



Department  
of Health

# Tracking staff moves during transition

People Tracker

April 2013

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# Contents

Executive summary.....	5
1. Introduction .....	7
2. People Tracker: aims and objectives .....	9
3. Sender organisations in scope.....	10
4. Sender workforce data.....	11
5. Sender workforce equality data.....	13
Appendix 1: Sender workforce data from SHAs and PCTs in each of four regions.....	17
Appendix 2: Equality data for each of the four regions.....	20

# Tracking staff moves during transition: People Tracker

## Executive Summary

The health and care transition programme was established by the Department of Health (DH) in September 2010 to co-ordinate the implementation of the Health and Care reforms outlined in the White paper, “Equity and Excellence: Liberating the NHS”. The programme provided a governance framework to co-ordinate a number of distinct programmes of work across the health and care system to deliver the Government's vision to reshape healthcare so that it is more patient-centred, led by health professionals and focused on delivering world-class health outcomes. The reforms affected around 45,000 staff and more than 400 organisations across the NHS, local government, public health, DH and its arm's length bodies (ALBs).

The Health and Social Care Act 2012 received royal assent in March 2012. From April 2012 to March 2013, the DH people transition programme co-ordinated the people transition process to maximise opportunities for staff to transfer to new employers and ensure that new health and care system organisations had the staff they needed when they become operational in April 2013.

During the course of the final year of transition, “senders” of staff - DH, Strategic Health Authorities (SHAs), Primary Care Trusts (PCTs), the Health Protection Agency (HPA), the National Patient Safety Agency (NPSA), the National Treatment Agency for Substance Misuse (NTA), NHS Connecting for Health (NHSCfH) and the NHS Information Centre (NHSIC) – provided monthly staffing data. New health and care bodies – referred to as “receivers” of staff – provided monthly data on their appointments processes. Together, this information allowed the people transition process to be tracked from April 2012 to March 2013.

By 31 March 2013, all staff in the sender organisations had either secured a position with a receiver organisation, had voluntarily left the system or had been made redundant.

The people tracker data shows that from an April 2012 baseline of 40,574 FTE (full-time equivalent) staff:

- 34,204 secured a role in the new health and care system
- 3,841 left through natural attrition
- 2,394 were made redundant.

The proportion of staff securing a role in the new system was consistent across all four regions. There was minimal variation across the regions in the proportion of staff made redundant and the proportion leaving the system through natural attrition.

Prior to April 2012, there was no formal collection of data on staff departures specifically relating to transition. Therefore, the numbers of staff leaving the system during the early years of transition have been based on conservative estimates which assumed that all exits of staff from PCTs, SHAs, DH and its ALBs in 2010/11 and 2011/12 were related to the transition.

The estimated number of redundancies that have taken place over the three years of transition are:

- 2010/11 5,600 FTE
- 2011/12 2,100 FTE
- 2012/13 2,394 FTE

This brings the total number of staff redundant over the three years of transition to 10,094 FTE.

The people tracker also established a baseline equality profile of staff impacted by transition in April 2012 covering four protected characteristics – gender, ethnicity, age and disability. Sender organisations used this data to monitor the impact of transition on staff to meet the requirements of the Public Sector Equality Duty. The people tracker provided an analysis of the impact of the transition by comparing the baseline gender, ethnicity, age and disability profile with the outcomes for those groups of staff. The data shows only minor variations in the staff profile at the end of the transition process.

By co-ordinating the movement of staff from closing organisations to the new system, the Department of Health has achieved a successful people transition process while minimising redundancies and maximising the retention of essential skills.

# 1. Introduction

- 1.1 Shortly after the formation of the coalition Government in May 2010, the White Paper “Equity and excellence: Liberating the NHS” set out the Government’s long-term vision for the provision of healthcare services in England and the Department set up a transition programme to develop and manage the implementation of the proposed reforms. A three-month consultation period followed.
- 1.2 “Liberating the NHS: Legislative framework and next steps” then set out the Government’s response to the consultation on the implementation of the White Paper, supported by its accompanying consultation documents – “Increasing democratic legitimacy in health”, “Commissioning for patients”, and “Regulating healthcare providers”. The “Legislative framework” document also gave further detail on the NHS reforms and a timetable for implementation. These formed the basis of the Health and Social Care Bill, which entered Parliament in January 2011.
- 1.3 In April 2011, the Department paused the passage of the Health and Social Care Bill to conduct a listening exercise. A number of changes to the Bill were made as a result of this exercise, demonstrating the Department’s commitment to openness and engagement.
- 1.4 The final proposals are now set out in law in the Health and Social Care Act 2012, which received Royal Assent on 27 March 2012.
- 1.5 As part of the transition programme’s work to develop and implement the proposals in the Act, its HR Strategy Group (HRSG) commissioned the development of a mechanism to track the movement of staff from organisations being abolished under the Health and Social Care Act 2012 to new organisations established under the Act.
- 1.6 These organisational changes involved significant HR activity, particularly during 2012/13 where newly established receiver organisations worked closely with existing sender organisations and trade unions to manage the people transition process.
- 1.7 In order to monitor and report on the progress of the people transition process it was important to initially establish an accurate baseline position of the staff who were impacted. The HRSG commissioned the establishment of this baseline as at 1 April 2012. Thereafter it commissioned the production of monthly reports from sender organisations in order to monitor the movement of staff e.g. the number of staff at risk of redundancy and the number of staff who had secured an appointment.
- 1.8 The HRSG also commissioned the establishment of an equality baseline profile of the staff impacted by transition as part of an equality protocol. The equality profile, established at 1 April 2012, included four of the protected characteristics: gender, ethnicity, age and disability. Sender organisations were subsequently required to provide monthly reports on the equality profile of their workforce to ensure due regard was paid to equality during transition and to provide assurance that the people transition programme (PTP) met the requirements of the Public Sector Equality Duty.

1.9 To enable the establishment of the staffing and equality baseline and subsequent progress reporting, including equality monitoring, the PTP developed a people tracker to provide a simple and consistent process for sender organisations to fulfil their requirements.



## 2. People Tracker: aims and objectives

2.1 A people tracker was required for the PTP to support the people transition process. More specifically, a people tracker was required to:

- establish an accurate baseline of staff in transition;
- provide a process to track and monitor staff moves in a timely and consistent way from sender organisations to receiver organisations during transition; and
- monitor the equality profile of staff during transition as part of the legal equality duty.

2.2 The intended benefits of establishing and implementing a people tracker framework were for sender organisations:

- to provide a tracker tool to enable each sender organisation to fulfil their tracking requirements during transition in a consistent way;
- to enable each organisation to maintain a clear and up-to-date view of their workforce;
- to support the pooling and matching arrangements in the people transition policy;
- to assist with due diligence activity; and
- to assist with the statutory requirement for each organisation to report exit numbers in annual reports.

for the system as a whole:

- to monitor staff moves across the system;
- to provide effective governance and oversight for transition HR activity;
- to highlight any issues that arise and to enable issues to be addressed by senders in a timely manner; and
- to establish a baseline for staff equality data and to monitor the equality profile during transition.

### 3. Sender organisations in scope

3.1 The sender organisations included in the scope of the people tracker framework were those abolished under the Health and Social Care Act 2012 plus the functions of the Department of Health that would no longer be part of the department's remit:

Sender Organisations
Department of Health
All Strategic Health Authorities
All Primary Care Trusts
Health Protection Agency
National Patient Safety Agency
National Treatment Agency
NHS Connecting for Health
NHS Information Centre

## 4. Sender workforce data

- 4.1 This section provides a summary of workforce data for the period 1 April 2012 to 31 March 2013. It is based on data provided by sender organisations on 13 March 2013 and reflects the anticipated destination for staff at that date.
- 4.2 The following table shows the baseline workforce at 1 April 2012 for all senders in scope for the people tracker. It also shows the anticipated destination of the workforce at the end of transition on 31 March 2013. There were three possible outcomes for staff impacted by transition:
1. Appointment – staff who secured a position with a new employer in the health and social care system.
  2. Redundancy – staff who were made redundant, either compulsorily or voluntarily, between 1 April 2012 and 31 March 2013.
  3. Left through natural attrition – staff who resigned voluntarily, excluding voluntary redundancy.

**Table 1: Summary data showing the baseline sender workforce numbers (1 April 2012) and the number of staff who exited senders through redundancy, appointment and natural attrition (31 March 2013).**

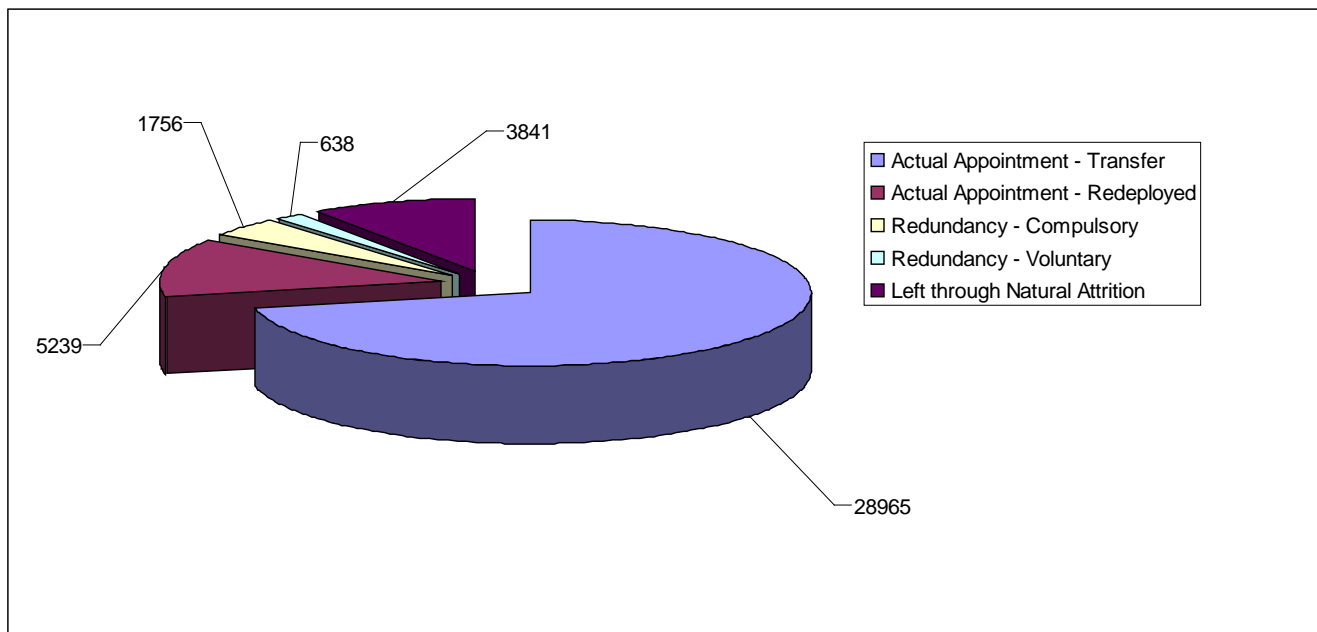
Sender Organisations	Baseline		Appointment				Redundancy				Left through Natural Attrition	
			Transfer		Redeployed		Compulsory		Voluntary			
	H	FTE	H	FTE	H	FTE	H	FTE	H	FTE	H	FTE
<b>Total</b>	<b>46301</b>	<b>40574</b>	<b>33001</b>	<b>28965</b>	<b>5733</b>	<b>5239</b>	<b>2060</b>	<b>1756</b>	<b>725</b>	<b>638</b>	<b>4636</b>	<b>3841</b>
SHAs Midlands / East	970	797	650	501	158	154	59	55	1	1	102	85
PCTs Midlands / East	10230	9078	6796	6051	1504	1368	486	418	87	80	1357	1161
SHA London	976	832	656	548	127	120	37	34	0	0	156	130
PCTs London	4889	4307	3791	3337	275	264	308	265	9	7	506	434
SHAs North	1151	953	779	616	166	162	97	88	0	0	109	88
PCTs North	12607	10665	8041	6759	2328	2109	445	367	623	547	1170	883
SHA South	882	690	542	394	141	132	88	77	0	0	111	87
PCTs South	7787	6770	5700	4989	880	780	488	401	0	0	719	600
NHS CfH and HSCIC	1839	1760	1829	1751	0	0	10	10	0	0	0	0
ALB NPSA	49	48	28	27	0	0	14	14	0	0	7	7
ALB NTA	158	154	157	153	0	0	1	1	0	0	0	0
ALB HPA	4241	4023	3896	3710	0	0	21	20	5	4	319	289
Department of Health *	522	497	136	129	154	150	6	6	0	0	80	76

\* As at 31 March 2013 there are 146 Department of Health staff who were not transferring and would be participating in active redeployment activities with the aim of securing alternative roles in the new system and other government departments.

### 4.3 Observations:

- from the baseline of 40,574 FTE staff impacted by transition, 34,204 FTE (84.3%) secured an appointment in the health and care system.
- the proportion of staff securing appointments from sender organisations (SHAs and PCTs) across the 4 NHS regions was consistent: Midlands and East region – 81.8%; London region – 83.1%; North region – 83.0%; South region – 84.4%.
- the total number of redundancies across the system was 2,394 FTE (5.9%). This was split into compulsory redundancies (1,756 FTE or 4.3%) and voluntary redundancies (638 FTE or 1.6%).
- the percentage of staff redundancies across the 4 NHS regions (SHAs and PCTs) shows minimal variation: Midlands and East region – 5.6%; London region – 6.0%; North region – 8.6%; South region – 6.4%.
- the total number of voluntary leavers (excluding redundancy) was 3,841 FTE (9.5%). Again the figures for the 4 NHS regions (SHAs and PCTs) show minimal variation: Midlands and East region – 12.4%; London region – 11.0%; North region – 8.4%; South region – 9.2%.

**Chart 1: Transition outcomes for the baseline workforce (based on FTEs)**



4.4 A more detailed breakdown of sender workforce data from SHAs and PCTs in each of the four regions is provided at appendix 1.

## 5. Sender workforce equality data

- 5.1 This section provides a summary of sender workforce equality data for the period 1 April 2012 to 31 March 2013. It is based on data provided by sender organisations on 13 March 2013 and reflects the anticipated destination for staff at that date.
- 5.2 The following table shows the baseline workforce equality data at 1 April 2012 for all senders in scope for the people tracker. It also shows the equality data for the anticipated destination categories of the workforce at the end of transition on 31 March 2013.

**Table 2: Equality data for the baseline sender workforce (1 April 2012) and for the workforce who exited senders through redundancy, appointment and natural attrition (31 March 2013).**

Equality Categories		Baseline (FTE)	Total Appointments (FTE)	Total Redundancy (FTE)	Total Natural Attrition (FTE)
<b>TOTALS</b>		<b>40574</b>	<b>34204</b>	<b>2394</b>	<b>3841</b>
<b>Gender</b>	Male	12740	10851	661	1177
	Female	27759	23312	1729	2633
	Unknown Gender	74	40	4	30
<b>Ethnicity</b>	A White - British	30068	25452	1798	2758
	B White - Irish	528	424	47	54
	C White - Any other White background	1266	1048	48	131
	C2 White Northern Irish	2	0	0	2
	C3 White Unspecified	344	300	3	42
	CA White English	258	219	20	19
	CB White Scottish	29	26	1	2
	CC White Welsh	15	12	2	0
	CD White Cornish	1	1	0	0
	CE White Cypriot (non specific)	0	0	0	0
	CF White Greek	3	2	0	1
	CG White Greek Cypriot	0	0	0	0
	CH White Turkish	5	5	0	0
	CJ White Turkish Cypriot	5	3	1	1
	CK White Italian	9	8	0	1
	CL White Irish Traveller	0	0	0	0
	CM White Traveller	0	0	0	0
	CN White Gypsy/Romany	0	0	0	0
	CP White Polish	34	29	2	3
	CQ White ex-USSR	1	1	0	0
	CR White Kosovan	0	0	0	0
	CS White Albanian	0	0	0	0
	CT White Bosnian	0	0	0	0
	CU White Croatian	0	0	0	0
	CV White Serbian	0	0	0	0
	CW White Other Ex-Yugoslav	63	53	3	7
	CX White Mixed	31	28	1	2

	CY White Other European	56	49	1	6
	D Mixed - White & Black Caribbean	108	92	7	8
	E Mixed - White & Black African	64	51	5	7
	F Mixed - White & Asian	114	96	7	11
	GA Mixed - Black & Asian	2	2	0	0
	GB Mixed - Black & Chinese	0	0	0	0
	GC Mixed - Black & White	3	3	0	0
	GD Mixed - Chinese & White	5	5	0	1
	GE Mixed - Asian & Chinese	0	0	0	0
	GF Mixed - Other/Unspecified	149	123	12	14
	H Asian or Asian British - Indian	1498	1255	83	152
	J Asian or Asian British - Pakistani	462	371	25	62
	K Asian or Asian British - Bangladeshi	154	126	6	20
	L Asian or Asian British - Any other Asian background	265	229	9	28
	LA Asian Mixed	35	31	2	2
	LB Asian Punjabi	5	5	0	0
	LC Asian Kashmiri	2	2	0	0
	LD Asian East African	1	1	0	0
	LE Asian Sri Lankan	8	8	0	0
	LF Asian Tamil	0	0	0	0
	LG Asian Sinhalese	1	1	0	0
	LH Asian British	15	9	4	2
	LJ Asian Caribbean	4	4	0	0
	LK Asian Unspecified	80	70	2	8
	M Black or Black British - Caribbean	594	477	54	58
	N Black or Black British - African	707	585	41	74
	P Black or Black British - Any other Black background	101	79	7	15
	PA Black Somali	0	0	0	0
	PB Black Mixed	7	5	1	1
	PC Black Nigerian	20	17	1	2
	PD Black British	35	32	2	2
	PE Black Unspecified	31	28	0	3
	R Chinese	211	177	8	25
	S Any Other Ethnic Group	188	160	10	17
SA Vietnamese	22	21	0	1	
SB Japanese	1	1	0	0	
SC Filipino	9	8	1	0	
SD Malaysian	1	0	1	0	
SE Other Unspecified	28	25	2	2	
Z Not Stated	2928	2445	177	299	
<b>Age</b>	60 and over	2210	1561	232	403
	50 - 59	10610	8721	989	868
	40 - 49	12750	11120	674	920
	30 - 39	9973	8658	328	941
	20 - 29	4206	3534	85	579
	19 and under	53	47	1	5
	not known/not declared	771	562	84	125
<b>Disability</b>	Learning Disability/Difficulty	15	12	1	1
	Long-standing Illness	56	46	8	1
	Medical Health Condition	11	7	2	2
	No	21375	18013	1179	2061
	Not Declared	18000	15249	1109	1638

	Other	124	99	8	15
	Physical Impairment	50	33	3	11
	Sensory Impairment	28	22	3	3
	Yes - Unspecified	915	723	82	109

### 5.3 Observations:

#### Gender

- the baseline split of workforce by gender at 1 April 2012 was 31.4% male and 68.4% female (unknown gender 0.2%).
- the split of workforce at 31 March 2013 who had secured an appointment (31.7% male and 68.2% female) and who had left through natural attrition (30.6% male and 68.6% female) was similar to the baseline position.
- the split of workforce at 31 March 2013 who left through redundancy showed a slight variation from the baseline, with 27.6% male and 72.2% female.

#### Ethnicity

- the baseline split of workforce by ethnicity at 1 April 2012 was 80.6% 'white' and 12.1% 'any other ethnic group' (not known/declared 7.2%).
- the split of workforce at 31 March 2013 for all 3 outcome categories showed very minor variation from the baseline position: appointment – 80.9% white, 12.0% other; redundancy – 80.5% white, 12.1% other; natural attrition – 78.9% white, 13.4% other.

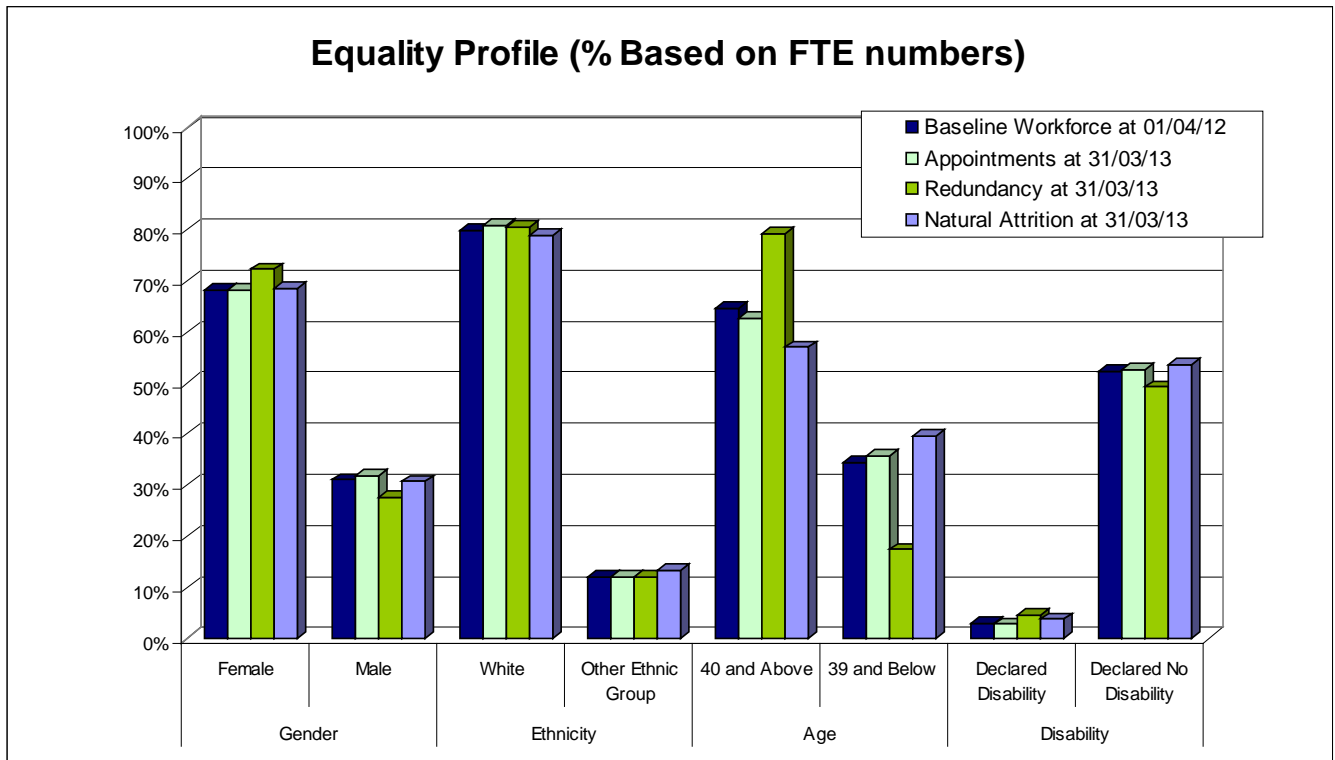
#### Age

- the baseline split of workforce by age at 1 April 2012 was 63.0% 'Age 40 and above' and 37.0% 'Age 39 and below'.
- the profile of the workforce at 31 March 2013 who left through redundancy shows a higher percentage of 'Age 40 and above' (79.2%) and lower percentage of 'Age 39 and below' (20.8%).
- the profile of the workforce at 31 March 2013 who left through natural attrition shows a lower percentage of 'Age 40 and above' (57%) and higher percentage of 'Age 39 and below' (43%).
- the split of workforce at 31 March 2013 who secured an appointment (62.6% 'Age 40 and above' and 37.4% 'Age 39 and below') was similar to the baseline position.

#### Disability

- the baseline split of workforce by disability at 1 April 2012 was 3.0% 'Declared Disability' and 52.7% 'Declared No Disability', with 44.4% of staff not declaring.
- the split of workforce at 31 March 2013 for all 3 outcome categories showed very minor variation from the baseline position: appointment – 2.8% 'Declared Disability', 52.7% 'Declared No Disability'; redundancy – 4.5% 'Declared Disability', 49.2% 'Declared No Disability'; natural attrition – 3.7% 'Declared Disability', 53.7% 'Declared No Disability'.

**Chart 2: Equality profile of the baseline workforce (1 April 2012) and for the workforce who exited senders through redundancy, appointment and natural attrition (31 March 2013)**



5.4 Equality data for each region is provided at Appendix 2



# Appendix 1: Sender workforce data from SHAs and PCTs in each of the four regions

## Midlands and East Region

Sender Organisations	Baseline		Appointment				Redundancy				Left through Natural Attrition	
			Transfer		Redeployed		Compulsory		Voluntary			
	H	FTE	H	FTE	H	FTE	H	FTE	H	FTE	H	FTE
<b>SHAs Midlands and East</b>	<b>970</b>	<b>797</b>	<b>650</b>	<b>501</b>	<b>158</b>	<b>154</b>	<b>59</b>	<b>55</b>	<b>1</b>	<b>1</b>	<b>102</b>	<b>85</b>
East Midlands	276	262	156	149	54	52	36	33	0	0	30	27
East of England	311	235	226	157	52	51	1	1	1	1	31	24
West Midlands	383	300	268	195	52	51	22	21	0	0	41	33
<b>PCTs Midlands and East</b>	<b>10230</b>	<b>9078</b>	<b>6796</b>	<b>6051</b>	<b>1504</b>	<b>1368</b>	<b>486</b>	<b>418</b>	<b>87</b>	<b>80</b>	<b>1357</b>	<b>1161</b>
Derbyshire Cluster	516	442	482	415	0	0	5	3	0	0	29	23
Leicester Cluster	674	625	547	512	46	41	32	29	0	0	49	43
Lincolnshire	695	577	569	476	35	32	20	15	0	0	71	55
Northamptonshire Cluster	486	423	384	333	0	0	19	17	0	0	83	72
Nottingham City	179	162	159	145	8	8	2	2	0	0	10	8
Nottinghamshire Cluster	462	404	396	342	38	37	7	6	0	0	21	20
Bedfordshire and Luton	373	339	304	277	0	0	30	27	0	0	39	35
Cambridgeshire and Peterborough	440	389	76	66	271	244	25	21	20	17	48	41
Hertfordshire	500	446	467	417	0	0	0	0	0	0	33	29
North Essex Cluster	545	490	427	393	3	3	52	47	0	0	63	46
South Essex Cluster	458	399	377	329	0	0	39	36	0	0	42	34
Suffolk	290	262	66	59	188	172	16	13	0	0	20	18
Norfolk and Waveney Cluster	543	486	437	398	0	0	36	28	0	0	70	60
Arden, Coventry and Warwickshire	598	508	424	372	40	35	38	34	0	0	96	67
Birmingham and Solihull Cluster	1054	979	477	446	309	286	67	62	30	28	171	157
Black Country	1182	1056	383	342	364	329	72	56	14	14	349	315
Herefordshire	133	121	63	56	33	31	7	6	23	22	7	7
Shropshire County	127	108	101	84	14	14	0	0	0	0	12	10
Staffordshire Cluster	658	587	432	388	121	106	4	3	0	0	101	90
Telford and Wrekin	88	80	42	38	34	31	1	1	0	0	11	11
Worcestershire	229	196	183	162	0	0	14	12	0	0	32	22

## London Region

Sender Organisations	Baseline		Appointment				Redundancy				Left through Natural Attrition	
			Transfer		Redeployed		Compulsory		Voluntary			
	H	FTE	H	FTE	H	FTE	H	FTE	H	FTE	H	FTE
<b>SHA London</b>	<b>976</b>	<b>832</b>	<b>656</b>	<b>548</b>	<b>127</b>	<b>120</b>	<b>37</b>	<b>34</b>	<b>0</b>	<b>0</b>	<b>156</b>	<b>130</b>
London	976	832	656	548	127	120	37	34	0	0	156	130
<b>PCTs London</b>	<b>4889</b>	<b>4307</b>	<b>3791</b>	<b>3337</b>	<b>275</b>	<b>264</b>	<b>308</b>	<b>265</b>	<b>9</b>	<b>7</b>	<b>506</b>	<b>434</b>
North East Cluster	979	938	610	587	190	186	69	63	0	0	110	102
North Central Cluster	927	857	786	729	4	4	61	57	0	0	76	67
South East Cluster	866	792	750	686	47	43	29	27	0	0	40	35
South West Cluster	779	693	611	547	34	31	31	25	9	7	94	83
North West Cluster	1338	1028	1034	789	0	0	118	92	0	0	186	146

## North Region

Sender Organisations	Baseline		Appointment				Redundancy				Left through Natural Attrition	
			Transfer		Redeployed		Compulsory		Voluntary			
	H	FTE	H	FTE	H	FTE	H	FTE	H	FTE	H	FTE
<b>SHAs North</b>	<b>1151</b>	<b>953</b>	<b>779</b>	<b>616</b>	<b>166</b>	<b>162</b>	<b>97</b>	<b>88</b>	<b>0</b>	<b>0</b>	<b>109</b>	<b>88</b>
North East	210	189	155	138	30	30	12	11	0	0	13	11
North West	429	361	276	219	63	62	46	42	0	0	44	38
Yorks & Humber	512	404	348	259	73	70	39	35	0	0	52	39
<b>PCTs North</b>	<b>12607</b>	<b>10665</b>	<b>8041</b>	<b>6759</b>	<b>2328</b>	<b>2109</b>	<b>445</b>	<b>367</b>	<b>623</b>	<b>547</b>	<b>1170</b>	<b>883</b>
County Durham and Darlington	380	353	286	269	35	31	14	14	0	0	45	39
South of Tyne and Wear	861	696	739	599	25	23	22	19	0	0	75	54
Tees	293	267	229	211	16	15	18	16	0	0	30	24
North of Tyne	494	351	286	234	22	22	12	11	6	5	168	79
Cheshire, Warrington and Wirral	1097	988	0	0	862	784	29	25	134	121	72	58
Cumbria Cluster	274	233	203	169	41	38	6	5	10	10	14	11
Greater Manchester	2640	2155	2049	1686	0	0	90	70	219	177	282	222
Lancashire Cluster	1710	1372	1230	945	215	186	70	56	127	120	68	64
Merseyside	987	845	635	555	213	189	39	34	7	7	93	60
Barnsley	222	205	165	152	0	0	6	5	35	33	16	15
Bassetlaw	53	50	37	36	2	2	2	2	7	5	5	4
Bradford and Airedale	447	397	0	0	377	347	27	17	7	5	36	28

Calderdale	141	127	15	14	92	84	10	8	10	8	14	12
Doncaster	248	225	190	175	15	12	5	3	17	15	21	19
East Riding of Yorkshire	192	168	159	141	4	4	10	10	0	0	19	14
Hull	195	181	176	165	2	2	5	3	0	0	12	12
Kirklees	224	197	70	62	129	113	6	5	1	0	18	17
Leeds	493	445	220	198	192	180	18	14	8	8	55	46
North East Lincolnshire	296	265	250	222	2	2	18	16	2	2	24	22
North Lincolnshire	115	96	107	89	0	0	1	1	0	0	7	5
North Yorkshire and York	490	377	424	323	0	0	21	19	0	0	45	34
Rotherham	178	155	119	105	31	27	3	1	19	16	6	6
Sheffield	327	292	249	224	36	33	6	6	10	9	26	20
Wakefield	250	223	203	182	17	14	7	7	4	3	19	17

## South Region

Sender Organisations	Baseline		Appointment				Redundancy				Left through Natural Attrition	
	H	FTE	Transfer		Redeployed		Compulsory		Voluntary		H	FTE
			H	FTE	H	FTE	H	FTE	H	FTE		
<b>SHA South</b>	<b>882</b>	<b>690</b>	<b>542</b>	<b>394</b>	<b>141</b>	<b>132</b>	<b>88</b>	<b>77</b>	<b>0</b>	<b>0</b>	<b>111</b>	<b>87</b>
South of England Cluster	882	690	542	394	141	132	88	77	0	0	111	87
<b>PCTs South</b>	<b>7787</b>	<b>6770</b>	<b>5700</b>	<b>4989</b>	<b>880</b>	<b>780</b>	<b>488</b>	<b>401</b>	<b>0</b>	<b>0</b>	<b>719</b>	<b>600</b>
Berkshire Cluster	334	268	2	2	288	233	0	0	0	0	44	33
Buckinghamshire and Oxfordshire	365	327	308	279	0	0	22	17	0	0	35	30
SHIP Cluster	1588	1331	1354	1141	0	0	156	129	0	0	78	60
Kent & Medway Cluster	1231	1061	772	672	216	200	100	75	0	0	143	115
Surrey	331	293	292	262	1	1	35	28	0	0	3	3
Sussex Cluster	868	789	719	659	43	41	35	30	0	0	71	59
Bath & North East Somerset	96	80	77	63	13	12	1	0	0	0	5	4
Bournemouth, Poole and Dorset	370	330	275	248	0	0	16	11	0	0	79	72
Bristol, North Somerset & Gloucester	791	700	537	473	156	142	24	22	0	0	74	64
Cornwall & Isle of Scilly	375	317	277	226	53	48	9	8	0	0	36	35
Devon, Plymouth & Torbay	598	539	493	450	0	0	48	43	0	0	57	46
Gloucestershire	253	226	210	187	2	2	13	12	0	0	28	25
Somerset	283	238	224	186	28	26	15	14	0	0	16	11
Swindon	113	96	37	29	48	45	12	9	0	0	16	12
Wiltshire	191	175	123	111	32	30	2	2	0	0	34	31

## Appendix 2: Equality data for each of the four regions

### Midlands and East Region

Equality Categories		Baseline (FTE)	Total Appointments (FTE)	Total Redundancy (FTE)	Total Natural Attrition (FTE)
<b>TOTALS</b>		<b>9875</b>	<b>8075</b>	<b>554</b>	<b>1246</b>
<b>Gender</b>	Male	2856	2310	161	385
	Female	7019	5764	393	862
	Unknown Gender	0	0	0	0
<b>Ethnicity</b>	A White - British	7725	6367	415	943
	B White - Irish	115	82	14	19
	C White - Any other White background	189	154	11	24
	C2 White Northern Irish	1	0	0	1
	C3 White Unspecified	10	9	0	1
	CA White English	76	63	9	3
	CB White Scottish	13	11	1	1
	CC White Welsh	5	5	0	0
	CD White Cornish	0	0	0	0
	CE White Cypriot (non specific)	0	0	0	0
	CF White Greek	0	0	0	0
	CG White Greek Cypriot	0	0	0	0
	CH White Turkish	0	0	0	0
	CJ White Turkish Cypriot	0	0	0	0
	CK White Italian	2	2	0	0
	CL White Irish Traveller	0	0	0	0
	CM White Traveller	0	0	0	0
	CN White Gypsy/Romany	0	0	0	0
	CP White Polish	3	2	0	1
	CQ White ex-USSR	0	0	0	0
	CR White Kosovan	0	0	0	0
	CS White Albanian	0	0	0	0
	CT White Bosnian	0	0	0	0
	CU White Croatian	0	0	0	0
	CV White Serbian	0	0	0	0
	CW White Other Ex-Yugoslav	0	0	0	0
	CX White Mixed	7	5	0	2
	CY White Other European	8	5	1	2
	D Mixed - White & Black Caribbean	26	17	2	7
	E Mixed - White & Black African	12	9	1	2
	F Mixed - White & Asian	22	20	0	2
	GA Mixed - Black & Asian	1	1	0	0
GB Mixed - Black & Chinese	0	0	0	0	
GC Mixed - Black & White	1	1	0	0	
GD Mixed - Chinese & White	1	0	0	1	
GE Mixed - Asian & Chinese	0	0	0	0	

	GF Mixed - Other/Unspecified	21	13	4	4
	H Asian or Asian British - Indian	523	421	34	69
	J Asian or Asian British - Pakistani	126	94	5	27
	K Asian or Asian British - Bangladeshi	22	14	0	8
	L Asian or Asian British - Any other Asian background	46	38	2	7
	LA Asian Mixed	0	0	0	0
	LB Asian Punjabi	3	3	0	0
	LC Asian Kashmiri	2	2	0	0
	LD Asian East African	0	0	0	0
	LE Asian Sri Lankan	2	2	0	0
	LF Asian Tamil	0	0	0	0
	LG Asian Sinhalese	0	0	0	0
	LH Asian British	3	1	1	1
	LJ Asian Caribbean	1	1	0	0
	LK Asian Unspecified	15	13	2	0
	M Black or Black British - Caribbean	156	115	16	26
	N Black or Black British - African	98	76	5	17
	P Black or Black British - Any other Black background	18	16	0	2
	PA Black Somali	0	0	0	0
	PB Black Mixed	0	0	0	0
	PC Black Nigerian	8	7	1	0
	PD Black British	6	6	0	0
	PE Black Unspecified	2	2	0	0
	R Chinese	36	26	2	7
	S Any Other Ethnic Group	26	19	3	3
	SA Vietnamese	0	0	0	0
	SB Japanese	0	0	0	0
	SC Filipino	0	0	0	0
	SD Malaysian	0	0	0	0
	SE Other Unspecified	13	10	2	2
Z Not Stated	533	445	23	64	
<b>Age</b>	60 and over	522	364	41	117
	50 - 59	2700	2133	254	314
	40 - 49	3334	2835	147	352
	30 - 39	2361	1960	98	303
	20 - 29	908	739	14	155
	19 and under	14	12	0	2
	not known/not declared	35	31	1	3
	<b>Disability</b>	Learning Disability/Difficulty	3	3	0
Long-standing Illness		6	4	1	1
Medical Health Condition		3	1	1	1
No		5410	4497	266	647
Not Declared		4087	3294	257	537
Other		103	83	6	13
Physical Impairment		9	7	0	2
Sensory Impairment		4	4	0	0
Yes - Unspecified		251	183	22	45

## London Region

Equality Categories		Baseline (FTE)	Total Appointments (FTE)	Total Redundancy (FTE)	Total Natural Attrition (FTE)
<b>TOTALS</b>		<b>5139</b>	<b>4269</b>	<b>306</b>	<b>564</b>
<b>Gender</b>	Male	1791	1513	76	201
	Female	3314	2736	229	349
	Unknown Gender	34	20	1	14
<b>Ethnicity</b>	A White - British	2372	1976	133	262
	B White - Irish	151	122	17	12
	C White - Any other White background	215	181	9	25
	C2 White Northern Irish	0	0	0	0
	C3 White Unspecified	196	161	1	34
	CA White English	0	0	0	0
	CB White Scottish	0	0	0	0
	CC White Welsh	0	0	0	0
	CD White Cornish	0	0	0	0
	CE White Cypriot (non specific)	0	0	0	0
	CF White Greek	1	0	0	1
	CG White Greek Cypriot	0	0	0	0
	CH White Turkish	4	4	0	0
	CJ White Turkish Cypriot	4	2	1	1
	CK White Italian	4	3	0	1
	CL White Irish Traveller	0	0	0	0
	CM White Traveller	0	0	0	0
	CN White Gypsy/Romany	0	0	0	0
	CP White Polish	5	3	1	1
	CQ White ex-USSR	0	0	0	0
	CR White Kosovan	0	0	0	0
	CS White Albanian	0	0	0	0
	CT White Bosnian	0	0	0	0
	CU White Croatian	0	0	0	0
	CV White Serbian	0	0	0	0
	CW White Other Ex-Yugoslav	63	53	3	7
	CX White Mixed	1	1	0	0
	CY White Other European	21	21	0	0
	D Mixed - White & Black Caribbean	27	24	2	1
	E Mixed - White & Black African	22	18	2	2
	F Mixed - White & Asian	23	20	2	2
	GA Mixed - Black & Asian	0	0	0	0
	GB Mixed - Black & Chinese	0	0	0	0
	GC Mixed - Black & White	2	2	0	0
GD Mixed - Chinese & White	3	3	0	0	
GE Mixed - Asian & Chinese	0	0	0	0	
GF Mixed - Other/Unspecified	51	42	5	4	
H Asian or Asian British - Indian	378	313	25	40	
J Asian or Asian British - Pakistani	79	59	7	13	
K Asian or Asian British - Bangladeshi	76	63	4	10	
L Asian or Asian British - Any other	87	74	5	8	

	Asian background				
	LA Asian Mixed	33	29	2	2
	LB Asian Punjabi	1	1	0	0
	LC Asian Kashmiri	0	0	0	0
	LD Asian East African	1	1	0	0
	LE Asian Sri Lankan	3	3	0	0
	LF Asian Tamil	0	0	0	0
	LG Asian Sinhalese	1	1	0	0
	LH Asian British	6	4	1	1
	LJ Asian Caribbean	0	0	0	0
	LK Asian Unspecified	60	52	0	7
	M Black or Black British - Caribbean	265	214	29	22
	N Black or Black British - African	360	302	26	32
	P Black or Black British - Any other Black background	41	31	4	5
	PA Black Somali	0	0	0	0
	PB Black Mixed	6	4	1	1
	PC Black Nigerian	8	7	0	1
	PD Black British	24	21	1	2
	PE Black Unspecified	28	26	0	3
	R Chinese	55	47	0	8
	S Any Other Ethnic Group	51	41	3	7
	SA Vietnamese	22	21	0	1
	SB Japanese	0	0	0	0
	SC Filipino	4	4	0	0
	SD Malaysian	1	0	1	0
	SE Other Unspecified	7	7	0	0
	Z Not Stated	379	309	21	49
<b>Age</b>	60 and over	252	178	22	52
	50 - 59	1201	1000	99	102
	40 - 49	1645	1400	108	137
	30 - 39	1394	1175	64	155
	20 - 29	580	463	13	104
	19 and under	3	3	0	0
	not known/not declared	65	50	1	14
<b>Disability</b>	Learning Disability/Difficulty	2	1	1	0
	Long-standing Illness	1	1	0	0
	Medical Health Condition	1	1	0	0
	No	2848	2385	152	311
	Not Declared	2169	1784	144	242
	Other	1	1	0	0
	Physical Impairment	3	2	0	1
	Sensory Impairment	2	2	0	0
	Yes - Unspecified	112	92	10	10

## North Region

Equality Categories		Baseline (FTE)	Total Appointments (FTE)	Total Redundancy (FTE)	Total Natural Attrition (FTE)
<b>TOTALS</b>		<b>11618</b>	<b>9646</b>	<b>1001</b>	<b>971</b>
<b>Gender</b>	Male	3204	2680	267	257
	Female	8386	6957	732	697
	Unknown Gender	29	9	3	17
<b>Ethnicity</b>	A White - British	10076	8426	857	793
	B White - Irish	109	87	13	9
	C White - Any other White background	188	151	20	18
	C2 White Northern Irish	0	0	0	0
	C3 White Unspecified	20	16	2	3
	CA White English	59	54	2	3
	CB White Scottish	8	7	0	1
	CC White Welsh	7	6	1	0
	CD White Cornish	0	0	0	0
	CE White Cypriot (non specific)	0	0	0	0
	CF White Greek	1	1	0	0
	CG White Greek Cypriot	0	0	0	0
	CH White Turkish	1	1	0	0
	CJ White Turkish Cypriot	0	0	0	0
	CK White Italian	2	2	0	0
	CL White Irish Traveller	0	0	0	0
	CM White Traveller	0	0	0	0
	CN White Gypsy/Romany	0	0	0	0
	CP White Polish	7	6	1	0
	CQ White ex-USSR	0	0	0	0
	CR White Kosovan	0	0	0	0
	CS White Albanian	0	0	0	0
	CT White Bosnian	0	0	0	0
	CU White Croatian	0	0	0	0
	CV White Serbian	0	0	0	0
	CW White Other Ex-Yugoslav	0	0	0	0
	CX White Mixed	1	0	1	0
	CY White Other European	6	5	0	1
	D Mixed - White & Black Caribbean	27	24	3	0
	E Mixed - White & Black African	10	9	1	0
	F Mixed - White & Asian	28	23	2	3
	GA Mixed - Black & Asian	0	0	0	0
	GB Mixed - Black & Chinese	0	0	0	0
GC Mixed - Black & White	0	0	0	0	
GD Mixed - Chinese & White	1	1	0	0	
GE Mixed - Asian & Chinese	0	0	0	0	
GF Mixed - Other/Unspecified	24	20	2	2	
H Asian or Asian British - Indian	182	145	16	21	
J Asian or Asian British - Pakistani	151	125	10	16	
K Asian or Asian British - Bangladeshi	21	17	3	2	



	L Asian or Asian British - Any other Asian background	32	26	2	4
	LA Asian Mixed	1	1	0	0
	LB Asian Punjabi	1	1	0	0
	LC Asian Kashmiri	0	0	0	0
	LD Asian East African	0	0	0	0
	LE Asian Sri Lankan	1	1	0	0
	LF Asian Tamil	0	0	0	0
	LG Asian Sinhalese	0	0	0	0
	LH Asian British	3	2	1	0
	LJ Asian Caribbean	2	2	0	0
	LK Asian Unspecified	2	1	0	1
	M Black or Black British - Caribbean	43	35	7	1
	N Black or Black British - African	46	40	1	4
	P Black or Black British - Any other Black background	10	5	2	3
	PA Black Somali	0	0	0	0
	PB Black Mixed	0	0	0	0
	PC Black Nigerian	2	1	0	1
	PD Black British	3	3	0	0
	PE Black Unspecified	0	0	0	0
	R Chinese	42	32	4	6
	S Any Other Ethnic Group	31	27	3	1
	SA Vietnamese	0	0	0	0
	SB Japanese	0	0	0	0
	SC Filipino	2	1	1	0
	SD Malaysian	0	0	0	0
	SE Other Unspecified	2	2	0	0
	Z Not Stated	466	339	49	78
<b>Age</b>	60 and over	555	363	108	84
	50 - 59	3031	2397	433	201
	40 - 49	3705	3212	252	241
	30 - 39	2650	2330	99	221
	20 - 29	1072	906	32	134
	19 and under	7	6	1	0
	not known/not declared	597	431	76	90
<b>Disability</b>	Learning Disability/Difficulty	5	5	0	0
	Long-standing Illness	32	27	5	0
	Medical Health Condition	4	2	1	1
	No	6541	5493	510	538
	Not Declared	4746	3897	448	401
	Other	10	8	1	1
	Physical Impairment	17	13	2	2
	Sensory Impairment	13	9	2	2
	Yes - Unspecified	252	193	33	26

## South Region

Equality Categories		Baseline (FTE)	Total Appointments (FTE)	Total Redundancy (FTE)	Total Natural Attrition (FTE)
<b>TOTALS</b>		<b>7460</b>	<b>6294</b>	<b>478</b>	<b>688</b>
<b>Gender</b>	Male	2097	1769	134	194
	Female	5353	4515	344	494
	Unknown Gender	11	11	0	0
<b>Ethnicity</b>	A White - British	5865	4976	350	540
	B White - Irish	63	54	3	6
	C White - Any other White background	164	142	6	16
	C2 White Northern Irish	1	0	0	1
	C3 White Unspecified	5	5	0	0
	CA White English	118	96	9	12
	CB White Scottish	6	6	0	1
	CC White Welsh	3	2	1	0
	CD White Cornish	1	1	0	0
	CE White Cypriot (non specific)	0	0	0	0
	CF White Greek	0	0	0	0
	CG White Greek Cypriot	0	0	0	0
	CH White Turkish	0	0	0	0
	CJ White Turkish Cypriot	0	0	0	0
	CK White Italian	0	0	0	0
	CL White Irish Traveller	0	0	0	0
	CM White Traveller	0	0	0	0
	CN White Gypsy/Romany	0	0	0	0
	CP White Polish	14	14	0	1
	CQ White ex-USSR	1	1	0	0
	CR White Kosovan	0	0	0	0
	CS White Albanian	0	0	0	0
	CT White Bosnian	0	0	0	0
	CU White Croatian	0	0	0	0
	CV White Serbian	0	0	0	0
	CW White Other Ex-Yugoslav	0	0	0	0
	CX White Mixed	1	1	0	0
	CY White Other European	10	9	0	1
	D Mixed - White & Black Caribbean	14	14	0	0
	E Mixed - White & Black African	6	5	1	0
	F Mixed - White & Asian	20	16	3	1
	GA Mixed - Black & Asian	0	0	0	0
	GB Mixed - Black & Chinese	0	0	0	0
	GC Mixed - Black & White	0	0	0	0
GD Mixed - Chinese & White	1	1	0	0	
GE Mixed - Asian & Chinese	0	0	0	0	
GF Mixed - Other/Unspecified	15	14	0	1	
H Asian or Asian British - Indian	113	92	7	14	
J Asian or Asian British - Pakistani	27	21	3	3	
K Asian or Asian British - Bangladeshi	9	9	0	0	
L Asian or Asian British - Any other	33	30	0	4	

	Asian background				
	LA Asian Mixed	0	0	0	0
	LB Asian Punjabi	0	0	0	0
	LC Asian Kashmiri	0	0	0	0
	LD Asian East African	0	0	0	0
	LE Asian Sri Lankan	1	1	0	0
	LF Asian Tamil	0	0	0	0
	LG Asian Sinhalese	0	0	0	0
	LH Asian British	1	0	1	0
	LJ Asian Caribbean	0	0	0	0
	LK Asian Unspecified	2	2	0	0
	M Black or Black British - Caribbean	36	34	1	1
	N Black or Black British - African	85	65	8	13
	P Black or Black British - Any other Black background	6	4	1	1
	PA Black Somali	0	0	0	0
	PB Black Mixed	1	1	0	0
	PC Black Nigerian	1	1	0	0
	PD Black British	2	1	1	0
	PE Black Unspecified	0	0	0	0
	R Chinese	27	22	2	3
	S Any Other Ethnic Group	21	17	2	3
	SA Vietnamese	0	0	0	0
	SB Japanese	1	1	0	0
	SC Filipino	3	3	0	0
	SD Malaysian	0	0	0	0
	SE Other Unspecified	3	3	0	0
	Z Not Stated	779	633	80	66
<b>Age</b>	60 and over	527	394	54	79
	50 - 59	2244	1883	186	175
	40 - 49	2313	2020	150	142
	30 - 39	1584	1346	58	180
	20 - 29	730	615	24	91
	19 and under	10	8	0	3
	not known/not declared	52	27	6	18
<b>Disability</b>	Learning Disability/Difficulty	5	4	0	1
	Long-standing Illness	17	15	3	0
	Medical Health Condition	3	3	0	0
	No	4113	3495	225	393
	Not Declared	3098	2596	234	268
	Other	4	3	0	1
	Physical Impairment	7	5	0	2
	Sensory Impairment	7	6	0	1
	Yes - Unspecified	205	168	17	21