CO5	PSG5/MS1/TS1	PSG6/MS2/TS2	PSG7/MS3/TS3	PSG8/MS4/TS4	PSG9/MS5/TS5	PSG10/MS6/TS6	EG1	EG2	EG5	Total
1.50%	5.77%	31.03%	26.16%	19.49%	6.97%	3.67%	3.30%	0.67%	0.30%	0.67%	0.30%	0.15%	

Source: Discoverer Report 'Nominal Role'

## 2.3 Turnover

T 2.3.1

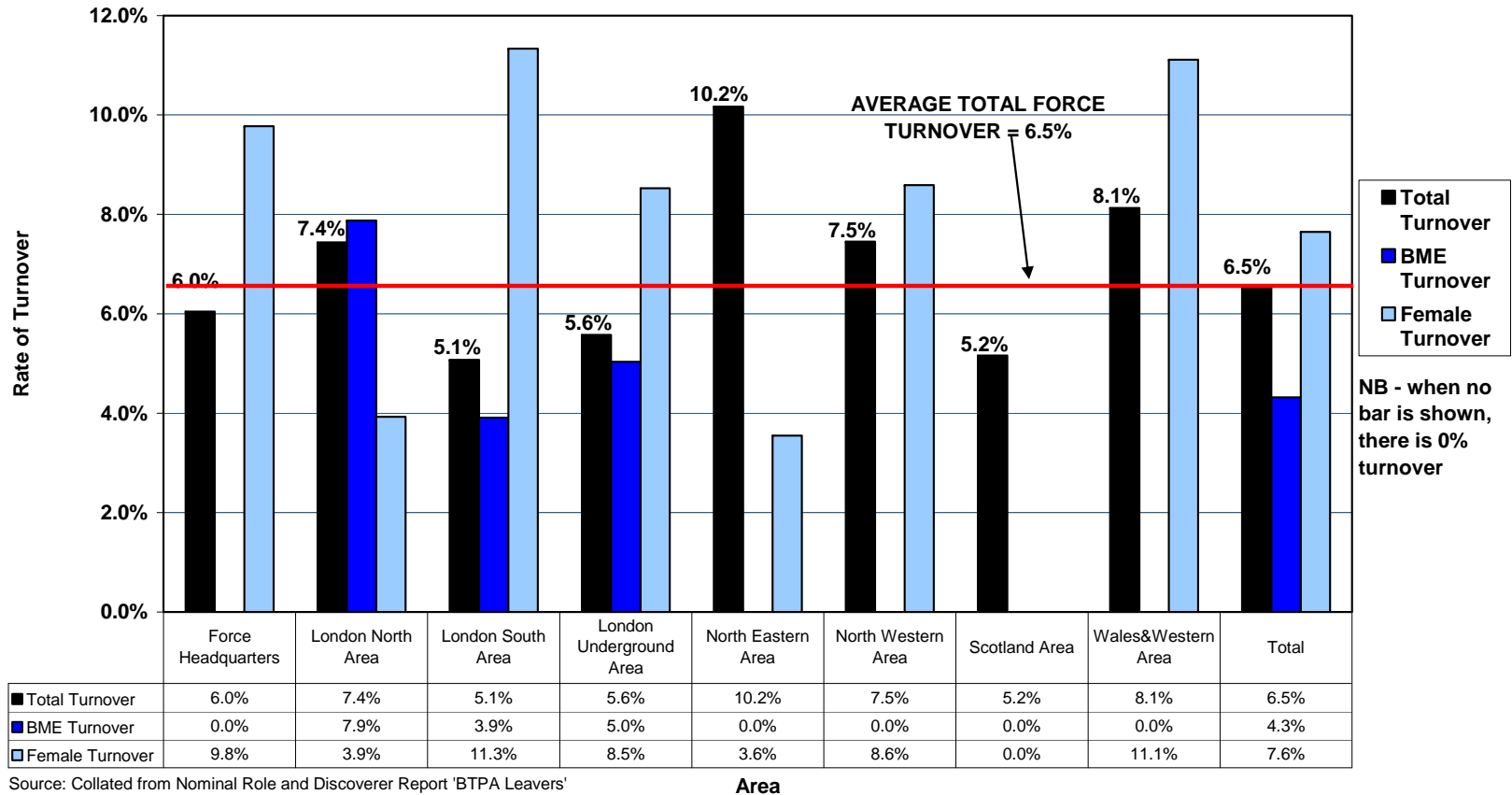
**Total BTP turnover for the year 1 April 08 - 31 March 09**



Total Leavers Apr 08 - Mar 09	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>	141	79	44	106	41	39	22	32	504
<b>BME</b>	29	10	5	22	1	1	0	0	68
<b>Female</b>	67	26	19	36	12	13	8	10	191

T 2.3.2

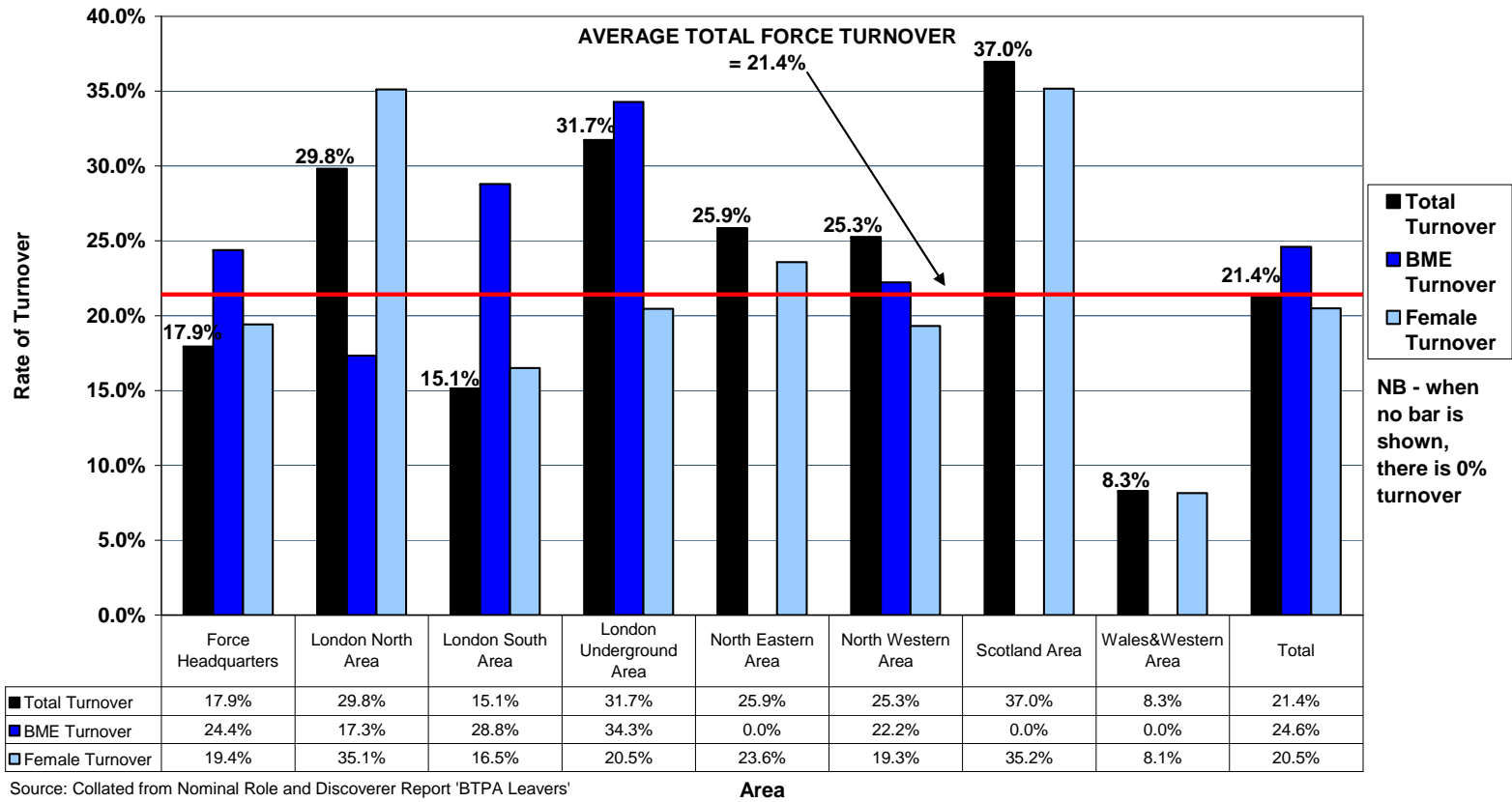
**Police officer turnover for the year 1 April 08 to 31 March 09**



Officer Leavers Apr 08 - Mar 09	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>	23	33	19	39	20	20	11	23	188
<b>BME</b>	0	3	1	4	0	0	0	0	8
<b>Female</b>	4	3	8	10	1	4	0	5	35

T 2.3.3

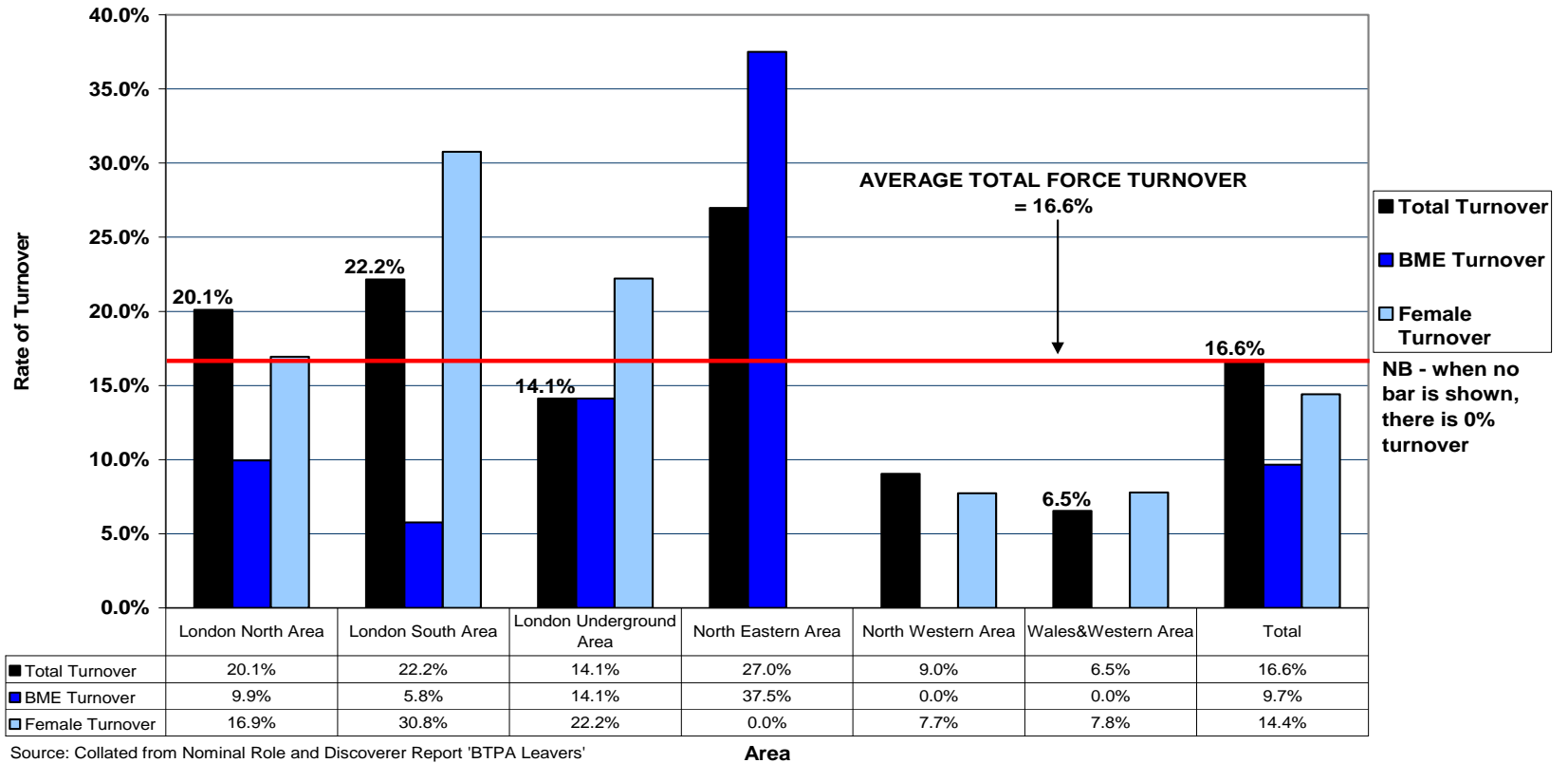
**Police staff turnover for the year 1 April 08 - 31 March 09**



Staff Leavers Apr 08 - Mar 09	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>	118	26	13	62	17	16	11	6	269
<b>BME</b>	29	4	3	17	0	1	0	0	54
<b>Female</b>	63	18	9	24	11	8	8	4	145

T 2.3.4

**PCSO turnover (excluding leavers who return to BTP as police officers)  
for the year 1 April 08 - 31 March 09**

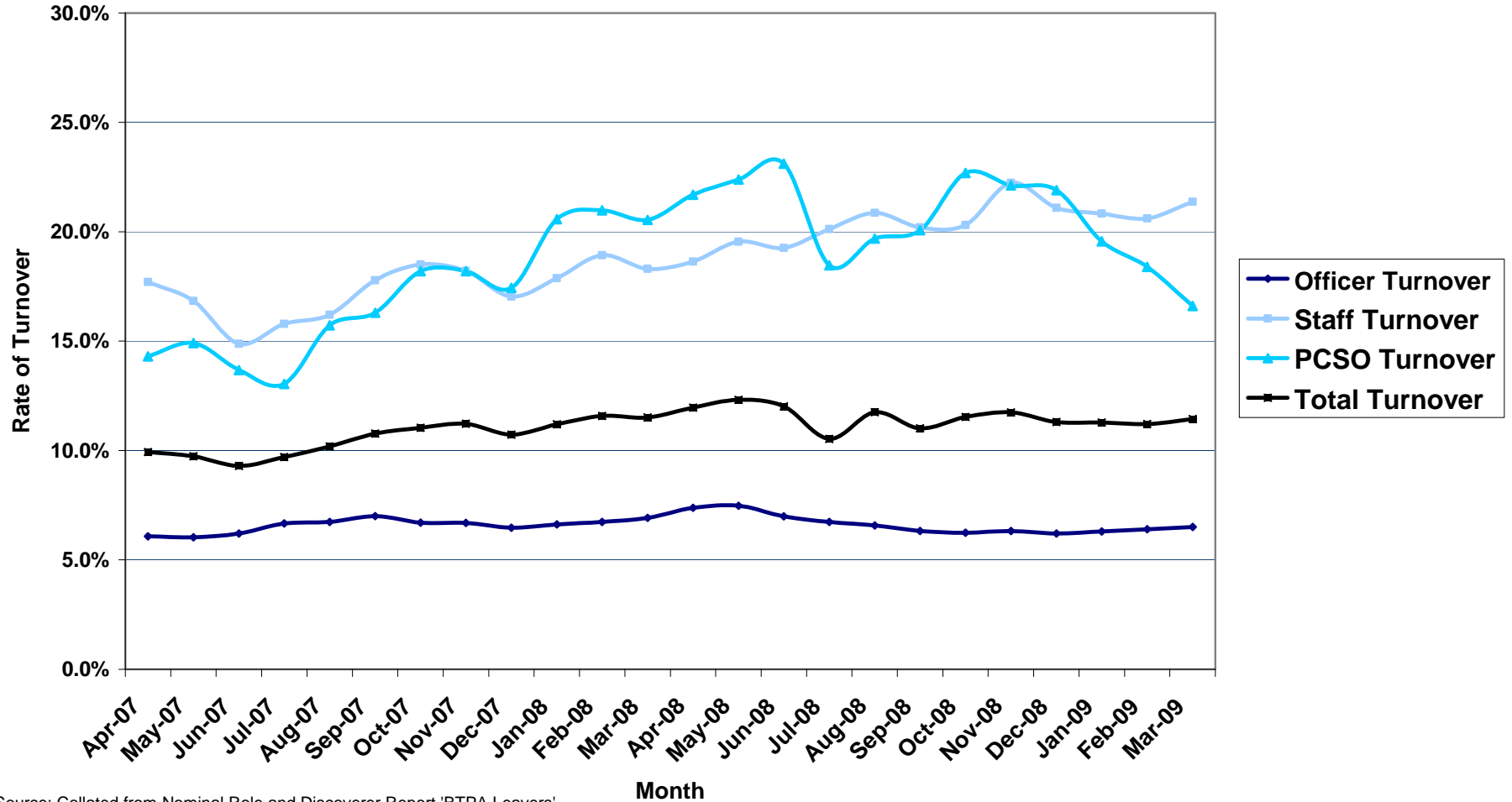


PCSO Leavers Apr 08 - Mar 09	London North Area	London South Area	London Underground Area	North Eastern Area	North Western Area	Wales & Western Area	Total
<b>Total</b>	20	12	5	4	3	3	47
<b>BME</b>	3	1	1	1	0	0	6
<b>Female</b>	5	2	2	0	1	1	11



T 2.3.5

**Change in the rate of turnover between 1 April 07 - 31 March 09,  
by employee group**



Source: Collated from Nominal Role and Discoverer Report 'BTPA Leavers'

T 2.3.6

**Reasons for Leaving BTP between 1 April 2008 and 31 March 2009, by employee group**

**Officers**

	White			BME			Not Stated			TOTAL
	Male	Female	Total	Male	Female	Total	Male	Female	Total	
Death	1	1	2							2
Dismissal	8	3	11				2		2	13
End of Contract	2		2	1		1				3
Ill Health Retirements	7	9	16							16
Probationer Resignation	2		2	1		1				3
Resignation	48	11	59	4		4	3	2	5	68
Retirement	53	4	57				1		1	58
Retirement to Rejoin	12	1	13							13
Transfer	8	4	12							12
<b>GRAND TOTAL</b>	<b>141</b>	<b>33</b>	<b>174</b>	<b>6</b>	<b>0</b>	<b>6</b>	<b>6</b>	<b>2</b>	<b>8</b>	<b>188</b>

**Police Staff**

	White			BME			Not Stated			TOTAL
	Male	Female	Total	Male	Female	Total	Male	Female	Total	
Death	1		1					1	1	2
Dismissal	6	4	10	1	1	2	2	4	6	18
End of Contract	16	9	25		2	2	5	5	10	37
Police Staff to PCSO	1		1							1
Police Staff to Police Officer	3	2	5	1		1				6
Redundancy	3	12	15					2	2	17
Resignation	65	55	120	6	11	17	9	24	33	170
Retirement	4	7	11	1		1				12
No Reason Available		4	4					2	2	6
<b>GRAND TOTAL</b>	<b>99</b>	<b>93</b>	<b>192</b>	<b>9</b>	<b>14</b>	<b>23</b>	<b>16</b>	<b>38</b>	<b>54</b>	<b>269</b>

**PCSOs**

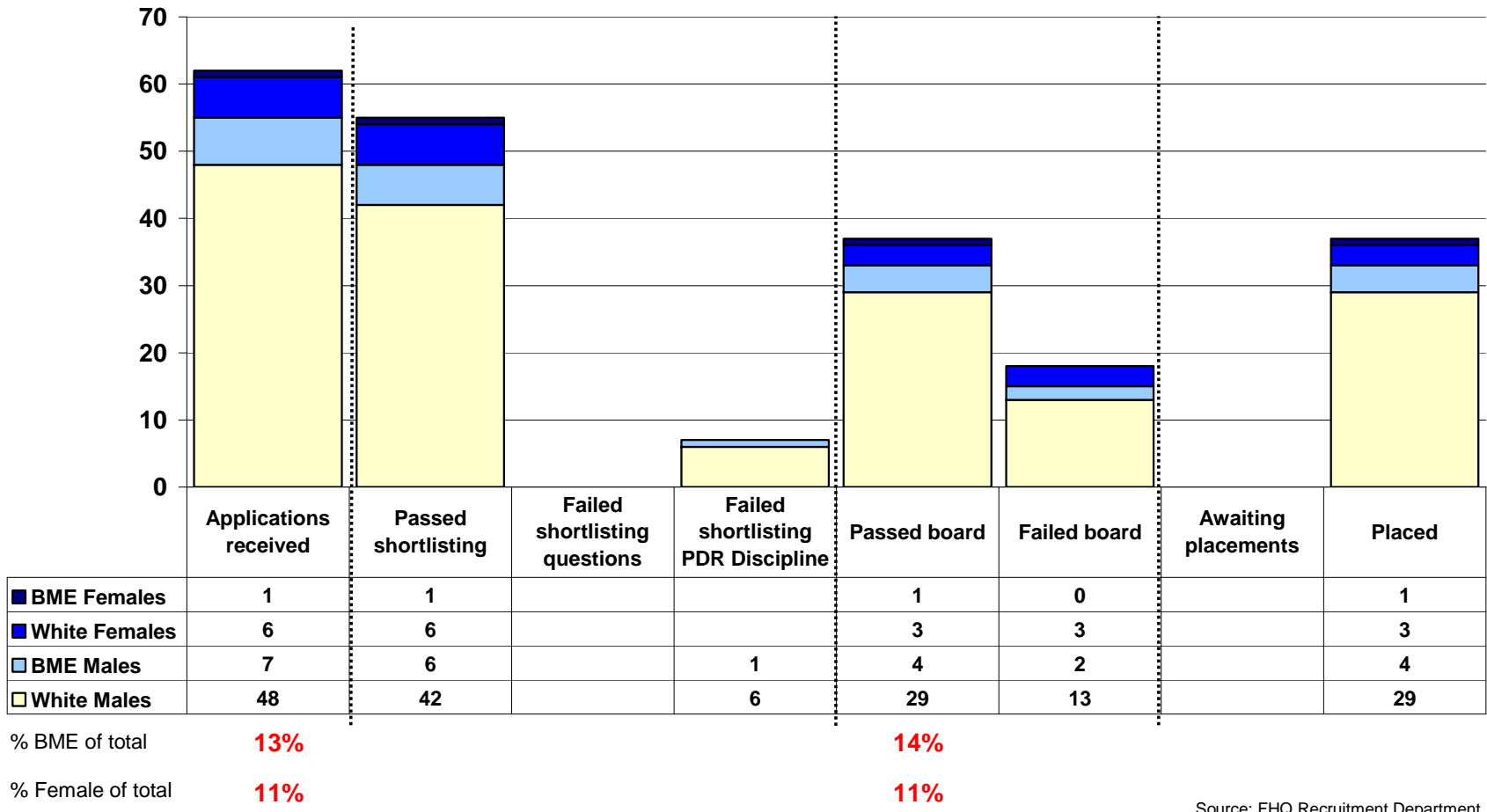
	White			BME			Not Stated			TOTAL
	Male	Female	Total	Male	Female	Total	Male	Female	Total	
Dismissal	1	1	2							2
PCSO to Police Officer	24	3	27	1		1	4	3	7	35
Resignation	17	5	22	3	2	5	4	2	6	33
Retirement		1	1							1
Transfer	2		2							2
<b>GRAND TOTAL</b>	<b>44</b>	<b>10</b>	<b>54</b>	<b>4</b>	<b>2</b>	<b>6</b>	<b>8</b>	<b>5</b>	<b>13</b>	<b>73</b>

Source: Discover Report 'BTPA Leavers'

## 2.4 Progression

T 2.4.1

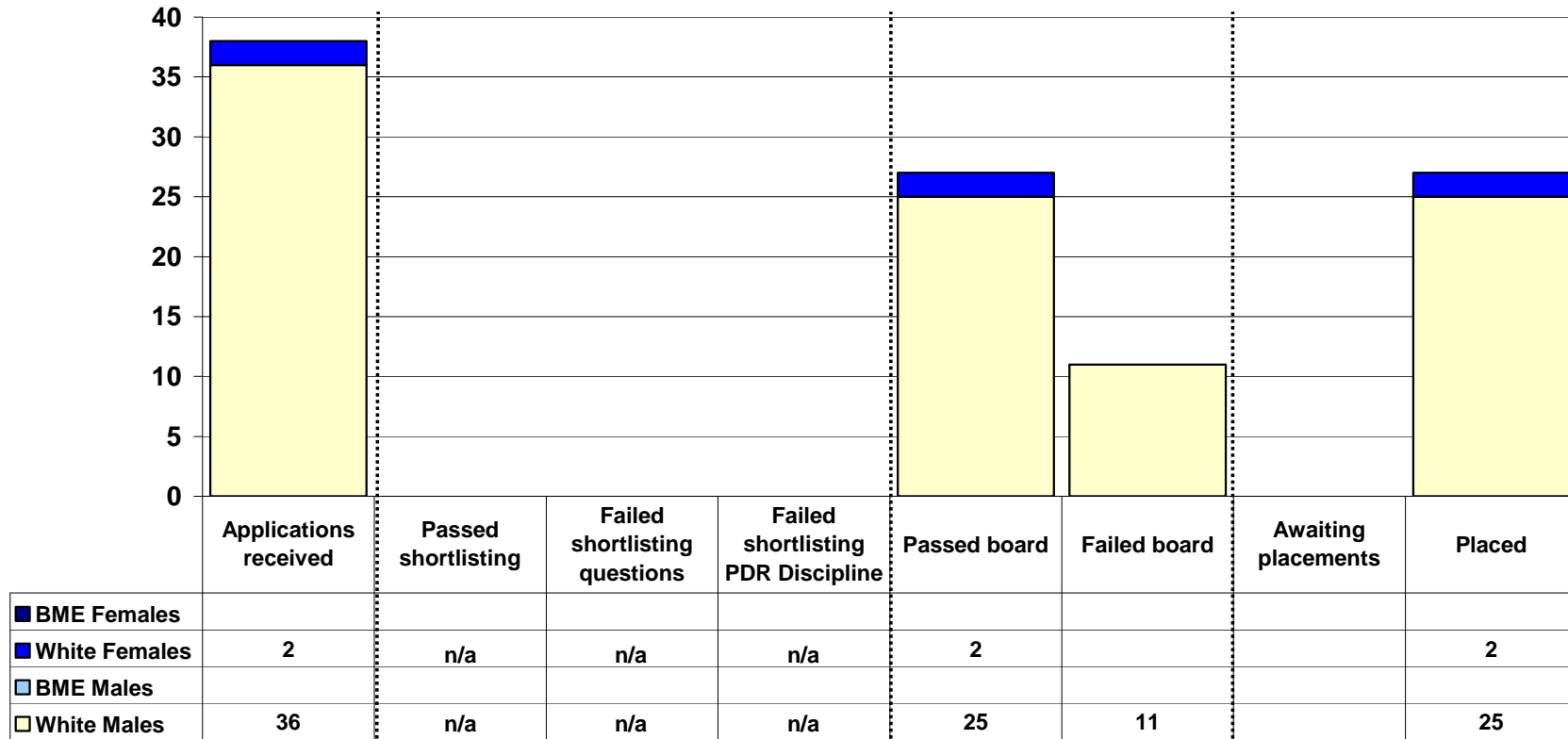
**Results of the Sergeant Promotion Board (January 2009)**



Source: FHQ Recruitment Department

T 2.4.2

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



% BME of total **0%**

**0%**

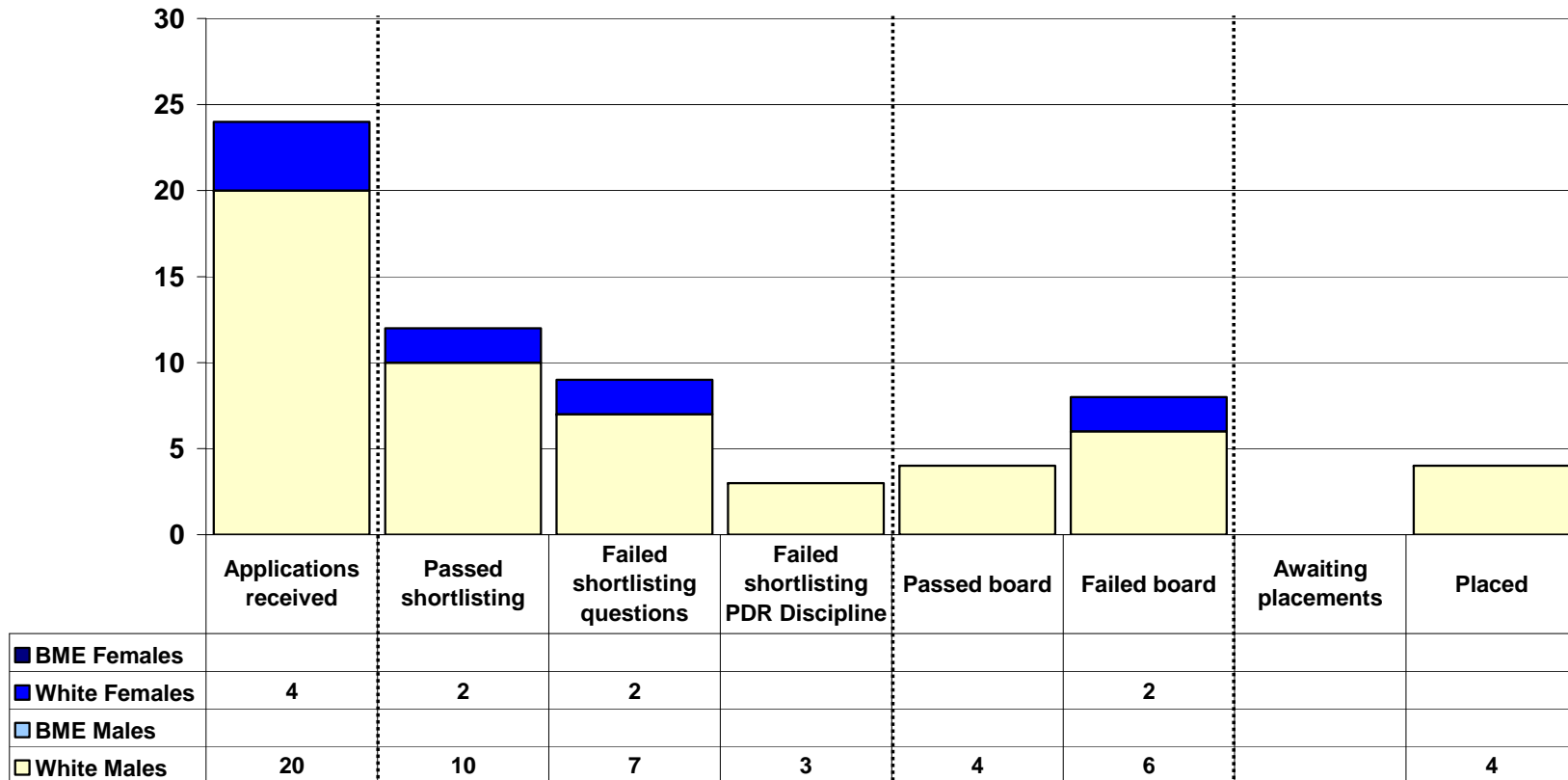
% Female of total **5%**

**7%**

Source: FHQ Recruitment Department

T 2.4.3

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



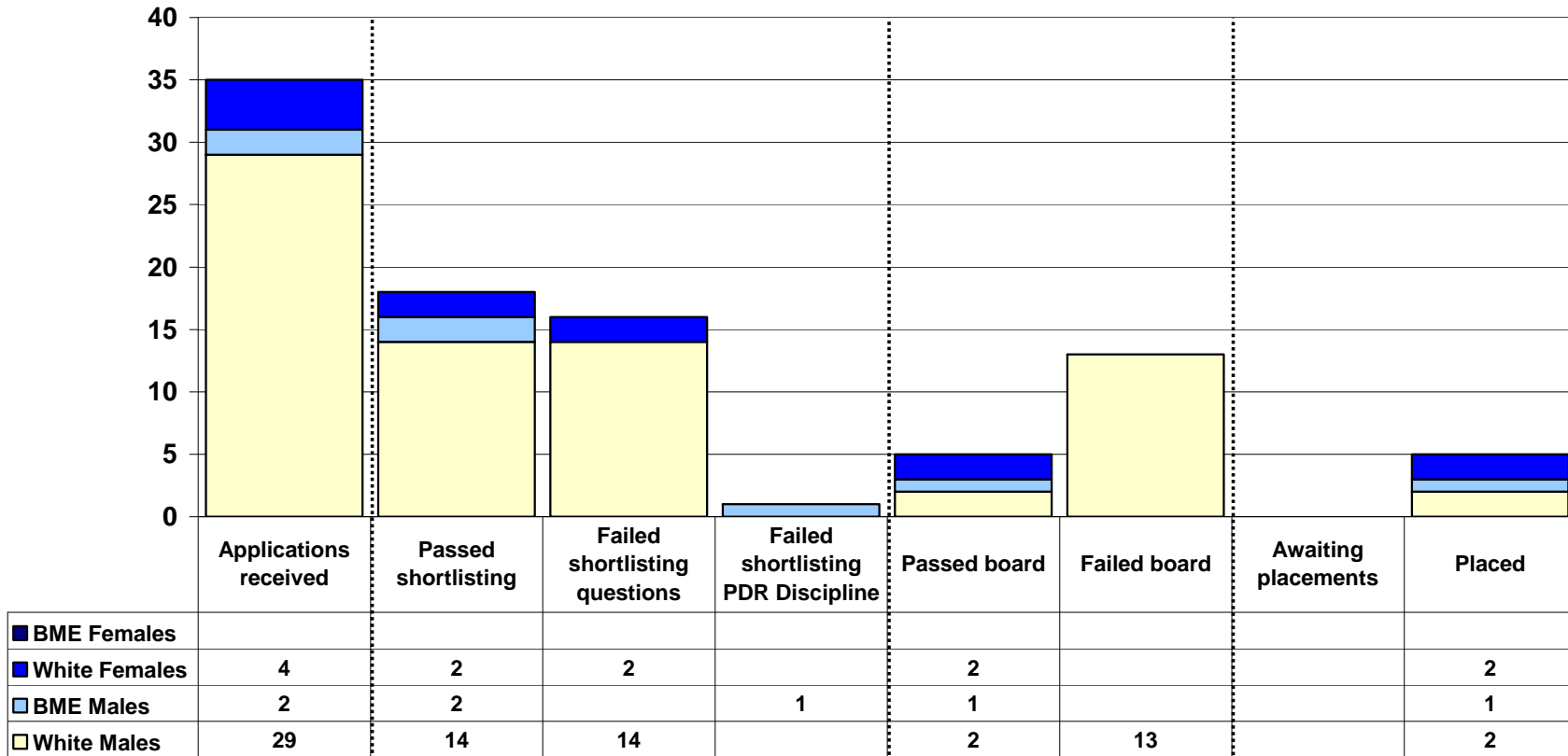
% BME of total      **0%**  
 % Female of total    **17%**

**0%**  
**0%**

Source: FHQ Recruitment Department

T 2.4.4

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



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

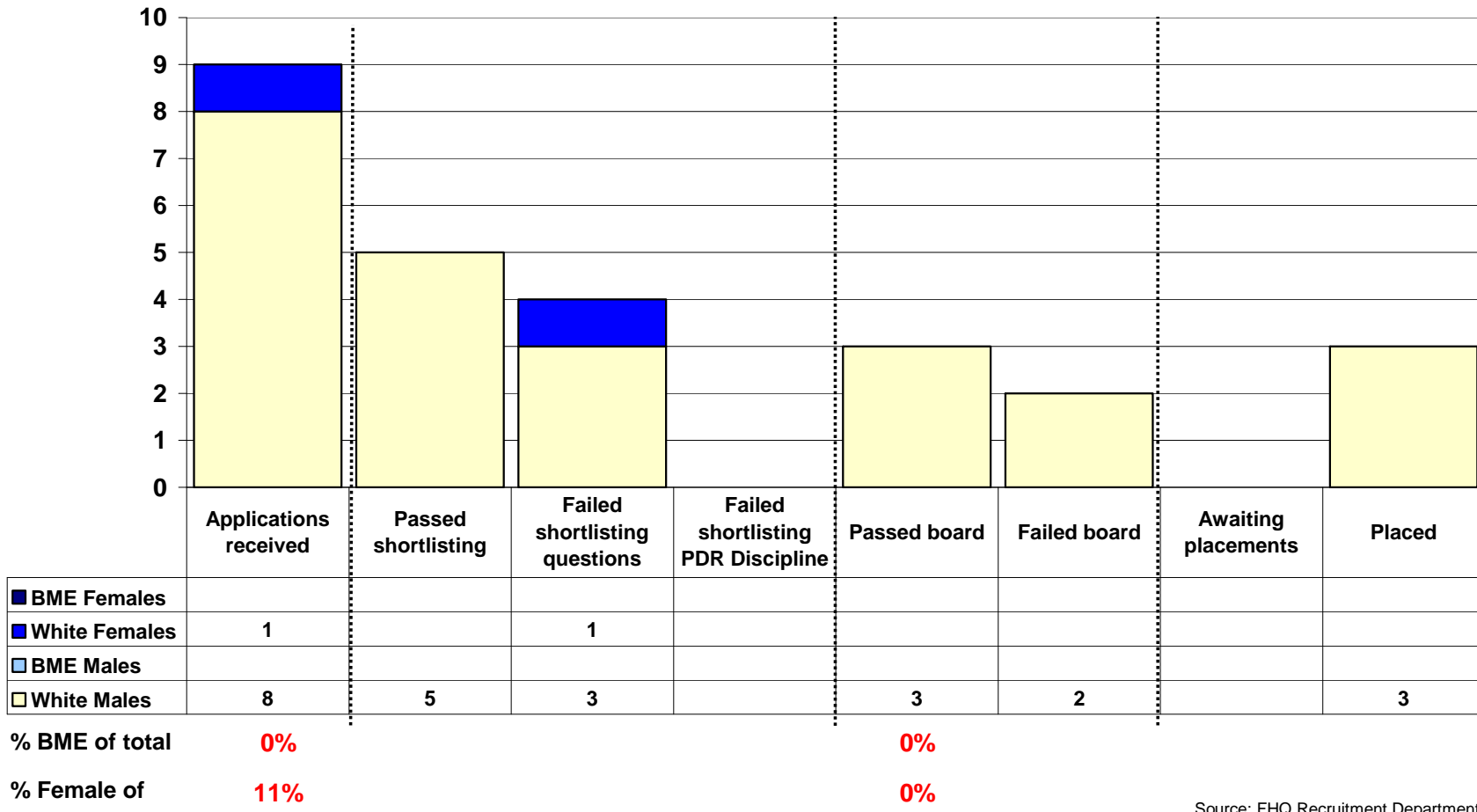
**20%**  
**40%**

Source: FHQ Recruitment Department



T 2.4.5

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



Source: FHQ Recruitment Department

T 2.4.6

**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	63	1	62	n/a	55	0	7	0	37	18
<b>TOTAL</b>			<b>176</b>	<b>8</b>	<b>146</b>	<b>22</b>	<b>90</b>	<b>29</b>	<b>11</b>	<b>0</b>	<b>76</b>	<b>52</b>

Source: FHQ Recruitment Department

T 2.4.7

**Table showing police officer promotions in BTP in 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	2	1	6	45	
BME promoted	1	0	0	0	0	0	0	0	0	0	0	5	6	
%	5.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	83.3%	13.3%	6%
Female promoted	1	0	1	0	0	0	0	1	0	1	0	0	4	
%	5.3%	0.0%	33.3%	0.0%	0.0%	0.0%	0.0%	25.0%	0.0%	50.0%	0.0%	0.0%	8.9%	18%

Source: General Orders

KEY: FAILING  
ACHIEVING

T 2.4.8

Table showing percentages of officers in Acting or Temporary duties at 31 March 2009

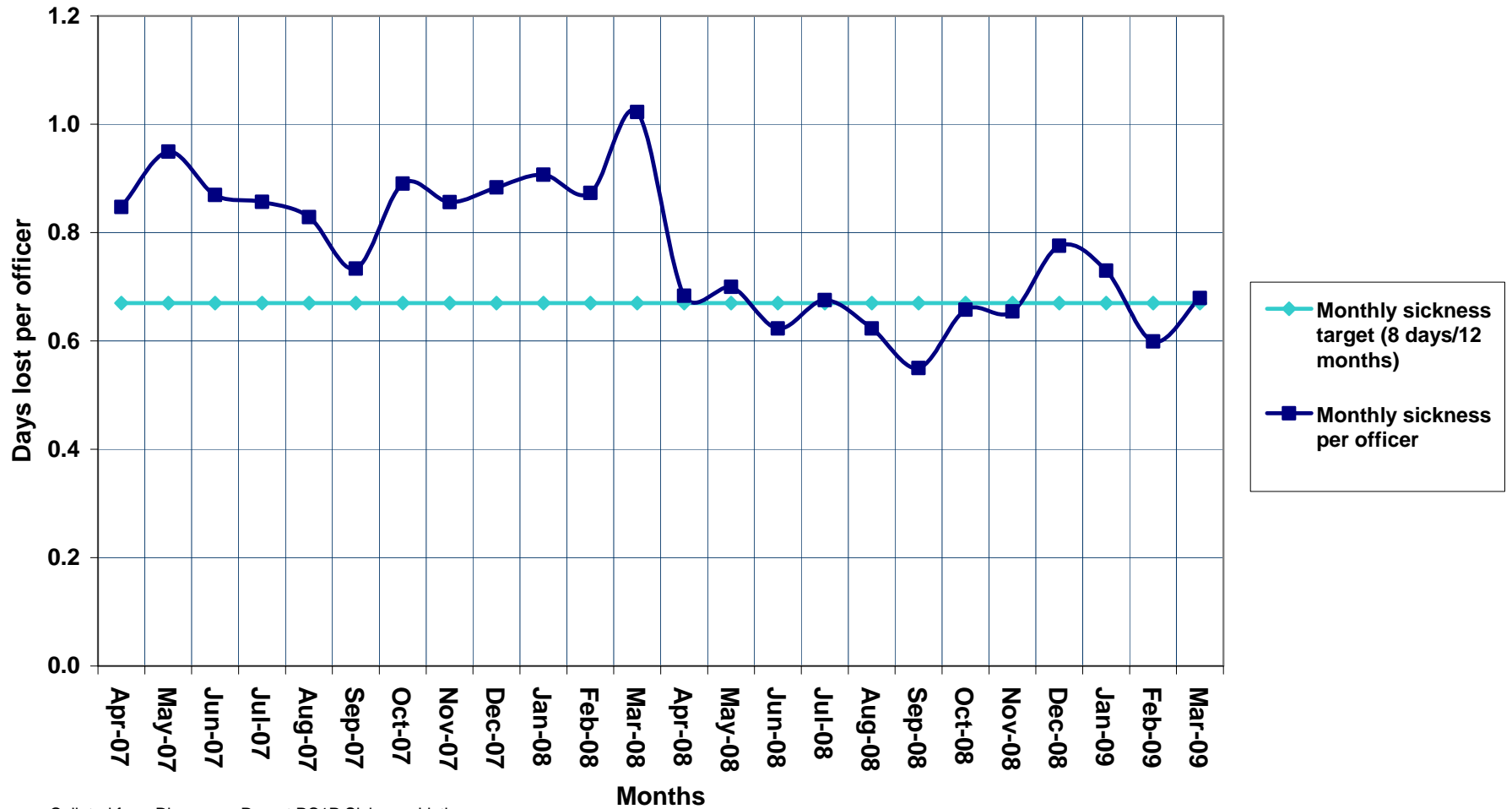
	PS	DS	INSP	DI	CI	DCI	SUPT	DSUPT	Total
<b>Force Headquarters</b>	14.3%	12.5%	17.9%	5.6%	12.5%	0.0%	22.2%	25.0%	<b>13.1%</b>
<b>London North Area</b>	24.1%	7.7%	26.3%	25.0%	16.7%	0.0%	0.0%	0.0%	<b>21.0%</b>
<b>London South Area</b>	21.4%	0.0%	12.5%	20.0%	0.0%	0.0%	0.0%	0.0%	<b>14.0%</b>
<b>London Underground Area</b>	16.1%	16.7%	7.7%	0.0%	0.0%	0.0%	0.0%	0.0%	<b>13.0%</b>
<b>North East Area</b>	4.5%	0.0%	14.3%	25.0%	0.0%	0.0%	0.0%	0.0%	<b>7.0%</b>
<b>North West Area</b>	16.7%	0.0%	8.3%	0.0%	33.3%	0.0%	50.0%	0.0%	<b>13.8%</b>
<b>Scotland Area</b>	12.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	<b>6.7%</b>
<b>Western Area</b>	16.7%	16.7%	0.0%	33.3%	20.0%	50.0%	0.0%	0.0%	<b>15.5%</b>
<b>Total</b>	<b>16.9%</b>	<b>9.3%</b>	<b>12.9%</b>	<b>11.6%</b>	<b>11.1%</b>	<b>6.3%</b>	<b>15.0%</b>	<b>25.0%</b>	<b>13.8%</b>

Source: Discoverer Report 'Acting/Temp officers'

## 2.5 Sickness

T 2.5.1

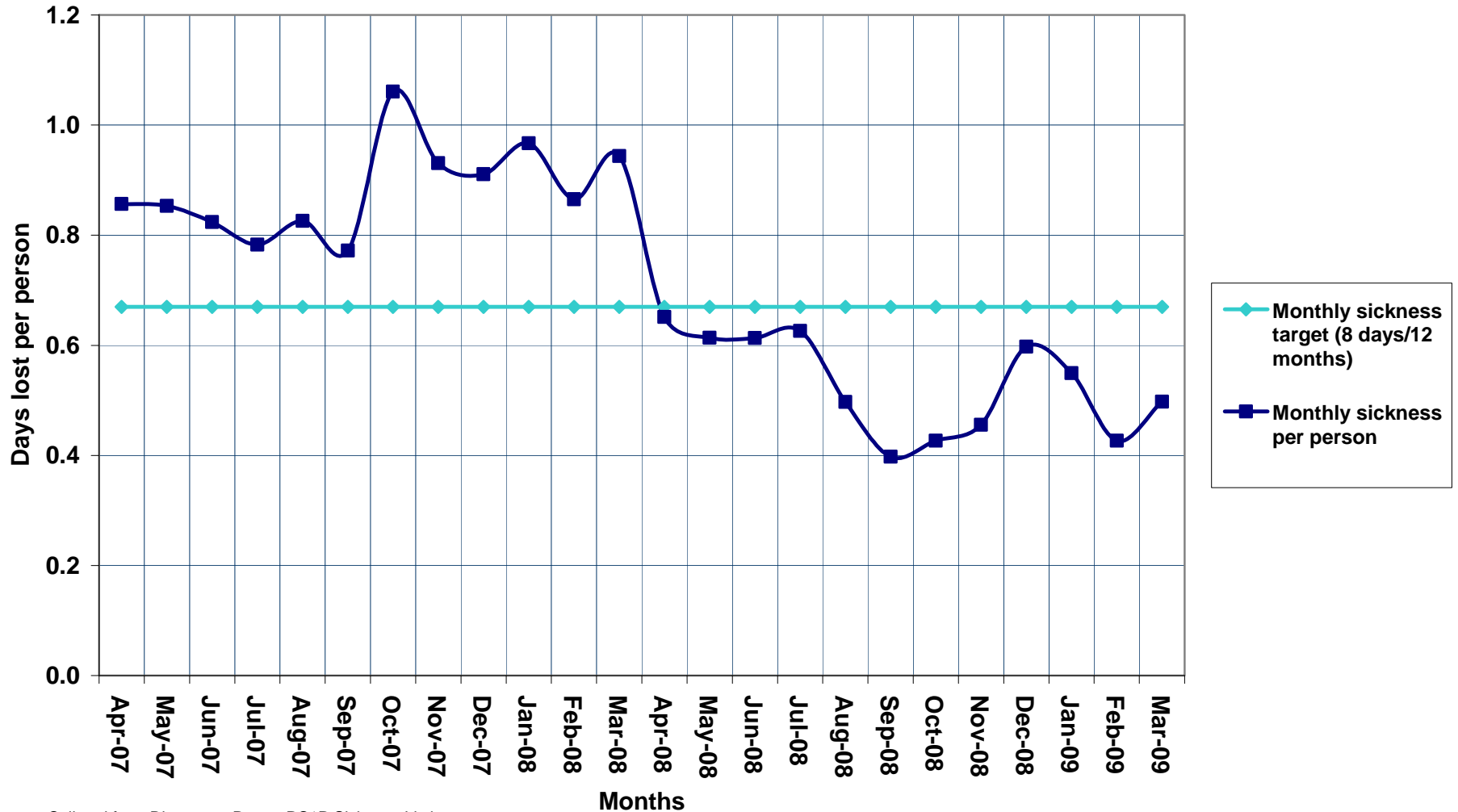
**Police officer monthly sickness over the two years previous to 31 March 2009**



Source: Collated from Discoverer Report PC1P Sickness Listing

T 2.5.2

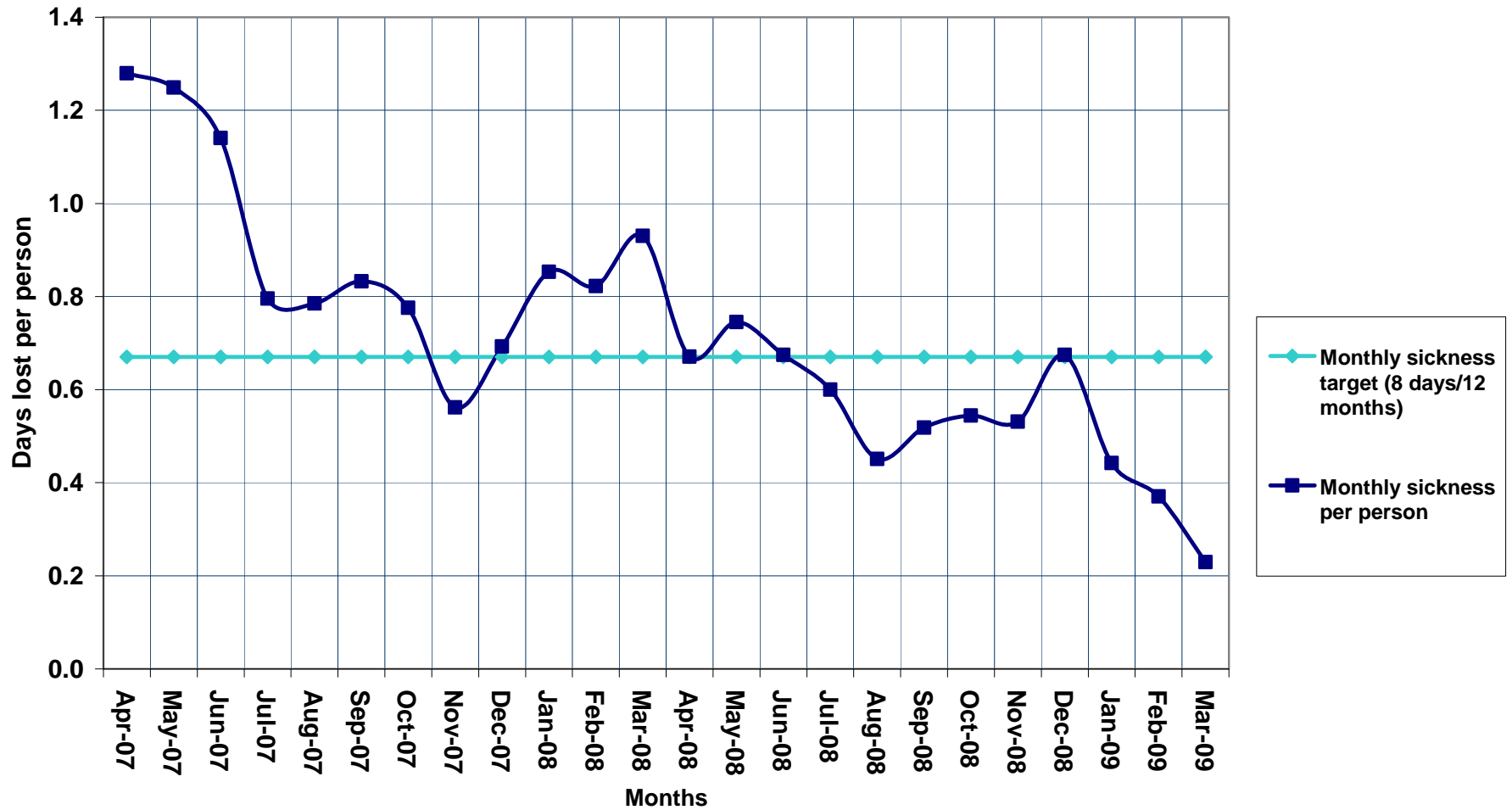
**Police staff monthly sickness over the two years previous to 31 March 2009**



Source: Collated from Discoverer Report PC1P Sickness Listing

T 2.5.3

**PCSO monthly sickness over the two years previous to 31 March 2009**



Source: Collated from Discoverer Report PC1P Sickness Listing



T 2.5.4

**Percentages of area strength currently hitting sickness absence triggers (at 08 April 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

	<b>Police Officers</b>	<b>Police Staff</b>	<b>PCSOs</b>	<b>Sum</b>
<b>Force Headquarters</b>	9%	12%		<b>11%</b>
<b>London North Area</b>	12%	19%	17%	<b>14%</b>
<b>London South Area</b>	14%	22%	15%	<b>15%</b>
<b>London Underground Area</b>	13%	18%	23%	<b>15%</b>
<b>North East Area</b>	21%	27%	0%	<b>21%</b>
<b>North West Area</b>	18%	34%	5%	<b>19%</b>
<b>Scotland Area</b>	12%	12%		<b>12%</b>
<b>Western Area</b>	13%	16%	16%	<b>14%</b>
<b>Sum</b>	<b>13%</b>	<b>16%</b>	<b>15%</b>	<b>14%</b>

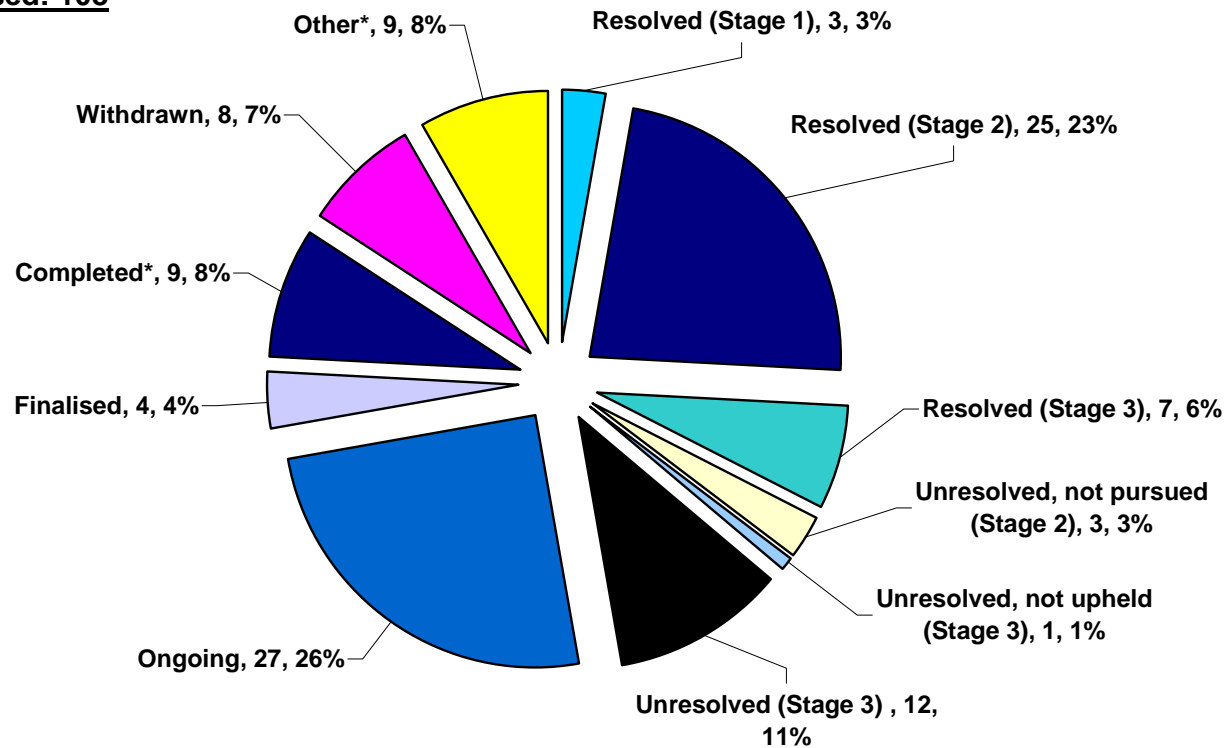
Source: Discover Report 'Sickness Triggers'

## 2.6 Grievances

T 2.6.1

**Total number of grievances (and %) raised in the period 1 April 08 to 31 March 09,  
and status at 31 March 09**

**Total grievances raised: 108**



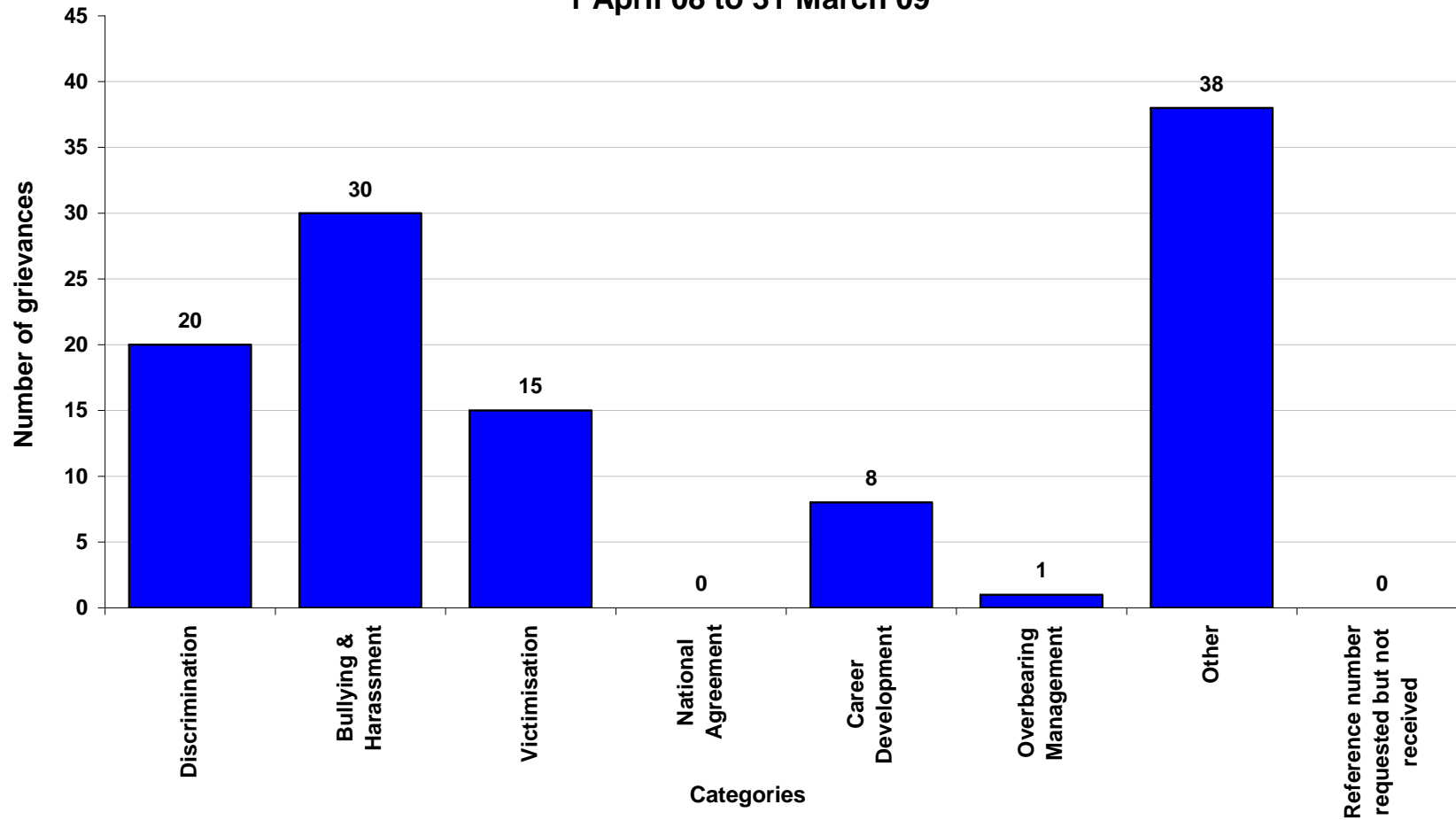
**Other\*** - includes 'closed', 'no record', 'postponed

**Completed\*** - includes those completed under the Modified Grievance Procedure

Source: Employee Relations Department

T 2.6.2

**Categories into which grievances fall in the period  
1 April 08 to 31 March 09**

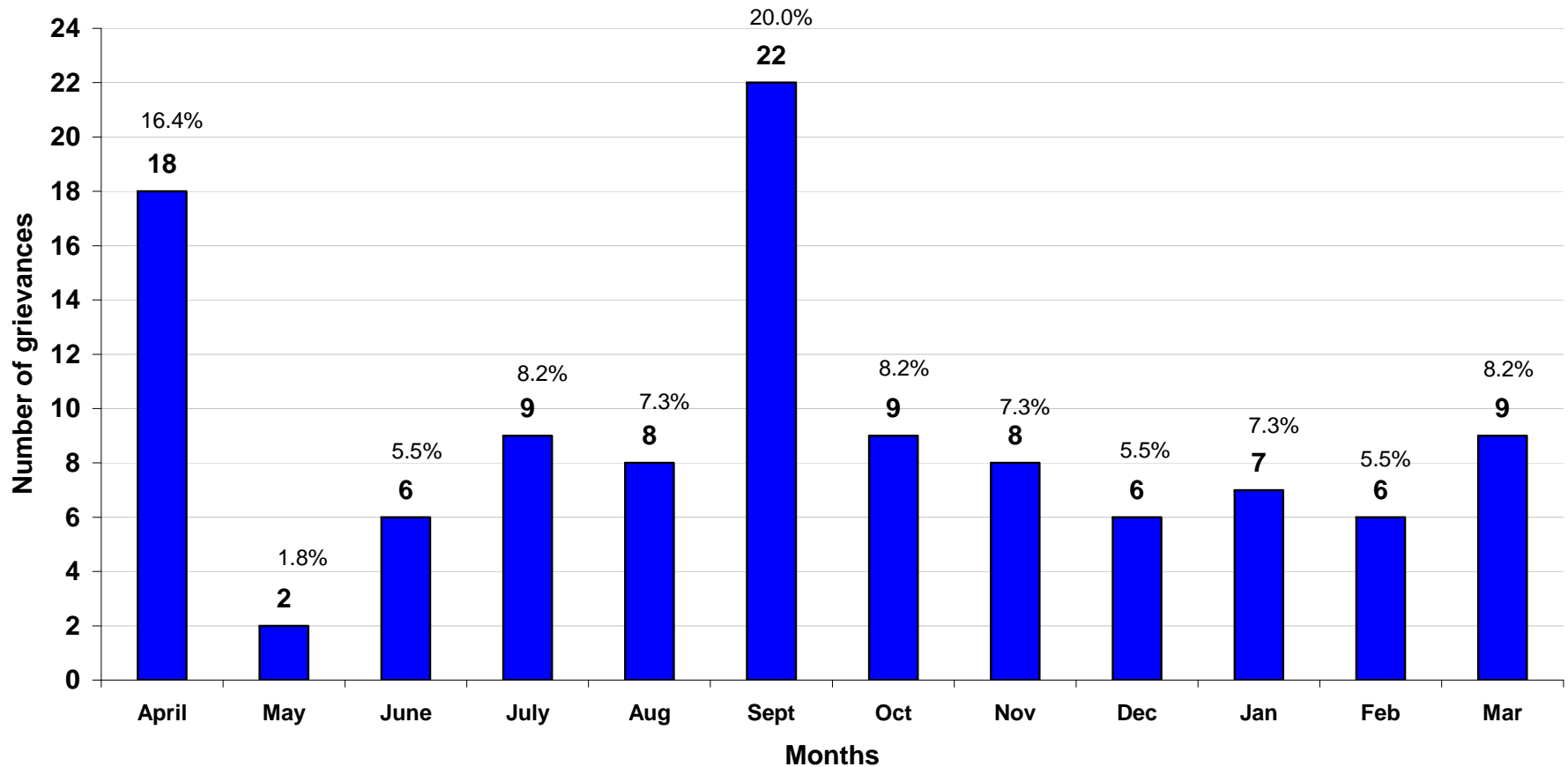


**NB** Some grievances fall into more than one category which is why the total (112), is greater than the total grievances raised (108).

Source: Employee Relations Department

T 2.6.3

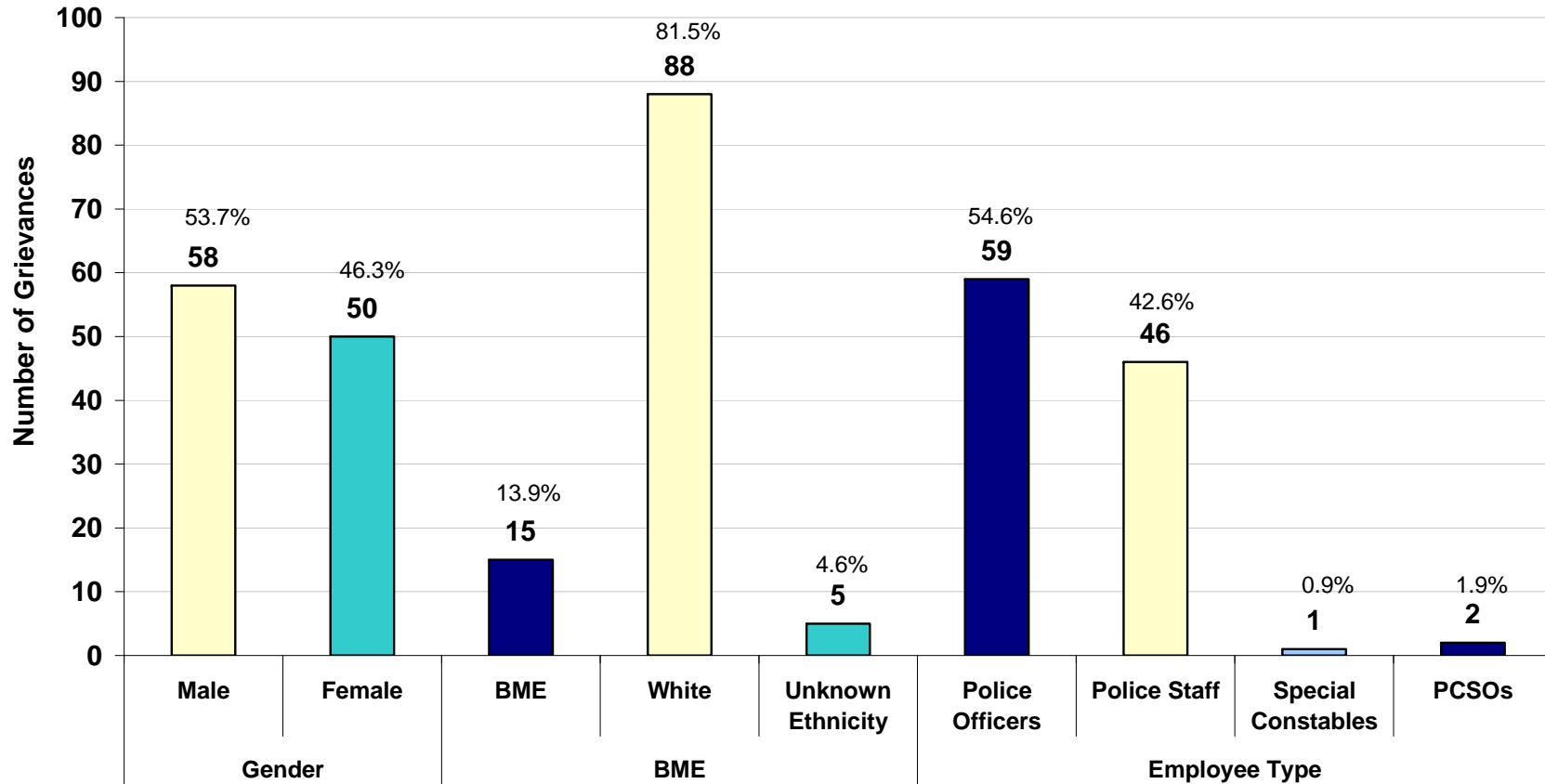
**Total number of grievances (and %) raised in each month between  
1 April 08 to 31 March 09**



Source: Employee Relations Department

T 2.6.4

**Total number of grievances (and %) raised in the period 1 April 08 to 31 March 09,  
by gender, ethnicity and employee type**



T 2.7.1

CASE REF	134	141	144	147	148	149	150	151	152
<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