



Response Date:22/04/2025

2025/424 - Pension Statements

In response to your recent request for information regarding;

1. Post / Role profile for director of Finance for North Wales Police

North Wales Police do not have a Director of Finance, we have a Director of Finance and Resources and Assistant Director of Finance

Please find the relevant post/role profiles attached.

2. Post / Role Profile for Head of Pension Department for North Wales Police

North Wales Police do not have a Head of Pensions, Pensions reports through the Assistant Director People Services.

Please find the relevant post/role profile attached.

3. Details of any bonuses or competency related payments (or similar) paid to Director of Finance for North Wales Police from 2020 to date

None of the above have received bonuses or competency related payments (or similar)

4. Details of any bonuses or competency related payments (or similar) paid to Head of Pension Department for North Wales Police from 2020 to date

None of the above have received bonuses or competency related payments (or similar)

5. Details of how many Remedial Service Pension Statements have been issued relating to retired officers (already in receipt of pension) by 31st of March 2025

459

6. Details of how many Remedial Service Pension statements have yet to be issued as of 31/3/25 for retired officers (already in receipt of pension) as of 31/3/2025 –

62, of these 11 relate to pension sharing orders and the current Government Actuary Department guidance on how to apply remedy for these cases has not yet been finalised, given the circumstances, the Scheme Manager has invoked Section 29(10)(b) in accordance with the Police Pension Scheme Regulations and the above legislation.

Pencadlys yr Heddlu,
Glan-y-Don, Bae Colwyn LL29 8AW
www.heddlugogleddcymru.police.uk

Police Headquarters,
Glan-y-Don, Colwyn Bay LL29 8AW
www.northwales.police.uk

A Remedial Service Statement must be published by the legislative deadline of 31 March 2025. Section 29(10)(b) permits the Scheme Manager to extend this deadline to a reasonable date or timescale.

THIS INFORMATION HAS BEEN PROVIDED IN RESPONSE TO A REQUEST
UNDER THE FREEDOM OF INFORMATION ACT 2000, AND IS CORRECT AS AT 16/04/2025

Head of People & Organisational Development **Role Profile**

OVERALL PURPOSE OF JOB

- To take a lead role in helping to shape the organisation's culture over time through its approach to people management.
- To provide professional leadership and direction to the POD function, overseeing the full extent of the function's activities.
- To develop and implement a delivery plan that supports the realisation of the POD strategy encouraging a culture of continuous improvement and delivering a formal programme of change where required to meet the organisation's needs.
- To ensure that business as usual POD services are efficient and effective and that guidance, policy and procedure is fit for purpose and continues to be based on good practice wherever possible.
- To act as a key strategic partner to Chief Officers, Service Leads and other senior members of the Force management team and its staff associations providing expert advice and guidance where required.

DUTIES AND RESPONSIBILITIES

- To lead and manage the POD Function to ensure effective service delivery and build trust and confidence against Force priorities and objectives to support decision making, maximise performance and minimise risk
- To lead on the People Strategy in conjunction with respective Service Leads to ensure effective delivery, development and legal compliance in order to achieve the people priorities.
- To provide strategic leadership on the management of recruitment, selection, promotion, performance, reward and recognition, staff engagement, health, well-being, development and training policies and procedures for the Force.
- To develop and deliver a strategic approach to workforce planning, building the Force's capacity and capability to deliver its services now and in the future.
- To lead consultation and negotiations with staff associations and recognised trade unions to gain agreement on issues such as new policy development, management of change, resource redeployment and changes to terms and conditions of service, and promote good working relations.
- To be responsible to Chief Officers for the review and implementation of all POD related strategies, policies and procedures and to ensure they are effective, supportive, legally compliant and underpin Force priorities, objectives and Code of Ethics.

- To oversee the critical change programmes needed to ensure that POD services are efficient & effective.
- To represent the Chief Constable at employment tribunals as required.
- To chair strategic POD meetings with key responsibilities including oversight of implementation of People Strategy, production of the Annual People Strategic Assessment, the Force Training Plan, HR and development policies, and effective management of people related matters.
- To provide professional and expert advice and support to Chief Officers and others across the Forces on all POD matters.
- To represent the Force at a range of consultative and collaborative forums to ensure that the Force's views are made known and its interests are protected, and attend local, regional and national meetings as required.
- Build and maintain effective relationships with key stakeholders and partner organisations, including the Police Crime Commissioner and their Office on all POD issues and supporting them in their strategic oversight of resources.
- To support the Director of Finance and Resources to provide direction and leadership for development within the POD Governance Structure to meet local and national priorities.
- To support the Director of Finance and Resources to ensure that the Force has the capability to predict and ensure the appropriate staff resourcing, training and development strategies to meet local and national requirements.
- Demonstrate a clear commitment to promote and value the diversity and equality of people and communities to ensure parity of access and treatment in employment and provision of policies services.
- To develop and deliver the POD strategy ensuring it fully aligns to and supports the Force vision.
- To oversee management and monitoring of the Force Evaluation Scheme, to make the final decision on any disputes relating to the Scheme, and to ensure the Force is legally compliant on equal pay matters.
- To assume delegated accountability, but ultimate responsibility for the POD budget.
- Drive forward the organisational development agenda through delivery of talent management and succession planning.
- To participate in the management of high level strategic risks as required including employment related cases.
- Adopt, monitor and ensure the successful application of North Wales Police policies in equal opportunities and health and safety with regard to both the managing of staff and the provision of services.
- Any other duties that are commensurate with the grade and role outlined as directed by the Line Manager.

EDUCATION, QUALIFICATIONS, SKILLS, AND EXPERIENCE

The role requires applicants who can demonstrate (with evidence) skills in the following areas:

- Chartered member of CIPD (or equivalent experience), with evidence of continuing professional development. Significant senior leadership experience within a large organisation in a POD capacity, with a proven track record of leading and developing high performing teams.
- The ability to build effective working relationships through clear and effective communication and a collaborative approach at all levels.
- The ability to translate strategy into action and shape POD services to support organisational needs.
- Is capable of thinking beyond the constraints of current ways of working, and is prepared to make radical change when required to ensure POD services deliver value for money.
- Evidence a clear understanding of strategic POD related issues, and their role in improving organisational performance.
- To demonstrate a wide knowledge and experience of negotiation in a unionised environment and sound knowledge of the employment legislation.
- Strong inter-personal and influencing skills to effectively communicate at all levels within the organisation with a leadership style that promotes team spirit and morale.
- Strong problem solving skills to resolve complex disputes.
- Ability to quickly assimilate information and appreciate the relevance of wider implications of issues that emerge.
- Ability to make sound and far-reaching strategic decisions on major issues and take responsibility for them.
- Experience of developing and implementing HR practice, policy and procedure, together with evidence of a good knowledge and understanding of employment legislation and best HR practice.
- Experience of managing and controlling budgets, resources and funding.

WELSH:

The level of Welsh skill required for this position:

NB consideration of Level 2 on appointment progressing to Level 3 during probationary period with assistance from Force.

NOTES:

This job description and person specification is NOT a statement of all the detailed procedures and conditions applicable to the post holder. Therefore, there will always be instructions in addition to those outlined that meet the work demands and natural evolution of the Department/Division at any particular time.

- Any of the detailed duties and responsibilities may also vary in accordance with point 1 above without changing the character or level of responsibility the post entails.
- The Chief Constable reserves the right to transfer the post holder to any other location within North Wales area following consultation with the Staff side in accordance with Force Policy applicable at the time.

Role Profile - Director of Finance and Resources

Role Purpose:

- The Director of Finance & Resources is a statutory role with responsibilities set out in the following legislation: Section 151 of the Local Government Act 1972; Paragraph 4 of Schedule 2 to the Police Reform and Social Responsibility Act 2011; and Section 112 to 114 of the Local Government Finance Act 1988.
- The key purpose of the role is to ensure that S151 responsibilities in respect of the financial affairs of the Force are effectively and appropriately discharged, ensuring that arrangements are in place for proper financial administration and good governance.
- The Director of Finance also acts as the Chief Constable's strategic financial adviser, ensuring all policies and plans are appropriately resourced.
- The Director of Finance & Resources is also responsible for the service delivery and long term strategic direction of the following portfolio of business areas:
 - Corporate Finance
 - Procurement
 - Fleet
 - ICT
 - Digital Policing
 - Legal Services
 - Facilities/Estates
 - Internal Audit (alongside the office of the PCC)

Key Strategic and Management Responsibilities:

The Director of Finance is the Chief Constable's professional adviser on financial and Procurement matters and will:

1. Be a key member of the Senior Leadership Team, working closely with the Chief Constable and Deputy Chief Constable to implement strategy and to resource and deliver the Chief Constable's strategic objectives sustainably and in the public interest.

2. Support the development collaborative approaches within both England and Wales, involving other public sector and bluelight organisations
3. Working closely with the Chief Finance officer for the OPCC to ensure effective financial management and planning and the discharge of the s151 function.
4. Be actively involved in, and able to bring influence to bear on, all strategic business decisions, of the Chief Constable, ensuring that all financial implications, opportunities and risks are fully considered, and align with the financial strategy, including leading on the Chief Constable's medium term financial and Procurement strategies.
5. Lead the promotion and delivery by the Chief Constable of good financial management so that public money is safeguarded at all times and used appropriately, economically, efficiently and effectively.
6. Ensure that the financial affairs of the Chief Constable are properly administered, that Financial Regulations are observed and kept up to date, and that the finance function is adequately resourced in order to be fit for purpose.
7. Advise the Chief Constable on the application of value for money principles by the police force and support the Chief Constable in being accountable to the PCC for efficient and effective financial management; advising, in consultation with the Chief Officer Team and PCC Chief Executive on the safeguarding of assets, including risk management and insurance.
8. Ensure that the funding required to finance agreed programmes is available from PCC / government funding, precept, other contributions and recharges.
9. Provide support to the Deputy Chief Constable in delivering the Force's Annual Planning Process to ensure that resources are affordable, and best support the delivery of operational policing. Where necessary, report to the Chief Constable, the Office of the PCC and to the external auditor when it appears that expenditure is likely to exceed the resources available to meet that expenditure.
10. Support the Deputy Chief Constable in the delivery of Priority Based budgeting across the Force.
11. Lead the programme of work to deliver Digital Policing reform across the Force.
12. Lead and deliver the Force's Estates Strategy, determining the best and most economic estate now and in the future, in order to deliver the Police and Crime Plan Objectives and the Chief Constable's Vision. This will include efficiencies resulting from the Digital Strategy and agile working.
13. Lead and deliver the Force's ICT Strategy to ensure that the ICT infrastructure and support best supports the delivery of the Police and Crime Plan Objectives and the Chief Constable's Vision.
14. Reporting to the Chief Constable, the Office of the PCC and to the external auditor any unlawful, or potentially unlawful, expenditure by the Chief Constable or officers of the Chief Constable.
15. Provide effective leadership and management to all employees within designated portfolio, to include proactive management of workplace health & wellbeing; undertaking development

and talent management to support succession planning; and taking responsibility for employee conduct, performance and attendance in line with Force policies.

16. Ensure publication of Statement of Accounts of the Chief Constable and other external reporting requirements set by the Chief Finance Officer of the PCC in relation to Group Accounts, liaising with the external auditor as appropriate.

17. Lead on the development of the Treasury Management Strategy and Policy and direct the effective execution and administration of all treasury management decisions.

18. Be jointly responsible with the Chief Executive of the PCC for managing the Internal Audit function and supporting the Audit Committee.

19. Represent the Chief Constable at national and regional networks.

20. The post holder will need to support the Force's problem solving philosophy, ensuring leadership and drive within their portfolio area.

21. Comply and act in accordance with relevant legislation, North Wales Police Policies and protocols, including Code of Ethics, Personal Development Review (P.D.R), Equal Opportunities, Health & Safety, Management of Police Information, Data Protection and Information Security.

NB: The Director of Finance & Resources has certain statutory duties which cannot be delegated, namely, reporting any potentially unlawful decisions by the Chief Constable on expenditure and preparing each year, in accordance with proper practices in relation to accounts, a statement of the Chief Constable accounts. The Director of Finance is the Chief Constable's professional adviser on financial matters.



POLICING PROFESSIONAL PROFILE

HEAD OF FINANCE

North Wales Police - Other Role Specific Criteria

(Insert details from HR system as appropriate for vacancy)

NWP Job Ref. No.	
Grade/Rank	Assistant Director
Responsible to	Director of Finance & Resources
Functional Area	Finance & Resources
Business Area/Department	Finance
College of Policing Job Family	Business Support
If applicable, Job Evaluation Ref. No.	
Post Vetting requirements	Management Vetting
Agility Status	Hybrid - Role can be performed from home more often than not
Minimum Welsh Language Requirements	
Spoken Welsh	NWP SL2 - You are able to give and ask for personal details and basic information and respond to simple requests in Welsh
Written Welsh	NWP WL2 - you are able to use basic Welsh phrases in a message
Core Capability Requirements	
☐ Not Applicable	☐ CC4 – Evaluate Information
☐ CC1 – Sitting	☐ CC5 – Restraint & Retention
☐ CC2 – Running/Walking	☐ CC6 – Understand/Retain/Explain
☐ CC3 – Decisions/Reporting	☐ CC7 – Full Shifts/CADRE

Role Purpose

(This section summarises the key function of the role)

The Head of Finance is a key position for the Chief Constable and Director of Finance & Resources and forms part of the Senior Leadership team, acting as a vital strategic partner. The role's remit is vital to the overall delivery of the Force's strategic vision.

The post holder has responsibility for providing strategic financial planning & budgeting services, providing force financial management and ensuring Value for Money, securing financial stewardship, supporting wider Force performance through proper and rigorous management of the Force's finances & resources and overseeing its procurement processes.

The post holder will lead the corporate finance team providing strategic direction/management of all aspects related to financial control and service provision, proactively managing change and risk as appropriate, whilst remaining focussed on the desired outcomes of the Force.

As the Head of the Finance department, the postholder has organisational responsibility for the leadership, management and co-ordination of an effective and responsive financial service which includes:

- To take a lead role in helping to shape the organisation's financial health over time through its approach to financial management.
- To provide professional leadership and direction to the Finance & Procurement function, overseeing the full extent of the function's activities.
- To develop and implement a delivery plan that supports the realisation of the Finance strategy encouraging a culture of continuous improvement and delivering a formal programme of change where required to meet the organisation's needs.



- To ensure that business as usual Finance services are efficient and effective and that guidance, policy and procedure is fit for purpose and continues to be based on good practice wherever possible.
- To act as a key strategic partner to Chief Officers, Service Leads and other senior members of the Force management team and its staff associations providing expert advice and guidance where required.
- To ensure that the Force finances are being managed sustainably for the future, in line with the Force's risk appetite, giving due regard to the necessary codes and good practice.
- To ensure that the Force meets its statutory and regulatory financial reporting obligations in a timely manner so that the Force is compliant and providing the necessary assurance to its stakeholders, securing the necessary wider Trust & Confidence in the process.
- To ensure that the Force's internal financial reporting and management information needs are being met through the provision of an effective management accounting service, liaising with the Business Managers as necessary. This is crucial to underpinning the Force's aim to provide an excellent service to those it serves.
- To ensure that the Force has effective financial control and overseeing the Value for Money arrangements in effect across the organisation.

The postholder will advise the Chief Constable (CC) and Director of Finance and Resources (DFR) on matters of strategic importance with implications for the management of Force financial resources.

The postholder has overall responsibility for ensuring that all relevant financial legislation and regulation is adhered to by the Force, ensuring that strong financial management is underpinned by effective financial control.

The Head of Finance provides support and professional advice to NPCC and other officers in their operational roles and to the Police and Crime Commissioner (PCC) and his Chief Finance Officer in order to enable the delivery of the service.

Key Accountabilities

(This section details the key accountabilities required of the role)

Financial Control

- Ensure that accounting and financial information systems provide a comprehensive, consistent and accurate record of all financial transactions.
- Deputise for s151 officer responsibilities for both the PCC's and CC's Chief Financial Officers where requested.
- Manage the closure of the PCC's and CC's accounts ensuring that they are closed in a timely manner to meet internal and statutory deadlines and conformance with CIPFA and other statutory requirements.
- Manage the completion of the statement of accounts and its presentation to the CC and PCC in accordance with statutory and CIPFA regulations.
- Comment on and provides advice on the impact of new legislation and ensures compliance with regulations.
- Ensure that regulations and policies in relation to financial regulations, treasury management and the Prudential Code are updated regularly and approved by the Authority.
- Ensure that the Authority has effective internal financial controls by providing guidance and procedures on systems, segregation of duties and authorisation and approval processes.
- Liaise with internal and external audit on the audit of the Force and manage the responses to all internal audit financial reports. Also responsible for the scheduling of audits and joint management of any resolution/action plans issued by audit.
- Prepare reports as required for Force committees, Welsh Government, Home Office and other bodies such as CIPFA.
- Liaise with the PCC's CFO and other officers on financial matters and prepare policies, reports and documents on the CFO's behalf for the relevant meetings.
- Supervise the calculation and the setting of the precept as part of the organisational planning process.



- Implement an effective service level agreement and develop Key Performance Indicators (KPIs) for the department and on the financial health of the wider force.
- Has overall responsibility of ensuring that all relevant financial legislation and regulation is adhered to by the Force.
- Ensure that the Force is represented and is proactive in national objective/subjective analysis discussions.
- Ensure compliance with the requirements of the costed Training Plan.

Value for Money, Management Accounting & Budgetary Control

- Continually review the services provided by the department and the wider consumption of resources by the Force to ensure value for money is being achieved and benchmarked against other forces. Take a lead role on ensuring that the Force is actively pursuing an agenda of Productivity & Efficiency supporting with the necessary reporting as required.
- Ensure that the internal management information is available to those across the force to inform decision making, support effective financial management and ensure Value for Money.
- Participate in the annual Organisational Planning process and budget setting and any subsequent adjustment of the budget for the Force by providing support and professional advice to Chief Officers.
- Review and manage budgetary control in the Force.
- Co-ordinate the provision of clear, well presented, timely, complete and accurate information and reports to budget managers and senior officers on the budgetary and financial performance of the authority.
- Ensure that there are sound medium and long term plans for revenue and capital and that these are subject to regular review to confirm the continuing relevance of assumptions made.
- Ensure that an effective management accounting service is provided to the Force through attendance and support to the Programme boards and other policy and decision making groups. This includes providing insight through detailed financial and business analysis where required.
- Set the standards expected from staff dealing with financial matters and ensure that appropriate training and guidance is provided to staff with financial responsibilities.

Financial Services

- Own the Financial Strategy of the Force and its underpinning Delivery Plan, working in conjunction with the Director of Finance & Resources and the OPCC Chief Finance Officer to ensure that all key aspects are considered.
- Produce the Medium Term Financial Plan for the Force in line with the organisation's annual planning cycle.
- Manage and arrange the financial appraisal of the funding of capital schemes and the production of the annual Capital Strategy including the Capital Programme, Treasury Management Strategy and Prudential Indicators - and the relevant monitoring reports - to the relevant timeframes.
- Manage the investment of the Authority's balances (currently c£40+ million), ensuring the effective management of associated risk, that they are invested securely and in accordance with the CIPFA Code of Practice on Treasury Management.
- Manage the quality of financial service provided by the team.
- Manage staff performance, development and training ensuring that the Finance team remains effective, focused, motivated and technically up to date.
- Negotiate contracts on behalf of the Force which relate to financial areas.

Shared Services Function

- Ensure financial governance within the Shared Service Facility
- Advise the in-house Shared Service Function for the Force and the implementation of any changes.
- Provide direct advice to the Payroll and Pension functions of the Force as required.
- Through monitoring and reporting ensures that the department complies with targets in accordance with its service level agreement.



Finance Systems and broader organisational change

- Manage the Force's Financial systems which includes the finance, payroll/ system This includes the management of technical resources as well as new developments in the systems and the implementation of new arrangements.
- Ensure that procedures and processes are developed for all financial systems and provide support to users of the systems.
- Ensure that adequate training is provided for all users of the financial systems.
- Ultimately responsible for the benefits realisation from all financial systems within own sphere of management.
- Act as a strategic partner for Finance related issues to those responsible for delivering business change.

Managing the Procurement Department

- Provide line management support and advice and guidance to the Head of Procurement as required to ensure that the Force's Procurement function is performing effectively.
- In conjunction with the Head of Procurement ensure that the Procurement performance of the force is appropriately managed, reported and communicated to the key stakeholders.

General

- Provide the strategic direction/management of all aspects related to financial control, service provision and information.
 - Generate and progress ideas and initiatives that will assist the Force in meeting the strategic aims and objectives it has set.
 - Ensure that timely, accurate and impartial financial advice and information is provided at all levels to assist in decision making and to ensure that the CC and PCC meets its policy and service objectives and provide effective stewardship of public money and value for money in its use.
 - Identify current and future risks and liabilities, their likelihood of occurring and their likely magnitude and manages those risks, escalating these to the Force risk register where required.
 - Act as a member of the Strategic Executive Board (SEB) and Strategic Management Board (SMB). Agree the policies and strategies that sit within the responsibility of the function ensuring that these remain up to date.
 - Develop and maintain internal control on the finance of the Force engaging with the service provider as required.
 - Develop procedures and processes for financial systems that assist in the appropriate devolution of services as required.
 - Prepare reports to the PCC's CFO and Joint Audit Committee on financial matters and attends Police and Crime Panel meetings as required.
 - Provide advice to the PCC's CFO and other Officers as required.
 - Liaise with external bodies and other Police Forces and other authorities on the provision of financial services.
 - Provide financial advice and services as required for senior officers.
 - Represent the Finance Department and give financial advice at internal and external meetings
 - Adopt, monitor and ensure the successful application of North Wales Police Policies in equal opportunities and health and safety with regard to both the managing of staff and the provision of services.
 - Supervise appointed staff as line manager and conduct PDRs as required by Force Policy and be responsible for their performance, development and welfare. Conduct formal disciplinary and grievance procedures in accordance with Force Policy where necessary.
- Any other duties that are commensurate with the grade and role outline as directed by the Line Manager.



Behaviours

(Outlines the behavioural requirements of the role)

All roles are expected to know, understand and act within the ethics and values of the Police Service.

The Competency and Values Framework (CVF) has six competencies that are clustered into three groups. Under each competency are three levels that show what behaviours will look like in practice.

It is suggested that this role should be operating or working towards the following levels:

Resolute, Compassionate and Committed

We are emotionally aware

Level 3

We take ownership

Level 3

Inclusive, Enabling and Visionary Leadership

We are collaborative

Level 3

We deliver, support and inspire

Level 3

Intelligent, Creative and Informed Policing

We analyse critically

Level 3

We are innovative and open-minded

Level 3

Education, Qualifications, Skills and Experience

(Outlines the skills and educational and qualification requirements to be able to fulfil the role, this criteria should be considered as part of an individual's PDR)

The role requires applicants who can demonstrate (with evidence) skills in the following areas:

- Fully qualified accountant from a recognised professional body.
- Has significant experience at a senior level in the management of a business related area.
- Has been instrumental in the formulation, planning and management of a financial and business strategy for a large-scale organisation.
- Has sound commercial, organisational, time management and staff management skills.
- Has a good awareness of the Force Strategy and where excellent financial management features in its delivery.
- Has experience of proactively managing change and risk, is focused on outcomes and receptive to new ideas.
- Has a systematic, disciplined and analytical approach to problem solving.
- Combines financial competence with business and commercial awareness often in a variety of environments.
- Can make sound and far-reaching decisions on major issues and take responsibility for them, whether in a financial, managerial, advisory or specialist role.
- Demonstrates the leadership skills needed ensure innovation and high performing teams occur within the function.
- Has proven project management and leadership skills, and a good knowledge of financial and management accounting and the management and control of budgets.
- Thinks logically and focuses on key issues and is able to master new concepts quickly.
- Has first-class communications skills with the personal presence and track record to communicate effectively and command respect from staff at all levels. Is able to absorb new financial, commercial and business concepts quickly, and work with them.
- Demonstrates the ability to make, and take responsibility for, sound and far reaching decisions on major financial and service delivery issues.
- Demonstrates the ability to determine strategy and influence decision-makers.
- Possesses a high level of management skills, with particular emphasis on interpersonal and negotiating skills and the ability to motivate staff. Shows the ability to delegate effectively, whilst maintaining full management control.
- Is familiar with all aspects of financial service delivery. Displays up to date knowledge of significant areas of business and financial service environments.
- Good IT skills with working knowledge of Microsoft Office Applications. Good experience of using and developing financial systems.



Hours of Duty

Monday – Friday
Core office hours

Reviews & Version Control

Version No.	Effective Date	Reviewed By (Full Name)	Ratification by Diversity & Date	
			Only when the following sections have been updated: Education, Qualifications, Skills & Experience	
1.0	04/12/2024	Seb Phillips, DFR		Click here to enter a date.
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