

## M.P.S. Strength as at the end of February 2001

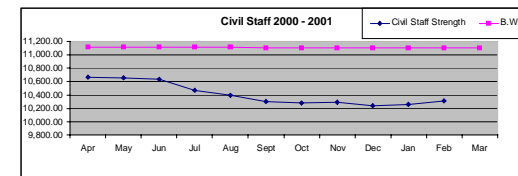
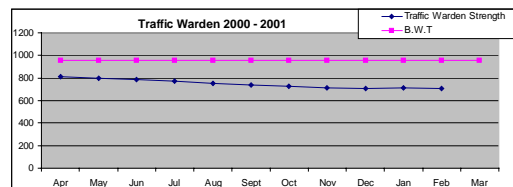
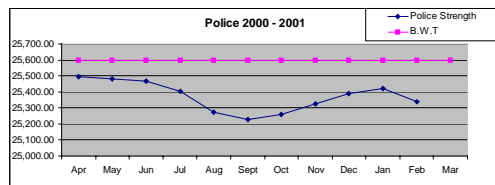
## Appendix 2

| M.P.S.          | B.W.T.    | Strength  | Variation | V.E.M. Strength | As % of Strength | Female Strength | As % of Strength |
|-----------------|-----------|-----------|-----------|-----------------|------------------|-----------------|------------------|
| Police          | 25,600.00 | 25,389.87 | -210.13   | 1,031.52        | 4.06%            | 3,975.31        | 15.66%           |
| Civil Staff     | 11,110.40 | 10,241.09 | -869.31   | 1,595.74        | 15.58%           | 6,002.44        | 58.61%           |
| Traffic Wardens | 959       | 707.69    | -251.31   | 86.5            | 12.22%           | 432.85          | 61.16%           |

Details are awaited of Business Group 2000/2001 comparative OWL data.

### M.P.S. Strength – year to date

|                          | Apr                 | May                 | Jun                 | Jul                 | Aug                 | Sept                | Oct                 | Nov                 | Dec                 | Jan                 | Feb       | Mar              | Average                 |
|--------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|-----------|------------------|-------------------------|
| Police Strength          | 25,497.24           | 25,483.64           | 25,467.82           | 25,402.94           | 25,274.96           | 25,228.87           | 25,260.95           | 25,325.71           | 25,389.87           | 25,421.79           |           |                  | 25,375.38               |
| B.W.T                    | 25,600.00           | 25,600.00           | 25,600.00           | 25,600.00           | 25,600.00           | 25,600.00           | 25,600.00           | 25,600.00           | 25,600.00           | 25,600.00           | 25,600.00 | <b>25,600.00</b> | <b>25,600.00</b>        |
| % of variation           | -0.4%               | -0.5%               | -0.5%               | -0.8%               | -1.3%               | -1.5%               | -1.3%               | -1.1%               | -0.8%               | -0.7%               |           |                  | <b>-0.9%</b>            |
| VEM Strength and as %    | 1006.74<br>(3.95%)  | 1011.74<br>(3.97%)  | 1014.5 (3.98%)      | 1011.54<br>(3.98%)  | 1010.15 (4%)        | 1013.03<br>(4.02%)  | 1017.12<br>(4.03%)  | 1022.4 (4.04%)      | 1031.52<br>(4.06%)  | 1044.25<br>(4.11%)  |           |                  | <b>1018.3 (3.97%)</b>   |
| Female Strength and as % | 3953.81(15.51<br>%) | 3954.15<br>(15.52%) | 3957.17<br>(15.54%) | 3956.08<br>(15.57%) | 3934.3<br>(15.57%)  | 3934.11<br>(15.59%) | 3936.09<br>(15.58%) | 3952.65<br>(15.61%) | 3975.31<br>(15.66%) | 3990.75<br>(15.7%)  |           |                  | <b>3954.44 (15.44%)</b> |
|                          |                     |                     |                     |                     |                     |                     |                     |                     |                     |                     |           |                  |                         |
|                          | Apr                 | May                 | Jun                 | Jul                 | Aug                 | Sept                | Oct                 | Nov                 | Dec                 | Jan                 | Feb       | Mar              | Average                 |
| Civil Staff Strength     | 10,666.10           | 10,655.82           | 10,639.59           | 10,465.99           | 10,398.79           | 10,305.38           | 10,281.77           | 10,291.54           | 10,241.09           | 10,263.64           |           |                  | 10,421                  |
| B.W.T                    | 11,119.40           | 11,119.40           | 11,119.40           | 11,119.40           | 11,119.40           | 11,110.40           | 11,110.40           | 11,110.40           | 11,110.40           | 11,110.40           | 11,110.40 | <b>11,110.40</b> | <b>11,110.40</b>        |
| % of variation           | -4.1%               | -4.2%               | -4.3%               | -5.9%               | -6.5%               | -7.3%               | -7.5%               | -7.4%               | -7.8%               | -7.6%               |           |                  | <b>-6.2%</b>            |
| VEM Strength and as %    | 1617.04<br>(15.16%) | 1621.39<br>(15.22%) | 1619.9<br>(15.23%)  | 1605.91<br>(15.34%) | 1595.44<br>(15.34%) | 1584.94<br>(15.33%) | 1576.61<br>(15.33%) | 1592.32<br>(15.47%) | 1595.74<br>(15.58%) | 1593.12<br>(15.52%) |           |                  | <b>1600.20 (14.4%)</b>  |
| Female Strength and as % | 6258.35<br>(58.68%) | 6248.07<br>(58.64%) | 6232.42<br>(58.58%) | 6166.03<br>(58.91%) | 6115.56<br>(58.81%) | 6048.86<br>(58.7%)  | 6031.57<br>(58.66%) | 6031.99<br>(58.61%) | 6002.44<br>(58.61%) | 6032.41<br>(58.77%) |           |                  | <b>6116.77(55.05%)</b>  |
|                          |                     |                     |                     |                     |                     |                     |                     |                     |                     |                     |           |                  |                         |
|                          | Apr                 | May                 | Jun                 | Jul                 | Aug                 | Sept                | Oct                 | Nov                 | Dec                 | Jan                 | Feb       | Mar              | Average                 |
| Traffic Warden Strength  | 809.31              | 800.01              | 786.67              | 772.43              | 752.22              | 736.07              | 725.20              | 710.12              | 707.69              | 708.81              |           |                  | 750.85                  |
| B.W.T                    | 959                 | 959                 | 959                 | 959                 | 959                 | 959                 | 959                 | 959                 | 959                 | 959                 | 959       | <b>959</b>       | <b>959</b>              |
| % of variation           | -15.6%              | -16.6%              | -18.0%              | -19.5%              | -21.6%              | -23.3%              | -24.4%              | -25.95%             | -26.21%             | -26.09%             |           |                  | <b>-21.7%</b>           |
| VEM Strength and as %    | 98.44 (12.16%)      | 96.23 (12.03%)      | 96.23 (12.23%)      | 94.23 (12.2%)       | 93.23 (12.39%)      | 90 (12.23%)         | 89 (12.27%)         | 87 (12.25%)         | 86.5 (12.22%)       | 84.5 (11.92%)       |           |                  | <b>91.53 (9.54%)</b>    |
| Female Strength and as % | 498.22<br>(61.56%)  | 490.55<br>(61.32%)  | 483.38 (61.45%)     | 475.03 (61.5%)      | 458.82 (61%)        | 448.67<br>(60.95%)  | 443.11<br>(61.10%)  | 435.03<br>(61.26%)  | 432.85<br>(61.16%)  | 431.01<br>(60.81%)  |           |                  | <b>459.67 (47.93%)</b>  |



## Command and Operational Resilience

| Police         | B.W.T.          | OWL | Strength        | B.W.T. - Strength |               |
|----------------|-----------------|-----|-----------------|-------------------|---------------|
|                |                 |     |                 | Variation         | As a %        |
| Cmdr and above | 41              |     | 37              | -4                | -9.46%        |
| Ch Supt.       | 57              |     | 59              | 2                 | 3.51%         |
| Det Ch Supt.   | 17              |     | 17              | 0                 | 0.00%         |
| Supt.          | 98.8            |     | 87              | -11.8             | -11.94%       |
| Det. Supt.     | 51.2            |     | 50              | -1.2              | -2.34%        |
| Ch. Insp.      | 235             |     | 240             | 5                 | 2.13%         |
| D.C.I.         | 168             |     | 154             | -14               | -8.33%        |
| Insp.          | 887             |     | 905.09          | 18.09             | 2.04%         |
| Det. Insp.     | 378.6           |     | 382.4           | 3.8               | 1.00%         |
| Sergeant       | 3175.75         |     | 3,205.21        | 29.46             | 0.93%         |
| Det. Sgt.      | 1019            |     | 972.9           | -46.1             | -4.52%        |
| Constable      | 16849.44        |     | 16,797.25       | -52.19            | -0.31%        |
| Det. Constable | 2774.5          |     | 2,432.13        | -342.37           | -12.34%       |
| <b>TOTAL</b>   | <b>25752.29</b> |     | <b>25338.98</b> | <b>-413.31</b>    | <b>-1.60%</b> |

| Civil Staff       | B.W.T.           | OWL | Strength         | Variation      | As a %        |
|-------------------|------------------|-----|------------------|----------------|---------------|
| Grade 7 and above | 194              |     | 180.62           | -13.38         | -6.90%        |
| Grade 8           | 279.63           |     | 253.63           | -26            | -9.30%        |
| Grade 9           | 744.45           |     | 714.08           | -30.37         | -4.08%        |
| Grade 10          | 1,997.54         |     | 1,871.23         | -126.31        | -6.32%        |
| Grade 11          | 9                |     | 144              | 135            | 1500.00%      |
| Grade 12          | 5,876.14         |     | 5,590.15         | -285.99        | -4.87%        |
| Grade 13          | 925.94           |     | 802.31           | -123.63        | -13.35%       |
| Industrial        | 706              |     | 729.13           | 23.13          | 3.28%         |
| Other             | 377.7            |     | 22               | -355.7         | -94.18%       |
| <b>TOTAL</b>      | <b>11,110.40</b> |     | <b>10,307.15</b> | <b>-803.25</b> | <b>-7.23%</b> |

### Police Command Ratio to Lower Ranks

|                          | MPS Strength | MPS Ratio | Other Met Forces Ratio | All Other Forces Ratio |
|--------------------------|--------------|-----------|------------------------|------------------------|
| ACPO                     | 37           | 1: 684    | 1:918                  | 1:612                  |
| Ch Supt & Supt           | 213          | 1: 118    | 1:98                   | 1:98                   |
| Ch Insp & Insp           | 1681.49      | 1: 14     | 1:17                   | 1:16                   |
| Management Total         | 1931.49      | 1: 12     | 1:14                   | 1:13                   |
| Sergeants and Constables | 23407.49     |           |                        |                        |

### MPS Overall Management Ratio to Sergeants, Constables and G10s and below

|  | Strength | Ratio |
|--|----------|-------|
| Insp and above / Grade 9 and above       | 3079.82  | 1:11  |
| Sergeants, Constables and G10s and below | 32566.31 |       |

## Police Recruitment. The target for 2000 - 2001 is to recruit 1355 officers

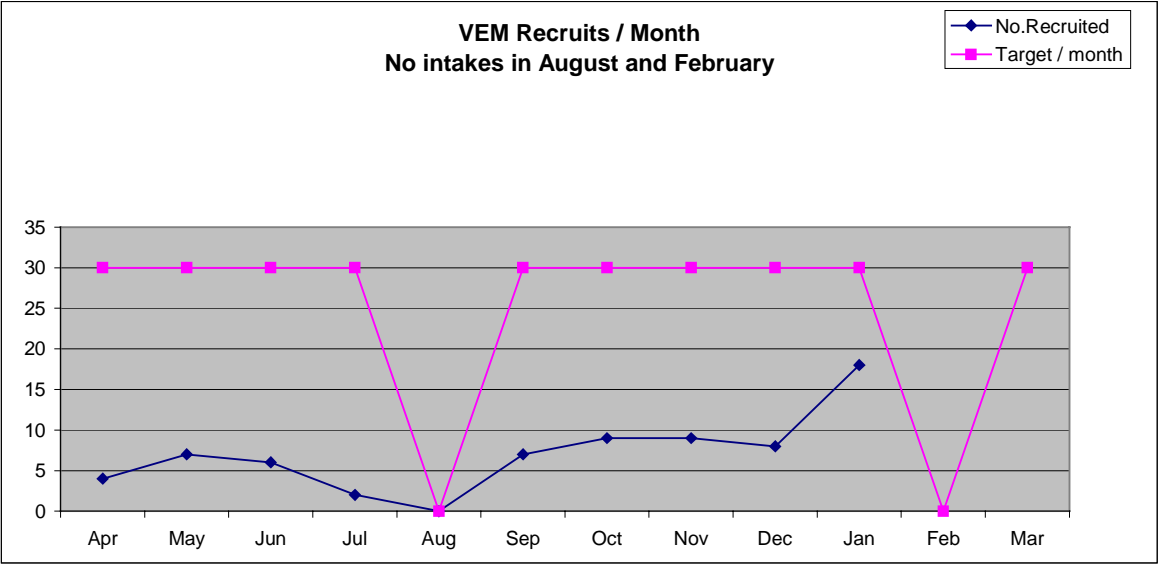
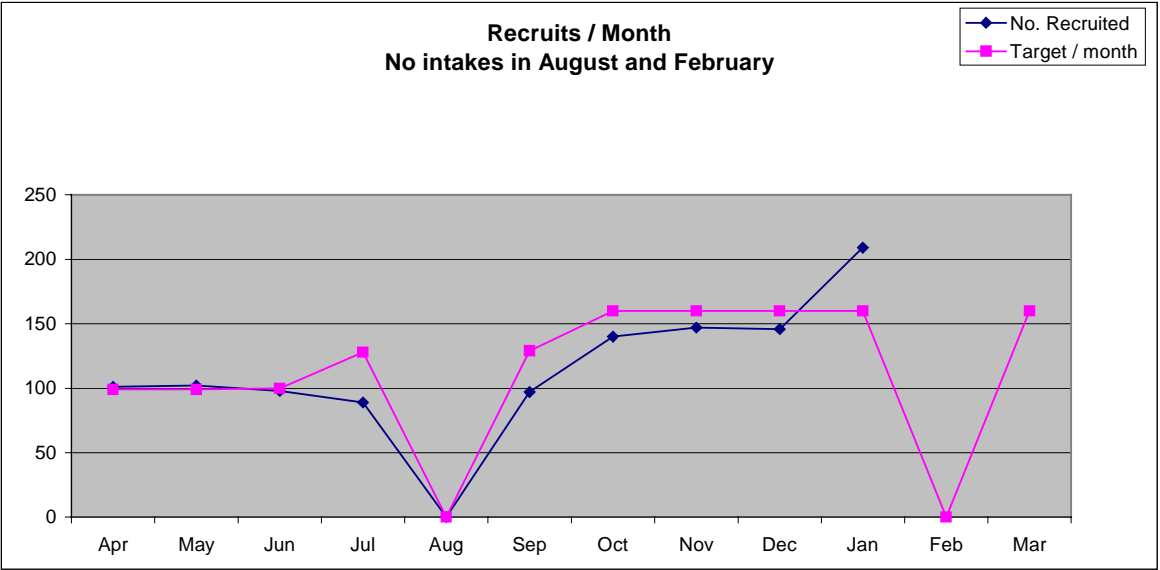
| 2000 - 2001                      | Apr         | May         | Jun         | Jul         | Aug         | Sep          | Oct         | Nov          | Dec          | Jan          | Feb          | Mar         | Total | Average/month |
|----------------------------------|-------------|-------------|-------------|-------------|-------------|--------------|-------------|--------------|--------------|--------------|--------------|-------------|-------|---------------|
| <b>Applications sent out</b>     | 2092        | 2257        | 3968        | 4629        | 2571        | 3958         | 3049        | 6636         | 3514         | 9345         | 7405         |             | 49424 | 4493.1        |
| <b>Applications received</b>     | 309         | 314         | 329         | 411         | 444         | 419          | 475         | 741          | 738          | 1386         | 1940         |             | 7506  | 682.36        |
| <b>Of those :-</b>               |             |             |             |             |             |              |             |              |              |              |              |             |       |               |
| No. / % VEM                      | 44 (14.24%) | 43 (13.69%) | 46 (13.98%) | 59 (14.36%) | 77 (17.34%) | 85 (20.29%)  | 85 (17.89%) | 129 (17.41%) | 148 (20.05%) | 220 (15.87%) | 316 (16.29%) |             | 1252  | 16.7%         |
| No. / % Female                   | 56 (18.12%) | 65 (20.7%)  | 67 (20.36%) | 70 (17.03%) | 71 (15.99%) | 119 (28.40%) | 99 (20.84%) | 155 (20.92%) | 135 (18.22%) | 265 (19.12%) | 375 (19.33%) |             | 1477  | 19.7%         |
| <b>Attended Selection Centre</b> | 162         | 228         | 196         | 217         | 256         | 224          | 248         | 269          | 204          | 376          | 450          |             | 2830  | 257.28        |
| <b>Of those :-</b>               |             |             |             |             |             |              |             |              |              |              |              |             |       |               |
| No. / % VEM Candidates           | 26 (16.05%) | 17 (5.41%)  | 13 (6.63%)  | 12 (5.53%)  | 35 (13.67%) | 28 (12.5%)   | 41 (16.53%) | 30 (11.15%)  | 29 (14.22%)  | 52 (13.83%)  | 64 (14.22%)  |             | 347   | 12.3%         |
| No. / % Female                   | 47(29.01%)  | 55 (24.12%) | 45 (13.68%) | 52 (23.96%) | 47 (18.36%) | 41 (18.30%)  | 51 (20.56%) | 69 (25.65%)  | 39 (19.12%)  | 76 (20.21%)  | 77 (17.11%)  |             | 599   | 21.2%         |
| <b>Total no. joining MPS</b>     | 101         | 102         | 98          | 89          | 0           | 97           | 140         | 148          | 146          | 209          | 0            | 220         | 1350  | 122.5         |
| <b>Of those :-</b>               |             |             |             |             |             |              |             |              |              |              |              |             |       |               |
| No. / % V.E.M.                   | 4(3.96%)    | 7(6.86%)    | 6(6.12%)    | 2(2.24%)    | 0           | 7(7.22%)     | 9 (6.42%)   | 9 (6.12%)    | 8 (5.48%)    | 18 (8.61%)   | 0            | 18 (8.18%)  | 88    | 6.5%          |
| No. / % Females                  | 21(20.79%)  | 23(22.54%)  | 21(21.43%)  | 16(17.97%)  | 0           | 23(23.71%)   | 24 (17.14%) | 29 (19.73%)  | 35 (23.97%)  | 44 (21.05%)  | 0            | 43 (19.55%) | 279   | 20.7%         |
| No. / % Transfers                | 1(1%)       | 2 (1.98%)   | 0           | 1 (1.12%)   | 0           | 2 (2.06%)    | 12 (8.57%)  | 17 (11.56%)  | 6 (4.1%)     | 18 (8.61%)   | 0            | 17 (7.72%)  | 76    | 5.3%          |
| No. / % Re - joins               | 5(4.95%)    | 0           | 1 (1.02%)   | 1 (1.12%)   | 0           | 0            | 8 (5.71%)   | 2 (.136%)    | 5 (3.42%)    | 7 (3.35%)    | 0            | 7 (3.18%)   | 36    | 2.8%          |

### No Intake

### New Intakes

| Start Date                                | 17/04/2000 | 25/05/2000 | 26/06/2000 | 31/07/2000  | 04/09/2000  | 09/10/2000  | 13/11/2000  | 18/12/2000  | 29/01/2001 | 05/03/2001  |             | Average/intake |
|---|------------|------------|------------|-------------|-------------|-------------|-------------|-------------|------------|-------------|-------------|----------------|
| End Date                                  | 18/08/2000 | 22/09/2000 | 27/10/2000 | 01/12/2000  | 12/01/2001  | 16/02/2001  | 23/03/2001  | 27/05/2001  | 01/06/2001 | 06/07/2001  |             |                |
| Intake Designation                        | 04/00      | 05/00      | 06/00      | 07/00       | 08/00       | 09/00       | 10/00       | 11/00       | 01/01      | 02/01       | Total       |                |
| New Intakes                               | 97         | 99         | 96         | 85          | 96          | 122         | 131         | 139         | 187        | 201         | 1253        |                |
| No. from previous intakes                 | 5          | 4          | 4          | 11          | 9           | 0           | 0           | 0           |            |             | 33          |                |
| <b>Intake Total*</b>                      | <b>102</b> | <b>103</b> | <b>100</b> | <b>96</b>   | <b>105</b>  | <b>122</b>  | <b>131</b>  | <b>139</b>  | <b>187</b> | <b>201</b>  | <b>1286</b> |                |
| Target for V.E.M. recruitment             | 30         | 30         | 30         | 30          | 30          | 30          | 30          | 30          | 30         | 30          | 300         |                |
| No. / % VEM in Intake                     | 3(2.9%)    | 5(4.85%)   | 6 (6%)     | 2 (2.2%)    | 7 (6.67%)   | 5 (4.1%)    | 10 (7.63%)  | 7 (5%)      | 15 (8%)    | 16 (7.96%)  | 76          | 5.90%          |
| No. / % Female in Intake                  | 19(18.6%)  | 23(22%)    | 21 (21%)   | 19 (21.1%)  | 24 (22.86%) | 24 (19.67%) | 26 (19.45%) | 34 (24.46%) | 34 (18%)   | 38 (18.91%) | 262         | 20.37%         |
| <b>No. Graduated this intake</b>          | <b>88</b>  | <b>89</b>  | <b>82</b>  | <b>81</b>   | <b>94</b>   | <b>107</b>  |             |             |            |             | <b>541</b>  |                |
| No. / % VEM Graduated                     | 3(3.%)     | 3(3.4%)    | 5 (6.1%)   | 2 (2.47%)   | 4 (4.26%)   | 6 (5.61%)   |             |             |            |             | 23          | 4.25%          |
| No. / % Female Graduated                  | 17(19.3%)  | 22(24.7%)  | 18 (22%)   | 16 (19.75%) | 22 (23.4%)  | 24 (22.43%) |             |             |            |             | 119         | 22.00%         |
| <b>No. failed to graduate this intake</b> | <b>9</b>   | <b>9</b>   | <b>7</b>   | <b>6</b>    | <b>4</b>    | <b>6</b>    |             |             |            |             | <b>41</b>   |                |
| No. / % V.E.M.                            | 0          | 1(11.1%)   | 0          | 1 (16.67%)  | 0           | 0           |             |             |            |             | 2           | 4.87%          |
| No. / % Females                           | 1(11.1%)   | 1(11.1%)   | 0          | 1 (16.67%)  | 1 (25%)     | 1 (16.67%)  |             |             |            |             | 5           | 12.20%         |
| Number recoured from this Intake          | 5          | 5          | 8          | 7           | 7           | 13          |             |             |            |             | 58          |                |

\*There may be a slight variation between the total number recruited to the MPS and the new intakes, due to non-attendees at the Training school.



**Police Wastage - Comparator = monthly average of 115**

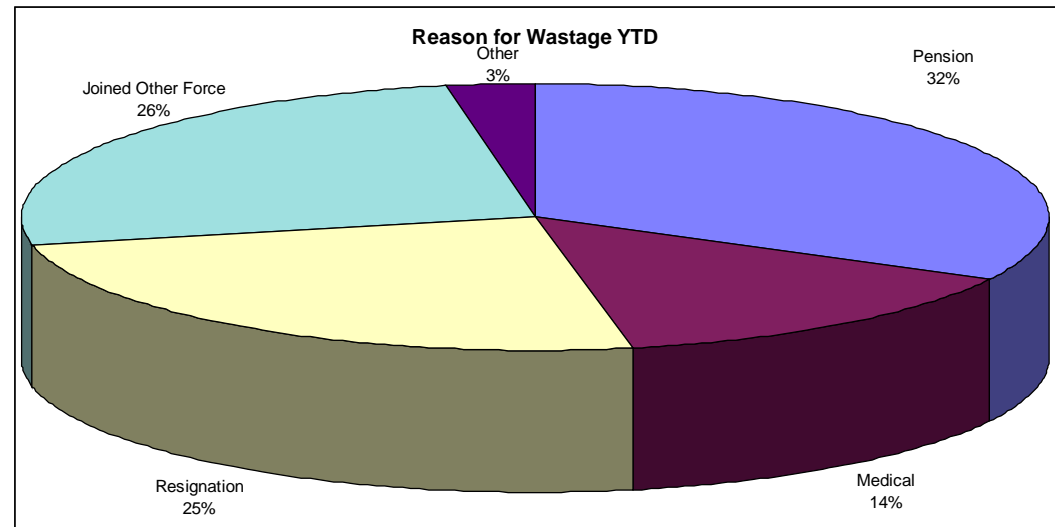
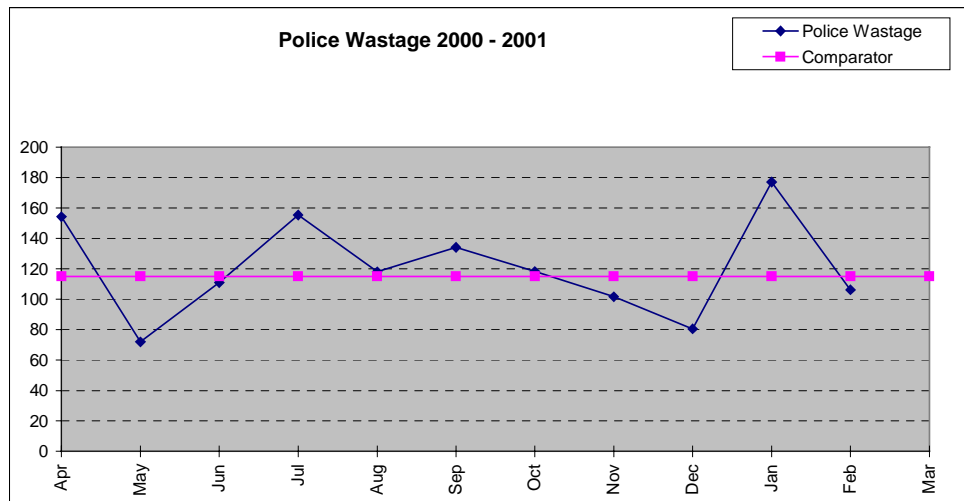
| Wastage        | Apr    | May | Jun | Jul    | Aug | Sep    | Oct   | Nov   | Dec   | Jan   | Feb   | Mar | Total to date | Average |
|----------------|--------|-----|-----|--------|-----|--------|-------|-------|-------|-------|-------|-----|---------------|---------|
| Police Wastage | 154.35 | 72  | 111 | 155.45 | 118 | 134.16 | 118.3 | 101.7 | 80.55 | 177.1 | 106.3 |     | 1328.86       | 120.8   |
| Comparator     | 115    | 115 | 115 | 115    | 115 | 115    | 115   | 115   | 115   | 115   | 115   | 115 | 805           |         |

| Reason             | Apr           | May       | Jun        | Jul           | Aug        | Sep           | Oct          | Nov          | Dec          | Jan          | Feb          | Mar | Total to date  | % of Total     |
|--------------------|---------------|-----------|------------|---------------|------------|---------------|--------------|--------------|--------------|--------------|--------------|-----|----------------|----------------|
| Pension            | 74            | 20        | 46.4       | 54            | 31         | 41            | 41           | 28           | 22           | 47           | 30           |     | 434.4          | 32.70%         |
| Medical            | 24.35         | 14        | 14         | 24.45         | 17         | 26.56         | 10           | 14.4         | 9            | 26.1         | 11.25        |     | 191.11         | 14.40%         |
| Resignation        | 30            | 22        | 28.6       | 35            | 36         | 28.6          | 33.3         | 19.7         | 20.55        | 47.6         | 24.6         |     | 325.95         | 24.50%         |
| Joined Other Force | 22            | 15        | 20         | 36            | 32         | 32            | 32           | 37.6         | 24           | 51.4         | 38.4         |     | 340.4          | 25.60%         |
| Other              | 4             | 1         | 2          | 6             | 2          | 6             | 2            | 2            | 5            | 5            | 2            |     | 37             | 2.80%          |
| <b>Total</b>       | <b>154.35</b> | <b>72</b> | <b>111</b> | <b>155.45</b> | <b>118</b> | <b>134.16</b> | <b>118.3</b> | <b>101.7</b> | <b>80.55</b> | <b>177.1</b> | <b>106.3</b> |     | <b>1328.86</b> | <b>100.00%</b> |
| Of which :-        |               |           |            |               |            |               |              |              |              |              |              |     |                |                |
| V.E.M.             | 4             | 2         | 2          | 7             | 3          | 4             | 5            | 2            | 1            | 7            | 4            |     | 41             | 3.09%          |
| Females            | 21            | 12.75     | 14         | 15.45         | 20.2       | 16.16         | 16.6*        | 14.7         | 7.55         | 23.1         | 18.25        |     | 179.76         | 13.53%         |

**YTD 30.55% of all pensions**

\* October female wastage has been reduced by 1 to adjust previous roundings.

| Exit Surveys Received | Apr   | May    | Jun    | Jul    | Aug    | Sep    | Oct    | Nov    | Dec | Jan    | Feb | Mar | Total  |
|-----------------------|-------|--------|--------|--------|--------|--------|--------|--------|-----|--------|-----|-----|--------|
| Police / Month        | 5     | 17     | 19     | 18     | 22     | 17     | 17     | 19     | 13  | 20     |     |     | 167    |
| % of returns          | 9.62% | 45.95% | 39.09% | 25.35% | 32.35% | 28.05% | 26.03% | 33.16% | 29% | 20.20% |     |     | 27.68% |

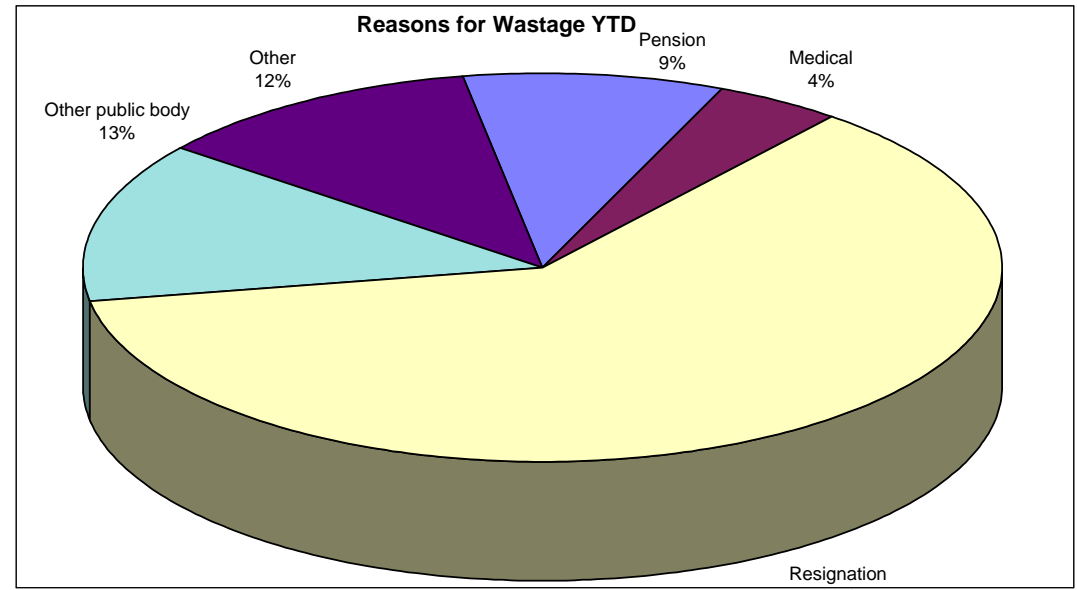
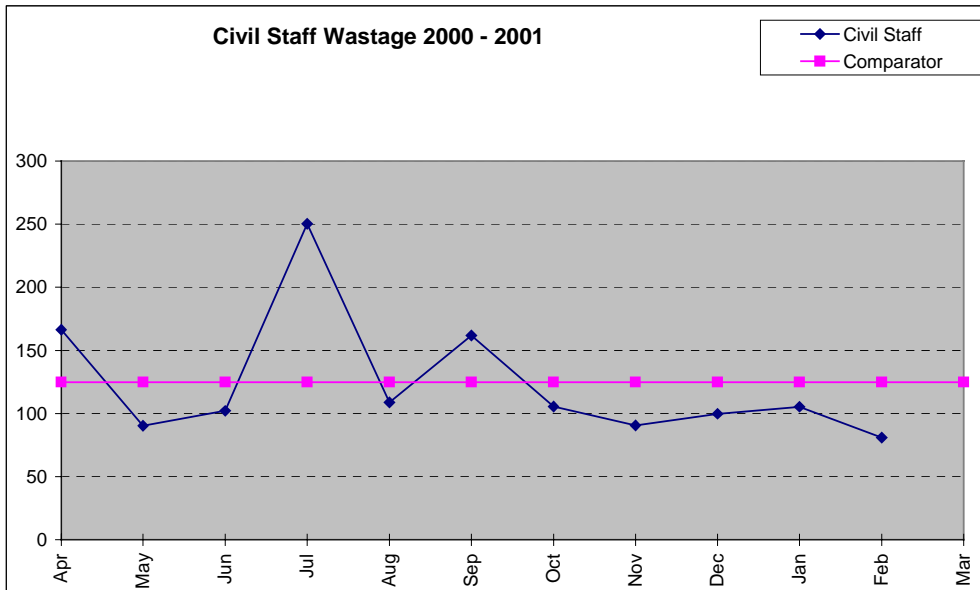


### Civil Staff Wastage - Comparator = < 125 / month

| Wastage     | Apr    | May   | Jun   | Jul   | Aug    | Sep    | Oct    | Nov   | Dec   | Jan   | Feb   | Mar | Total to date | Average |
|-------------|--------|-------|-------|-------|--------|--------|--------|-------|-------|-------|-------|-----|---------------|---------|
| Civil Staff | 166.36 | 90.36 | 102.1 | 250.2 | 108.74 | 161.74 | 105.48 | 90.52 | 99.83 | 105.4 | 81.08 |     | 1361.81       | 123.8   |
| Comparator  | 125    | 125   | 125   | 125   | 125    | 125    | 125    | 125   | 125   | 125   | 125   | 125 | 875           |         |

| Reason             | Apr           | May          | Jun          | Jul          | Aug           | Sep           | Oct           | Nov          | Dec          | Jan          | Feb          | Mar | Total to date  | % of Total     |
|--------------------|---------------|--------------|--------------|--------------|---------------|---------------|---------------|--------------|--------------|--------------|--------------|-----|----------------|----------------|
| Pension            | 16.77         | 11           | 11.1         | 16.58        | 10            | 11.77         | 14.89         | 5.78         | 9.69         | 8.56         | 8.04         |     | 124.18         | 9.10%          |
| Medical            | 5.67          | 3            | 4            | 3.67         | 9.81          | 6.77          | 4.56          | 9.11         | 4            | 6.79         | 2            |     | 59.38          | 4.40%          |
| Resignation        | 78.31         | 60.94        | 76.42        | 95.75        | 69.42         | 113.2         | 75.8          | 62.07        | 71.14        | 77.04        | 59.04        |     | 839.13         | 61.60%         |
| Other public body  | 53.61         | 1.42         | 0            | 110.18       | 0             | 2             | 1             | 1            | 2            | 4            | 3            |     | 178.21         | 13.10%         |
| Other              | 12            | 14           | 10.58        | 24.02        | 19.51         | 28            | 9.23          | 12.56        | 13           | 9.01         | 9            |     | 160.91         | 11.80%         |
| <b>Total</b>       | <b>166.36</b> | <b>90.36</b> | <b>102.1</b> | <b>250.2</b> | <b>108.74</b> | <b>161.74</b> | <b>105.48</b> | <b>90.52</b> | <b>99.83</b> | <b>105.4</b> | <b>81.08</b> |     | <b>1361.81</b> | <b>100.00%</b> |
| <b>Of these :-</b> |               |              |              |              |               |               |               |              |              |              |              |     |                |                |
| <b>No. VEM</b>     | 9.61          | 11.43        | 10.77        | 31.59        | 18            | 20            | 20.33         | 5.19         | 11           | 12.56        | 14.67        |     | 165.15         | 12.10%         |
| <b>No. Female</b>  | 105.79        | 55.75        | 59.88        | 118.91       | 61.23         | 95.74         | 64.98         | 55.74        | 56.7         | 49.82        | 52.41        |     | 776.95         | 57.00%         |

| Exit Surveys Received | Apr    | May    | Jun    | Jul    | Aug    | Sep    | Oct    | Nov    | Dec    | Jan    | Feb | Mar | Total  |
|-----------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|-----|-----|--------|
| Civil Staff / Month   | 42     | 29     | 45     | 49     | 58     | 39     | 48     | 45     | 16     | 29     |     |     | 400    |
| % of returns          | 29.79% | 43.28% | 54.22% | 23.00% | 82.86% | 33.33% | 62.50% | 71.30% | 21.88% | 35.78% |     |     | 41.87% |

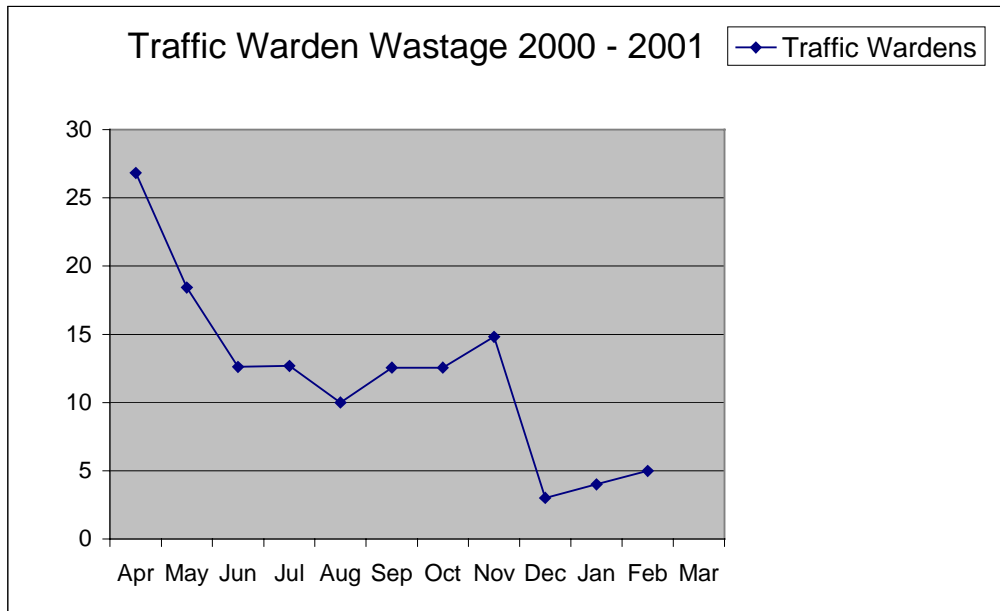


### Traffic Warden Wastage - Comparator to be confirmed

| Wastage         | Apr   | May   | Jun   | Jul   | Aug | Sep   | Oct   | Nov   | Dec | Jan | Feb | Mar | Total to date | Average |
|-----------------|-------|-------|-------|-------|-----|-------|-------|-------|-----|-----|-----|-----|---------------|---------|
| Traffic Wardens | 26.83 | 18.43 | 12.61 | 12.67 | 10  | 12.56 | 12.56 | 14.82 | 3   | 4   | 5   |     | 132.48        | 11.83   |
| Comparator      |       |       |       |       |     |       |       |       |     |     |     |     |               |         |

| Reason                  | Apr          | May          | Jun          | Jul          | Aug       | Sep          | Oct          | Nov          | Dec      | Jan      | Feb      | Mar | Total to date | % of Total     |
|-------------------------|--------------|--------------|--------------|--------------|-----------|--------------|--------------|--------------|----------|----------|----------|-----|---------------|----------------|
| Pension                 | 3            | 0            | 0            | 2            | 1         | 0            | 2            | 1            | 0        | 0        | 1        |     | 10            | 7.55%          |
| Medical                 | 1            | 0            | 4            | 0            | 1         | 1.56         | 1            | 1.71         | 1        | 1        | 1        |     | 13.27         | 10.00%         |
| Resignation             | 2            | 6.71         | 2            | 4            | 5         | 8            | 2            | 5            | 1        | 3        | 2        |     | 40.71         | 30.70%         |
| Other public body       | 14.83        | 0            | 0            | 0            | 0         | 0            | 0            | 0            | 0        | 0        | 0        |     | 14.83         | 11.20%         |
| Regraded to civil staff | 6            | 9.72         | 6.61         | 6.67         | 3         | 3            | 5.56         | 7.11         | 1        | 0        | 0        |     | 48.67         | 36.70%         |
| Other                   | 0            | 2            | 0            | 0            | 0         | 0            | 2            | 0            | 0        | 0        | 1        |     | 5             | 3.80%          |
| <b>Total</b>            | <b>26.83</b> | <b>18.43</b> | <b>12.61</b> | <b>12.67</b> | <b>10</b> | <b>12.56</b> | <b>12.56</b> | <b>14.82</b> | <b>3</b> | <b>4</b> | <b>5</b> |     | <b>132.48</b> | <b>100.00%</b> |
| <b>Of these :-</b>      |              |              |              |              |           |              |              |              |          |          |          |     |               |                |
| <b>No. VEM</b>          | 3            | 6.72         | 2            | 2            | 1         | 2.56         | 1            | 2            | 1        | 2        | 0        |     | 23.28         | 17.57%         |
| <b>No. Female</b>       | 20.83        | 11.43        | 6.61         | 7            | 6         | 6.56         | 7.56         | 8.82         | 3        | 2        | 4        |     | 83.81         | 63.26%         |

| Exit Surveys Received | Apr   | May    | Jun  | Jul    | Aug    | Sep | Oct    | Nov    | Dec | Jan    | Feb | Mar | Total  |
|-----------------------|-------|--------|------|--------|--------|-----|--------|--------|-----|--------|-----|-----|--------|
| Traffic / Month       | 1     | 2      | 2    | 3      | 1      | 0   | 1      | 2      | 0   | 2      |     |     | 14     |
| % of returns          | 5.26% | 28.57% | 100% | 75.00% | 20.00% | 0%  | 50.00% | 40.00% | 0   | 66.67% |     |     | 25.00% |



**Ethnic Minority and Female Progression within the M.P.S.by rank and location as at February 2001**

| <b>Ethnic Minority</b> | <b>Total Female</b> | <b>Total Male</b> | <b>EM % of total rank</b> | <b>Gender Data</b>   | <b>Total Female</b> | <b>Total Male</b> | <b>Female % of rank</b> |
|------------------------|---------------------|-------------------|---------------------------|----------------------|---------------------|-------------------|-------------------------|
| Cmdr and above         | 0                   | 2                 | 5.41%                     | Cmdr and above       | 3                   | 34                | 8.11%                   |
| Ch Supt                | 0                   | 2                 | 3.39%                     | Ch Supt              | 1                   | 58                | 1.69%                   |
| Det Ch Supt            | 0                   | 1                 | 5.88%                     | Det Ch Supt          | 0                   | 17                | 0.00%                   |
| Supt.                  | 0                   | 2                 | 2.30%                     | Supt.                | 5                   | 82                | 5.75%                   |
| Det. Supt.             | 0                   | 0                 | 0.00%                     | Det. Supt.           | 5                   | 45                | 10.00%                  |
| Ch. Insp.              | 0                   | 5                 | 2.08%                     | Ch. Insp.            | 14                  | 226               | 5.83%                   |
| DCI                    | 1                   | 3                 | 2.60%                     | DCI                  | 11                  | 143               | 7.14%                   |
| Insp.                  | 2                   | 17                | 2.10%                     | Insp.                | 50.29               | 854.8             | 5.56%                   |
| Det, Insp              | 0                   | 10                | 2.62%                     | Det, Insp            | 17.4                | 365               | 4.55%                   |
| Sergeant               | 5.69                | 87                | 2.89%                     | Sergeant             | 328.52              | 2876.69           | 10.25%                  |
| Det. Sgt               | 1                   | 19                | 2.06%                     | Det. Sgt             | 94.9                | 878               | 9.75%                   |
| Constable              | 180.05              | 613.51            | 4.72%                     | Constable            | 3,071.00            | 13,726.25         | 18.28%                  |
| Det. Constable         | 15                  | 76                | 3.74%                     | Det. Constable       | 380.93              | 2051.2            | 15.66%                  |
| <b>TOTAL</b>           | <b>204.74</b>       | <b>837.51</b>     | <b>4.11%</b>              | <b>TOTAL</b>         | <b>3982.04</b>      | <b>21356.94</b>   | <b>15.72%</b>           |
| <b>TARGET VEM</b>      |                     |                   | <b>5.00%</b>              | <b>TARGET FEMALE</b> |                     |                   | <b>17.00%</b>           |

| <b>Location</b>                 | <b>Total VEM Female</b> | <b>Total VEM Male</b> | <b>% Total VEM</b> | <b>Total Female</b>  | <b>% Total Female</b> |
|---------------------------------|-------------------------|-----------------------|--------------------|----------------------|-----------------------|
| <b>Borough Total</b>            | 157.05                  | 594.91                | 4.58%              | 2884.19              | 17.55%                |
| <b>Non Borough Units (TP)</b>   | 11                      | 44                    | 2.49%              | 211.18               | 9.57%                 |
| <b>Support &amp; Other (TP)</b> | 0                       | 2                     | 8.85%              | 1.6                  | 7.08%                 |
| <b>S.O</b>                      | 18.8                    | 125.6                 | 3.19%              | 541.08               | 11.95%                |
| <b>Personnel</b>                | 2.89                    | 7                     | 2.53%              | 75.96                | 19.43%                |
| <b>DCC</b>                      | 4                       | 21                    | 3.36%              | 98.93                | 13.28%                |
| <b>Resources</b>                | 0                       | 0                     | 0.00%              | 1                    | 16.67%                |
| <b>Holding</b>                  | 4                       | 16                    | 3.63%              | 71.1                 | 12.9%                 |
| <b>Recruits</b>                 | 7                       | 27                    | 7.42%              | 97                   | 21.18%                |
| <b>TOTAL</b>                    | <b>204.74</b>           | <b>837.51</b>         | <b>4.11%</b>       | <b>3982.04</b>       | <b>15.72%</b>         |
| <b>TARGET VEM</b>               |                         |                       | <b>5.00%</b>       | <b>TARGET FEMALE</b> | <b>17%</b>            |



**Civil Staff - progression of V.E.M. and Females by grade and location as at end of February 2001**

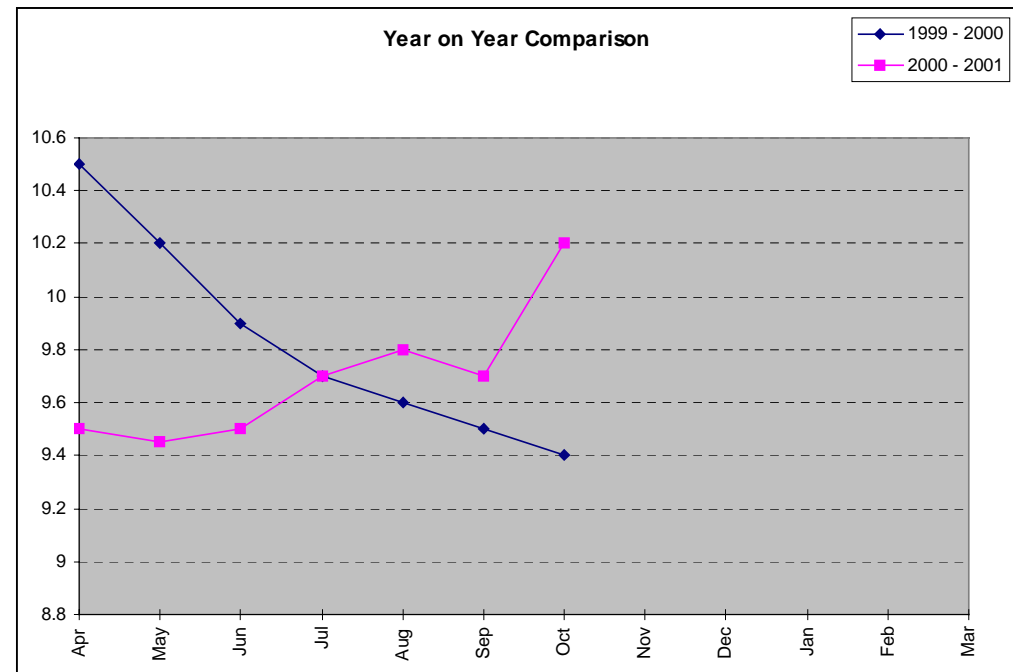
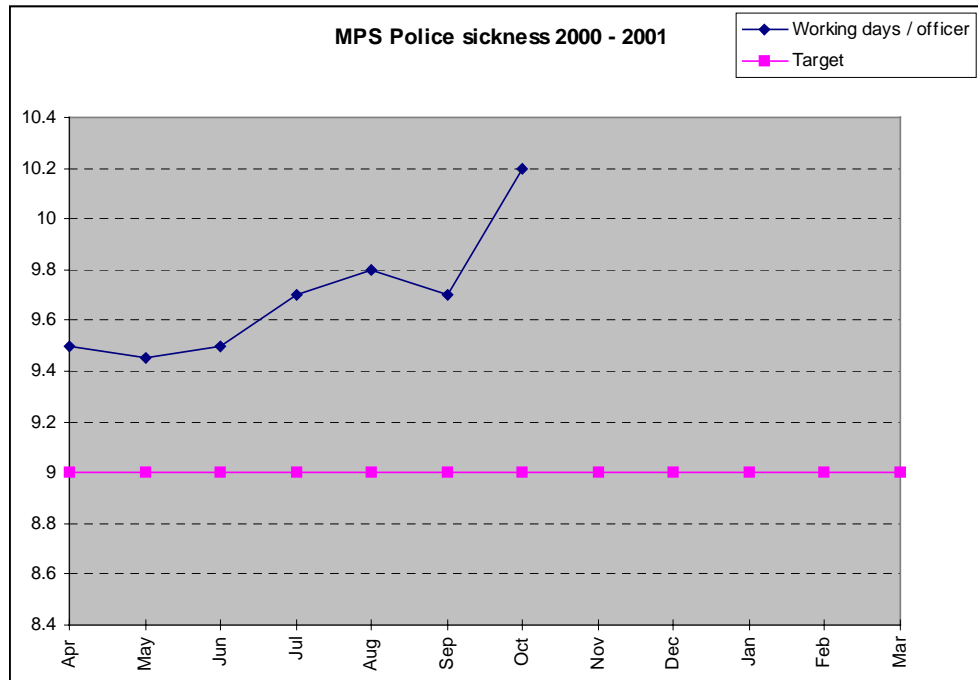
| <b>Ethnic Minority</b>   | <b>Total VEM Female</b> | <b>Total VEM Male</b> | <b>VEM Total</b> | <b>EM % total of grade</b> | <b>Gender Data</b>       | <b>Total Female</b> | <b>Total Male</b> | <b>Total</b>    | <b>Female % of grade</b> |
|--------------------------|-------------------------|-----------------------|------------------|----------------------------|--------------------------|---------------------|-------------------|-----------------|--------------------------|
| <b>Grade 7 and above</b> | 4                       | 4                     | 8                | <b>4.43%</b>               | <b>Grade 7 and above</b> | 50.92               | 129.7             | 180.62          | <b>28.19%</b>            |
| <b>Grade 8</b>           | 3                       | 4                     | 7                | <b>2.76%</b>               | <b>Grade 8</b>           | 53.03               | 200.6             | 253.63          | <b>20.91%</b>            |
| <b>Grade 9</b>           | 21.35                   | 23                    | 44.35            | <b>6.21%</b>               | <b>Grade 9</b>           | 272.43              | 441.65            | 714.08          | <b>38.15%</b>            |
| <b>Grade 10</b>          | 97.39                   | 61                    | 158.39           | <b>8.46%</b>               | <b>Grade 10</b>          | 922.39              | 948.84            | 1871.23         | <b>49.29%</b>            |
| <b>Grade 11</b>          | 18                      | 17                    | 35               | <b>24.31%</b>              | <b>Grade 11</b>          | 54                  | 90                | 144             | <b>37.50%</b>            |
| <b>Grade 12</b>          | 591.18                  | 260.83                | 852.01           | <b>15.24%</b>              | <b>Grade 12</b>          | 3,595.56            | 1,994.59          | 5590.15         | <b>64.32%</b>            |
| <b>Grade 13</b>          | 172.96                  | 38.06                 | 211.02           | <b>26.30%</b>              | <b>Grade 13</b>          | 663.19              | 139.12            | 802.31          | <b>82.66%</b>            |
| <b>Industrial</b>        | 229.91                  | 47.53                 | 277.44           | <b>38.05%</b>              | <b>Industrial</b>        | 415.44              | 313.69            | 729.13          | <b>56.98%</b>            |
| <b>Other</b>             | 2                       | 0                     | 2                | <b>0.00%</b>               | <b>Other</b>             | 14                  | 8                 | 22              | <b>63.64%</b>            |
| <b>TOTAL</b>             | <b>1,139.79</b>         | <b>455.42</b>         | <b>1595.21</b>   | <b>15.48%</b>              | <b>TOTAL</b>             | <b>6040.96</b>      | <b>4266.19</b>    | <b>10307.15</b> | <b>58.61%</b>            |

| <b>Location</b>                 | <b>Total VEM Female</b> | <b>Total VEM Male</b> | <b>VEM Total</b> | <b>% Total VEM</b> | <b>Total Female</b> | <b>% Total Female</b> |
|---------------------------------|-------------------------|-----------------------|------------------|--------------------|---------------------|-----------------------|
| <b>Borough Total</b>            | 451.53                  | 157.96                | 609.49           | <b>14.92%</b>      | 2884.73             | <b>70.63%</b>         |
| <b>Non Borough Units (TP)</b>   | 38.44                   | 20                    | 58.44            | <b>6.62%</b>       | 470.01              | <b>53.22%</b>         |
| <b>Support &amp; other (TP)</b> | 5.67                    | 2                     | 7.67             | <b>10.86%</b>      | 39.61               | <b>56.10%</b>         |
| <b>S.O</b>                      | 148.47                  | 99                    | 247.47           | <b>12.32%</b>      | 1002.77             | <b>49.93%</b>         |
| <b>Personnel</b>                | 53.08                   | 17                    | 70.08            | <b>12.87%</b>      | 325.21              | <b>59.72%</b>         |
| <b>DCC</b>                      | 121.83                  | 70.16                 | 191.99           | <b>14.45%</b>      | 608.64              | <b>45.80%</b>         |
| <b>Resources</b>                | 318.77                  | 85.3                  | 404.07           | <b>30.57%</b>      | 686.49              | <b>51.94%</b>         |
| <b>Audit</b>                    | 1                       | 2                     | 3                | <b>11.54%</b>      | 6                   | <b>23.08%</b>         |
| <b>Holding</b>                  | 1                       | 2                     | 3                | <b>7.59%</b>       | 17.5                | <b>44.30%</b>         |
| <b>TOTAL</b>                    | <b>1139.79</b>          | <b>455.42</b>         | <b>1595.21</b>   | <b>15.48%</b>      | <b>6040.96</b>      | <b>58.61%</b>         |

**M.P.S. Police Sickness. The target for 2000 - 2001 is 9 working days sickness / officer**

| M.P.S. Police          | Apr | May  | Jun | Jul   | Aug | Sep  | Oct   | Nov | Dec | Jan | Feb | Mar | Average |
|------------------------|-----|------|-----|-------|-----|------|-------|-----|-----|-----|-----|-----|---------|
| Working days / officer | 9.5 | 9.45 | 9.5 | 9.7   | 9.8 | 9.7  | 10.2  |     |     |     |     |     | 9.69    |
| Target                 | 9   | 9    | 9   | 9     | 9   | 9    | 9     | 9   | 9   | 9   | 9   | 9   | 9       |
| + / - Target           | 0.5 | 0.45 | 0.5 | 0.7   | 0.8 | 0.7  | 1.2   |     |     |     |     |     | 0.69    |
| + / - Target as a %    | 6%  | 5%   | 6%  | 7.80% | 9%  | 7.8% | 13.3% |     |     |     |     |     | 7.67%   |

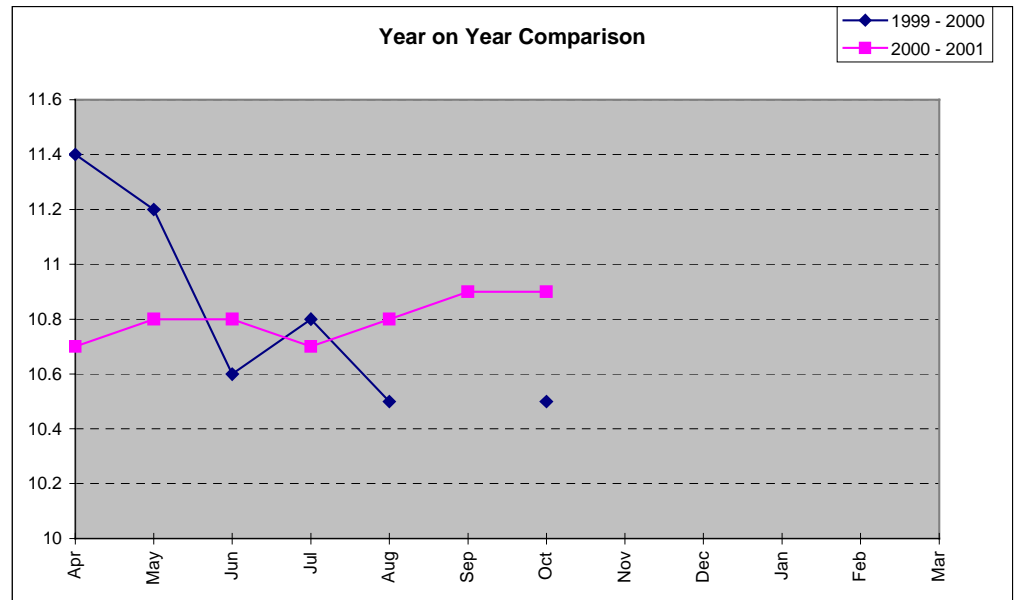
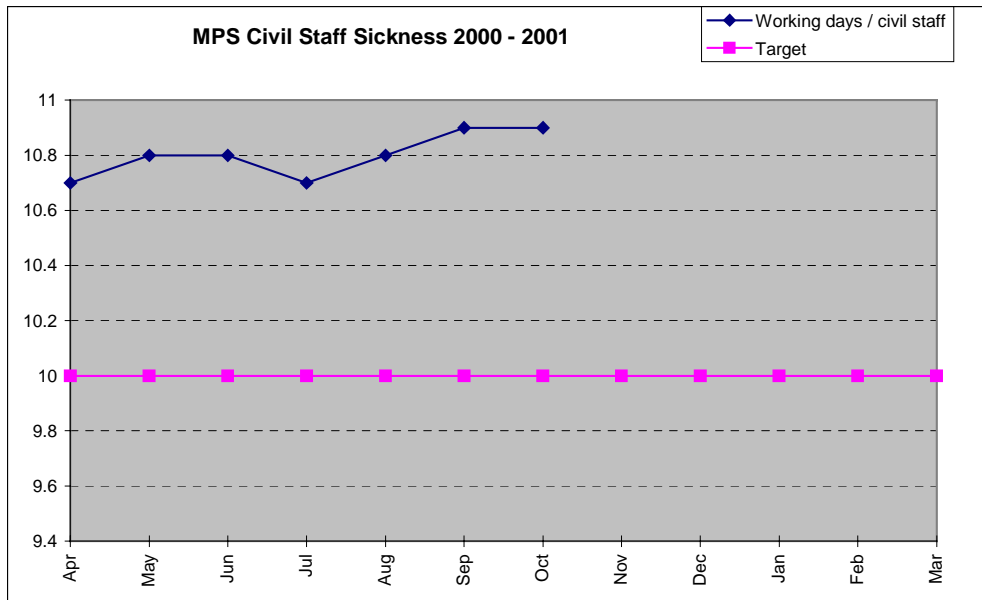
| Yr. on Yr. Comparison | Apr  | May   | Jun  | Jul | Aug | Sep | Oct  | Nov | Dec | Jan | Feb | Mar | Average |
|-----------------------|------|-------|------|-----|-----|-----|------|-----|-----|-----|-----|-----|---------|
| 1999 - 2000           | 10.5 | 10.2  | 9.9  | 9.7 | 9.6 | 9.5 | 9.4  |     |     |     |     |     | 9.8     |
| 2000 - 2001           | 9.5  | 9.45  | 9.5  | 9.7 | 9.8 | 9.7 | 10.2 |     |     |     |     |     | 9.69    |
| Yr. on Yr. + / -      | -1   | -0.75 | -0.4 | 0   | 0.2 | 0.2 | 0.8  |     |     |     |     |     | -0.11   |



**M.P.S. Civil Staff Sickness excluding traffic wardens 2000 - 2001. The target is 10 working days sickness / civil staff member**

| M.P.S. Civil Staff         | Apr  | May  | Jun  | Jul  | Aug  | Sep  | Oct   | Nov | Dec | Jan | Feb | Mar | Average |
|----------------------------|------|------|------|------|------|------|-------|-----|-----|-----|-----|-----|---------|
| Working days / civil staff | 10.7 | 10.8 | 10.8 | 10.7 | 10.8 | 10.9 | 10.9  |     |     |     |     |     | 10.8    |
| Target                     | 10   | 10   | 10   | 10   | 10   | 10   | 10    | 10  | 10  | 10  | 10  | 10  | 10      |
| + / - Target               | 0.7  | 0.8  | 0.8  | 0.7  | 0.8  | 0.9  | 0.9   |     |     |     |     |     | 0.8     |
| + / - Target as a %        | 7%   | 8%   | 8%   | 7%   | 8%   | 9%   | 9.00% |     |     |     |     |     | 8.00%   |

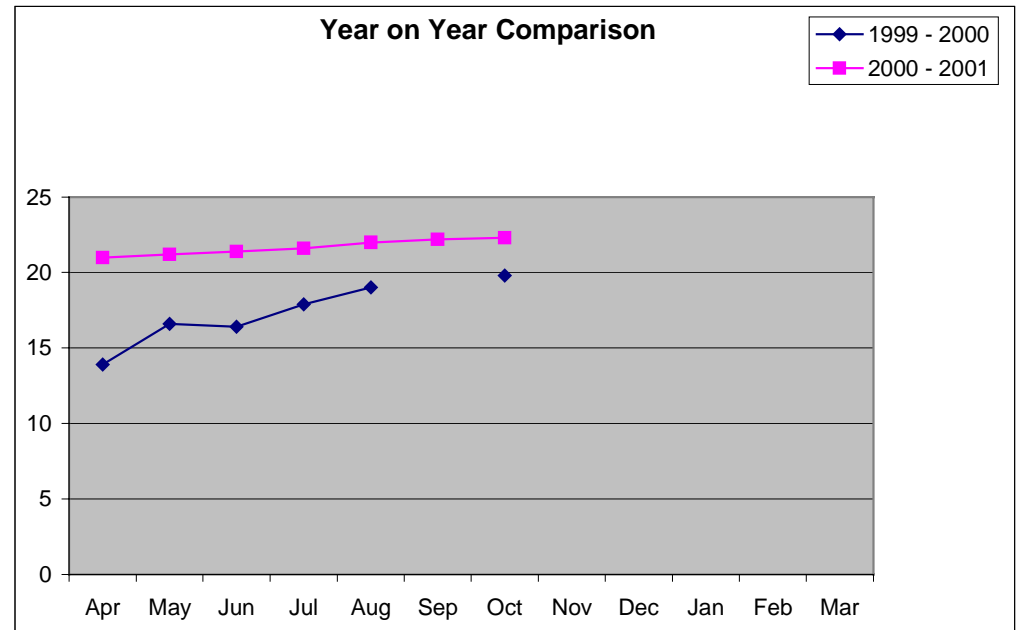
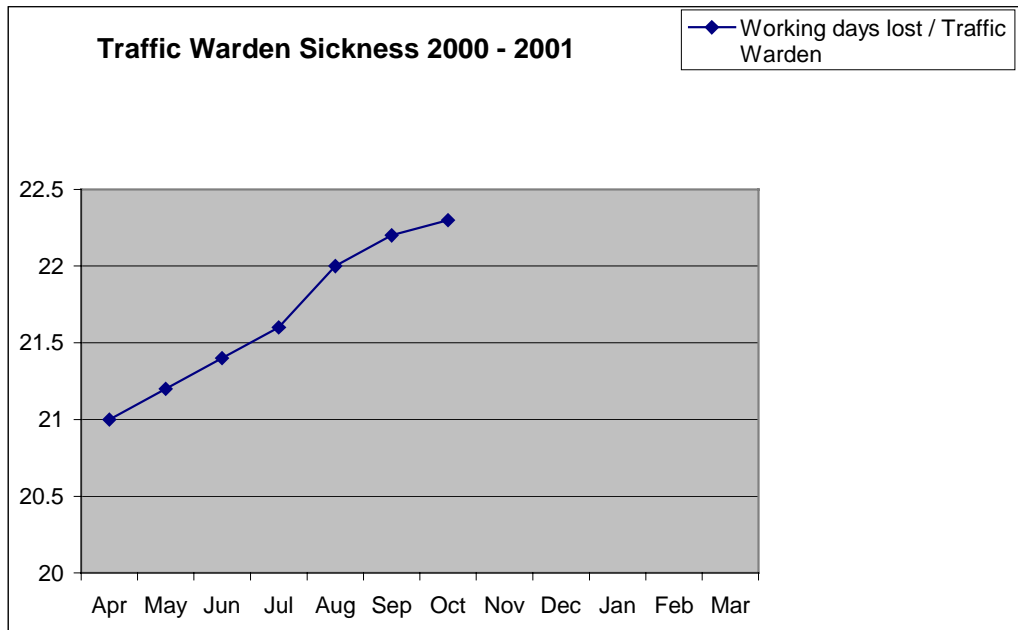
| Year on Year     | Apr  | May  | Jun  | Jul  | Aug  | Sep  | Oct  | Nov | Dec | Jan | Feb | Mar | Average |
|------------------|------|------|------|------|------|------|------|-----|-----|-----|-----|-----|---------|
| 1999 - 2000      | 11.4 | 11.2 | 10.6 | 10.8 | 10.5 |      | 10.5 |     |     |     |     |     |         |
| 2000 - 2001      | 10.7 | 10.8 | 10.8 | 10.7 | 10.8 | 10.9 | 10.9 |     |     |     |     |     | 10.78   |
| Yr. on Yr. + / - | -0.7 | -0.4 | 0.2  | -0.1 | 0.3  |      | 0.4  |     |     |     |     |     |         |



### Traffic Warden Sickness 2000 - 2001. Target to be established

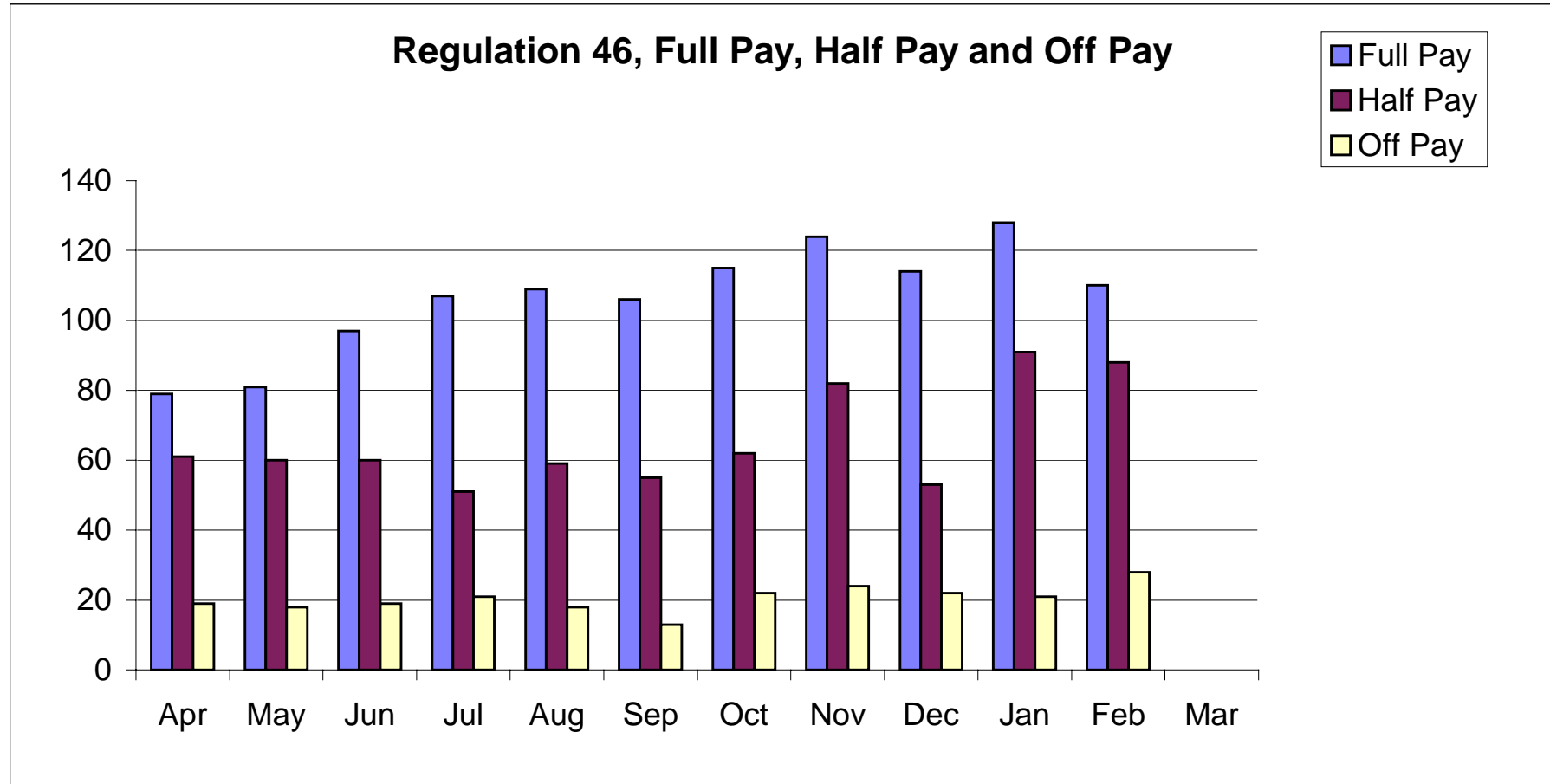
| Traffic Warden sickness            | Apr | May  | Jun  | Jul  | Aug | Sep  | Oct  | Nov | Dec | Jan | Feb | Mar | Average |
|------------------------------------|-----|------|------|------|-----|------|------|-----|-----|-----|-----|-----|---------|
| Working days lost / Traffic Warden | 21  | 21.2 | 21.4 | 21.6 | 22  | 22.2 | 22.3 |     |     |     |     |     | 21.67   |
| Target                             |     |      |      |      |     |      |      |     |     |     |     |     |         |
| + / - Target                       |     |      |      |      |     |      |      |     |     |     |     |     |         |
| + / - Target as a %                |     |      |      |      |     |      |      |     |     |     |     |     |         |

| Year on Year     | Apr  | May  | Jun  | Jul  | Aug | Sep  | Oct  | Nov | Dec | Jan | Feb | Mar | Average |
|------------------|------|------|------|------|-----|------|------|-----|-----|-----|-----|-----|---------|
| 1999 - 2000      | 13.9 | 16.6 | 16.4 | 17.9 | 19  |      | 19.8 |     |     |     |     |     |         |
| 2000 - 2001      | 21   | 21.2 | 21.4 | 21.6 | 22  | 22.2 | 22.3 |     |     |     |     |     | 21.67   |
| Yr. on Yr. + / - | 7.1  | 4.6  | 5    | 3.7  | 3   |      |      |     |     |     |     |     |         |



### Extended Sick Pay for Police Officers

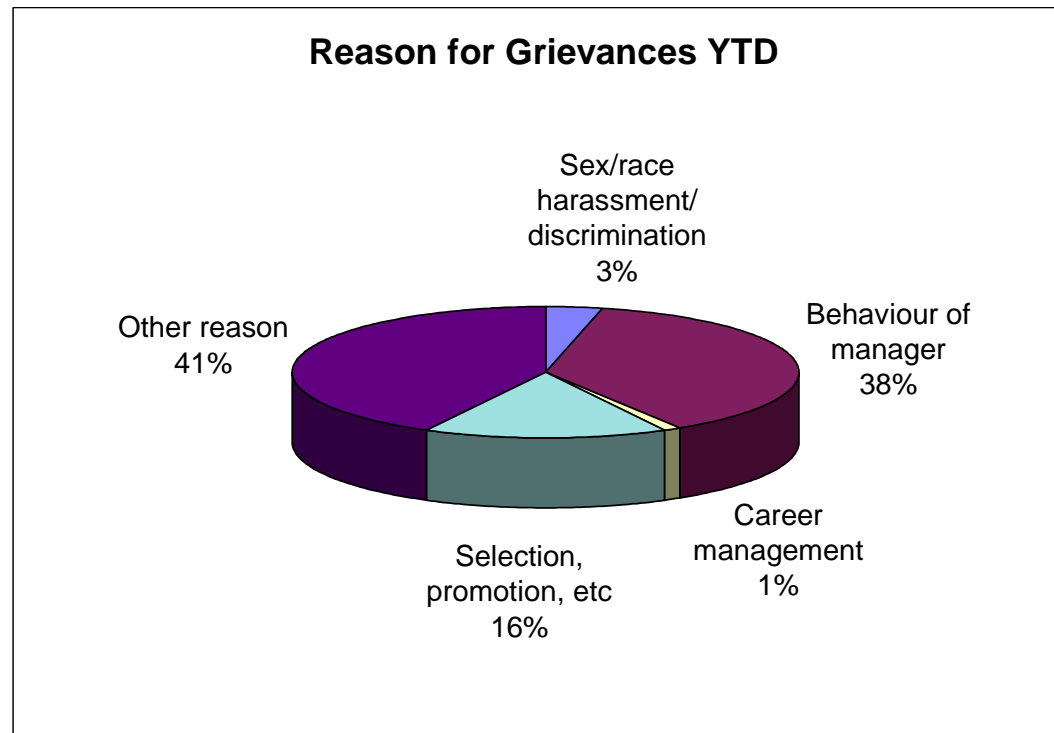
| 2000 - 2001  | Apr        | May        | Jun        | Jul        | Aug        | Sep        | Oct        | Nov        | Dec        | Jan        | Feb        | Mar | Average / Month |
|--------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|-----|-----------------|
| Full Pay     | 79         | 81         | 97         | 107        | 109        | 106        | 115        | 124        | 114        | 128        | 110        |     | 106             |
| Half Pay     | 61         | 60         | 60         | 51         | 59         | 55         | 62         | 82         | 53         | 91         | 88         |     | 66              |
| Off Pay      | 19         | 18         | 19         | 21         | 18         | 13         | 22         | 24         | 22         | 21         | 28         |     | 20              |
| <b>TOTAL</b> | <b>159</b> | <b>159</b> | <b>176</b> | <b>179</b> | <b>186</b> | <b>174</b> | <b>199</b> | <b>230</b> | <b>189</b> | <b>240</b> | <b>226</b> |     | <b>192.45</b>   |



## M.P.S. Grievances

| Grievances                         | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | TOTAL |
|------------------------------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-------|
| New grievances                     | 11  | 17  | 8   | 13  | 5   | 11  | 12  | 9   | 9   | 9   | 10  |     | 114   |
| of which :-                        |     |     |     |     |     |     |     |     |     |     |     |     |       |
| Sex/race harassment/discrimination | 0   | 2   | 0   | 0   | 0   | 0   | 0   | 0   | 1   | 1   | 0   |     | 4     |
| Behaviour of manager               | 6   | 4   | 3   | 5   | 2   | 2   | 7   | 2   | 3   | 4   | 5   |     | 43    |
| Career management                  | 0   | 0   | 0   | 1   | 0   | 0   | 0   | 0   | 0   | 0   | 0   |     | 1     |
| Selection, promotion, etc          | 1   | 3   | 2   | 1   | 1   | 3   | 1   | 2   | 0   | 2   | 2   |     | 18    |
| Other reason                       | 4   | 8   | 3   | 6   | 2   | 6   | 4   | 5   | 5   | 2   | 3   |     | 48    |

| Yr. on Yr. Comparison     | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | TOTAL |
|---------------------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-------|
| 1999 - 2000 total / month | 15  | 14  | 13  | 18  | 8   | 19  | 8   | 15  | 6   | 13  | 12  |     | 141   |
| 2000 - 2001 total / month | 11  | 17  | 8   | 13  | 5   | 11  | 12  | 9   | 9   | 9   | 10  |     | 114   |
| + / - year on year        | -4  | 3   | -5  | -5  | -3  | -8  | 4   | -6  | 3   | -4  | -2  |     | -27   |

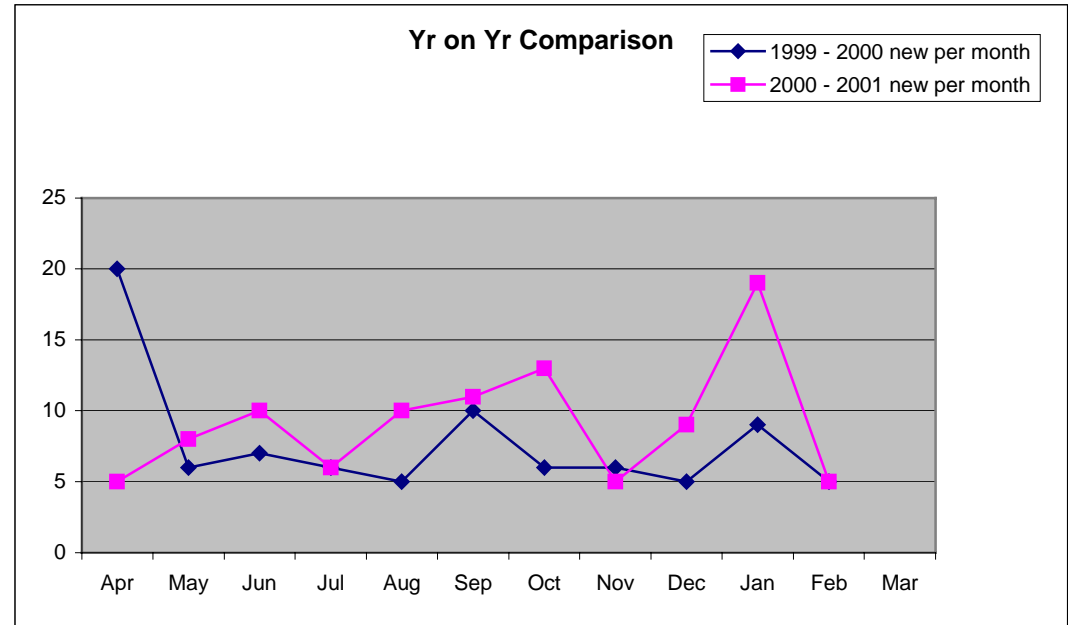
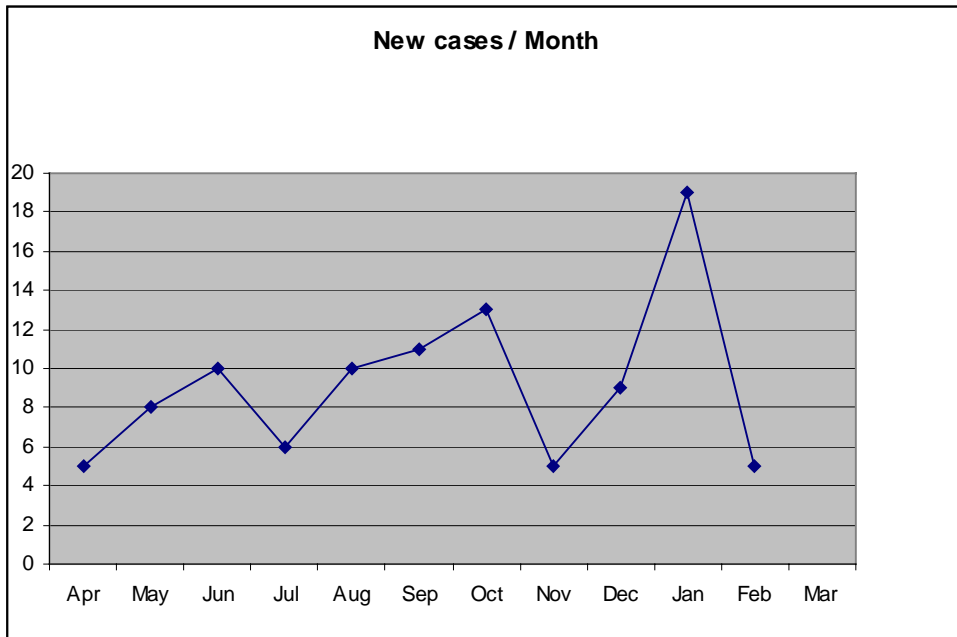


## Employment Tribunals

| Employment Tribunals    | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | TOTAL |
|-------------------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-------|
| Total new E/T cases     | 5   | 8   | 10  | 6   | 10  | 11  | 13  | 5   | 9   | 19  | 5   |     | 101   |
| Total current E/T cases | 87  | 88  | 89  | 86  | 93  | 101 | 112 | 114 | 117 | 125 | 120 |     |       |

4 of these cases are not new ET cases but are appeals lodged by one individual in relation to previous ET actions

| Yr. on Yr. Comparison     | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | TOTAL |
|---------------------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-------|
| 1999 - 2000 new per month | 20  | 6   | 7   | 6   | 5   | 10  | 6   | 6   | 5   | 9   |     |     | 80    |
| 2000 - 2001 new per month | 5   | 8   | 10  | 6   | 10  | 11  | 13  | 5   | 9   | 19  |     |     | 96    |
| plus / minus yr. on yr.   | -15 | 2   | 3   | 0   | 5   | 1   | 7   | -1  | 4   | 10  |     |     | 16    |



## Occupational Health

| Occupational Health                      | Apr | May | Jun | Jul        | Aug        | Sept       | Oct        | Nov        | Dec        | Jan        | Feb        | Mar | Average / Month |
|--|-----|-----|-----|------------|------------|------------|------------|------------|------------|------------|------------|-----|-----------------|
| No. of New Occupational Health Referrals | 294 | 278 | 392 | 281        | 319        | 385        | 448        | 319        | 327        | 396        | 361        |     | 345.45          |
| No. of Ongoing Health Cases              |     |     |     | 1359       | 1513       | 1459       | 1244       | 1391       | 1628       | 2057       | 1933       |     | 1573            |
| Types of Disposal                        |     |     |     |            |            |            |            |            |            |            |            |     |                 |
| Return to Full Duties                    |     |     |     | 147        | 150        | 151        | 159        | 183        | 131        | 156        | 144        |     | 152.6           |
| Return to Restricted Duties              |     |     |     | 31         | 40         | 30         | 12         | 67         | 25         | 32         | 27         |     | 33              |
| Ill Health Retirements                   |     |     |     | 9          | 27         | 12         | 13         | 12         | 11         | 8          | 13         |     | 13              |
| Resignations/Retirements                 |     |     |     | 6          | 14         | 4          | 7          | 3          | 6          | 8          | 8          |     | 7               |
| Other                                    |     |     |     | 0          | 6          | 1          | 1          | 0          | 0          | 60         | 33         |     | 12.6            |
| <b>Total</b>                             |     |     |     | <b>193</b> | <b>231</b> | <b>198</b> | <b>192</b> | <b>265</b> | <b>173</b> | <b>264</b> | <b>225</b> |     | <b>217.63</b>   |
| % Achieved (Disposed to On-Going)        |     |     |     | 14%        | 15%        | 13.57%     | 15.43%     | 19.05%     | 10.63%     | 12.83%     | 11.64%     |     | 14%             |
| No of New recuperative Duties            | 113 | 103 | 185 | 130        | 167        | 199        | 183        | 145        | 113        | 166        | 124        |     | 148             |
| No. of On-Going Recuperative Duties      | 612 | 518 | 698 | 730        | 753        | 756        | 630        | 731        | 805        | 960        | 739        |     | 721             |

| Occupational Health          | Apr | May | Jun | Jul | Aug | Sept | Oct | Nov | Dec | Jan | Feb | Mar | Average / Month |
|------------------------------|-----|-----|-----|-----|-----|------|-----|-----|-----|-----|-----|-----|-----------------|
| Referrals to Welfare Service | 58  | 96  | 79  | 70  | 84  | 104  | 97  | 93  | 70  | 139 | 111 |     | 91              |

\* Figures for April, May and June are not available, therefore the Average/Month is calculated from July onwards.