

# MOD Civilian Personnel Statistics

## Statistical Release

1 October 2011



MINISTRY OF DEFENCE



## Quarterly Civilian Personnel Report – 1 October 2011

This statistical release presents figures on strength, intake and outflow of all civilian personnel employed by the Ministry Of Defence. It uses data from the Ministry of Defence Human Resource and Management System (HRMS).

The tables present information about changes in the composition of all civilian personnel for the five most recent quarters as well as the current and two most recent financial years. This report will enable the user to observe recent quarterly events in the context of longer-term patterns.

Contents	Page
<b>Key points and trends</b>	1
<b>Civilian personnel strengths (FTE):</b>	
by Top Level Budgetary Area	2
by grade equivalence	4
<b>Civilian personnel strengths (Headcount):</b>	
by Top Level Budgetary Area	5
by diversity categories	6
<b>Intake and Outflow (Headcount):</b>	
Intake and outflow by Top Level Budgetary Area	7
Intake and outflow rates of civilian personnel by method of entry and reasons for leaving	8
<b>Background Notes</b>	
Data sources	10
Civilian manpower definitions	10
Data quality	12
Grade structures	12
Symbols and conventions	13
Feedback	13
<b>Glossary</b>	14



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### Civilian personnel key points and trends

- The overall Ministry Of Defence civilian population has continued to decrease.
- The Strategic Defence & Security Review (SDSR) baseline number decreased to 75,080 as at 1 October 2011, a decrease of 7,930 since 1 April 2010 (Table 1), with a target reduction of around 25,000 by 2015.
- The strength of Level 0<sup>1</sup> civilian personnel fell by 5,110 (6.1%) Full Time Equivalent (FTE) between 1 April 2011 and 1 October 2011 from 83,060 to 77,960. This net change comprised falls of 2,140 in the Level 1<sup>1</sup> civilian total, 1,200 in locally engaged civilians (LECs) and 1,770 in the Trading Funds<sup>1</sup> (Table 1). The reduction in the Trading Funds was largely due to the transfer of responsibility of the Meteorological Office to the Department for Business, Innovation and Skills (BIS).
- In the 12 months ending 30 September 2011, 1,610 personnel joined the Department (excluding RFA and LEC personnel). This represents an intake rate of 2.2% in the 12 months to 30 September 2011, down from 6.8% in the FY 2009/10 (Table 5).
- Since the announcement of the Voluntary Early Release Scheme (VERS) outflow rates from natural wastage have remained fairly consistent. Outflow from natural wastage in the 12 months ending 30 September 2011 was 7,110, including 1,960 headcount personnel in the Meteorological Office (Table 5). Excluding the Trading Funds, the outflow rate of MOD main TLB<sup>1</sup> civilian personnel in the 12 months to 30 September 2011 was 7.0%, which is comparable with 6.9% in the FY 2009/10. Departures under the VERS scheme began during October 2011, and the statistics in the next quarter will present these separately from departures due to natural wastage.
- Through the period of personnel reductions from April 2010 to date, diversity representation of civilian personnel (excluding Trading Funds, Royal Fleet Auxiliary (RFA) and LECs personnel) has remained largely consistent with female representation at 38.3%, Black and Minority Ethnic representation at 3.5%, Lesbian, Gay and Bisexual representation at 1.6%, and 71.7% Christian representation (Table 4).
- In order to implement the 2011 Census disability definitions, the disability field was reset on 18 April 2011, requiring new input from all personnel. Consequently declaration levels remain too low for disability rates to be reported.

1. For definition, see Glossary.

**Table 1 - Civilian personnel strengths by Top Level Budgetary Area (Full Time Equivalent)**

FTE

	2009 1 Apr	2010 1 Apr	2010 1 Oct	2011 1 Jan	2011 1 Apr	2011 1 Jul	2011 1 Oct	Change since 1 Apr 2010
Navy Command	2,340	2,430	2,400	2,390	2,340	2,300	2,250	-180
Land Forces	16,490	16,480	15,820	15,670	14,920	14,780	14,590	-1,890
HQ Air Command	8,560	8,660	8,600	8,580	8,430	7,560	7,430	-1,230
Central TLB	16,570	16,650	16,360	16,230	15,870	15,740	15,660	-1,000
Chief of Joint Operations	290	290	290	300	270	270	270	-20
Defence Equipment & Support	16,740	16,150	15,670	15,610	15,750	15,700	15,400	-750
Defence Infrastructure Organisation <sup>1</sup>	2,680	2,830	2,860	2,880	3,190	3,160	3,100	270
Science Innovation & Technology	350	*	*	*	*	*	*	*
Unallocated	130	100	70	60	10	10	10	-90
Royal Fleet Auxiliary (RFA)	2,300	2,330	2,370	2,370	2,360	2,340	2,280	-40
<b>Civilian Level 1 Total</b>	<b>66,440</b>	<b>65,920</b>	<b>64,440</b>	<b>64,090</b>	<b>63,130</b>	<b>61,860</b>	<b>60,990</b>	<b>-4,930</b>
<b>Trading Funds Total</b>	<b>9,630</b>	<b>9,730</b>	<b>9,630</b>	<b>9,510</b>	<b>9,350</b>	<b>9,250</b>	<b>7,580</b>	<b>-2,150</b>
Defence Science & Technology Laboratory	3,470	3,700	3,720	3,670	3,640	3,620	3,660	-30
Defence Support Group	3,350	3,230	3,170	3,100	2,960	2,860	2,940	-290
Hydrographic Office	960	970	950	950	960	970	980	10
Meteorological Office	1,850	1,840	1,800	1,790	1,800	1,790	*	-1,840
<b>Locally engaged civilians (LEC) Total<sup>2</sup></b>	<b>10,550</b>	<b>10,200</b>	<b>10,020<sup>e</sup></b>	<b>10,580<sup>e</sup></b>	<b>10,580<sup>e</sup></b>	<b>10,040</b>	<b>9,380<sup>p</sup></b>	<b>-810<sup>p</sup></b>
<b>Civilian Level 0 Total</b>	<b>86,620</b>	<b>85,850</b>	<b>84,090<sup>e</sup></b>	<b>84,180<sup>e</sup></b>	<b>83,060<sup>e</sup></b>	<b>81,150</b>	<b>77,960<sup>p</sup></b>	<b>-7,890<sup>p</sup></b>
NACMO Funded LEC <sup>3</sup> in Afghanistan	-	890	910	900	900 <sup>e</sup>	1,000	1,020	130
Conflict Pool Funded LEC <sup>4</sup> in Sierra Leone	-	150	130	130	130	130	120	-30
US Visiting Forces Stations (USVF) <sup>5</sup>	-	1,810	1,800	1,790	1,770	1,750	1,740	-70
<b>Strategic Defence &amp; Security Review (SDSR) Baseline<sup>6</sup></b>	<b>-</b>	<b>83,000</b>	<b>81,250<sup>e</sup></b>	<b>81,360<sup>e</sup></b>	<b>80,260<sup>e</sup></b>	<b>78,280</b>	<b>75,080<sup>p</sup></b>	<b>-7,930<sup>p</sup></b>

Source: DASA (Quad-Service)

**Notes:**

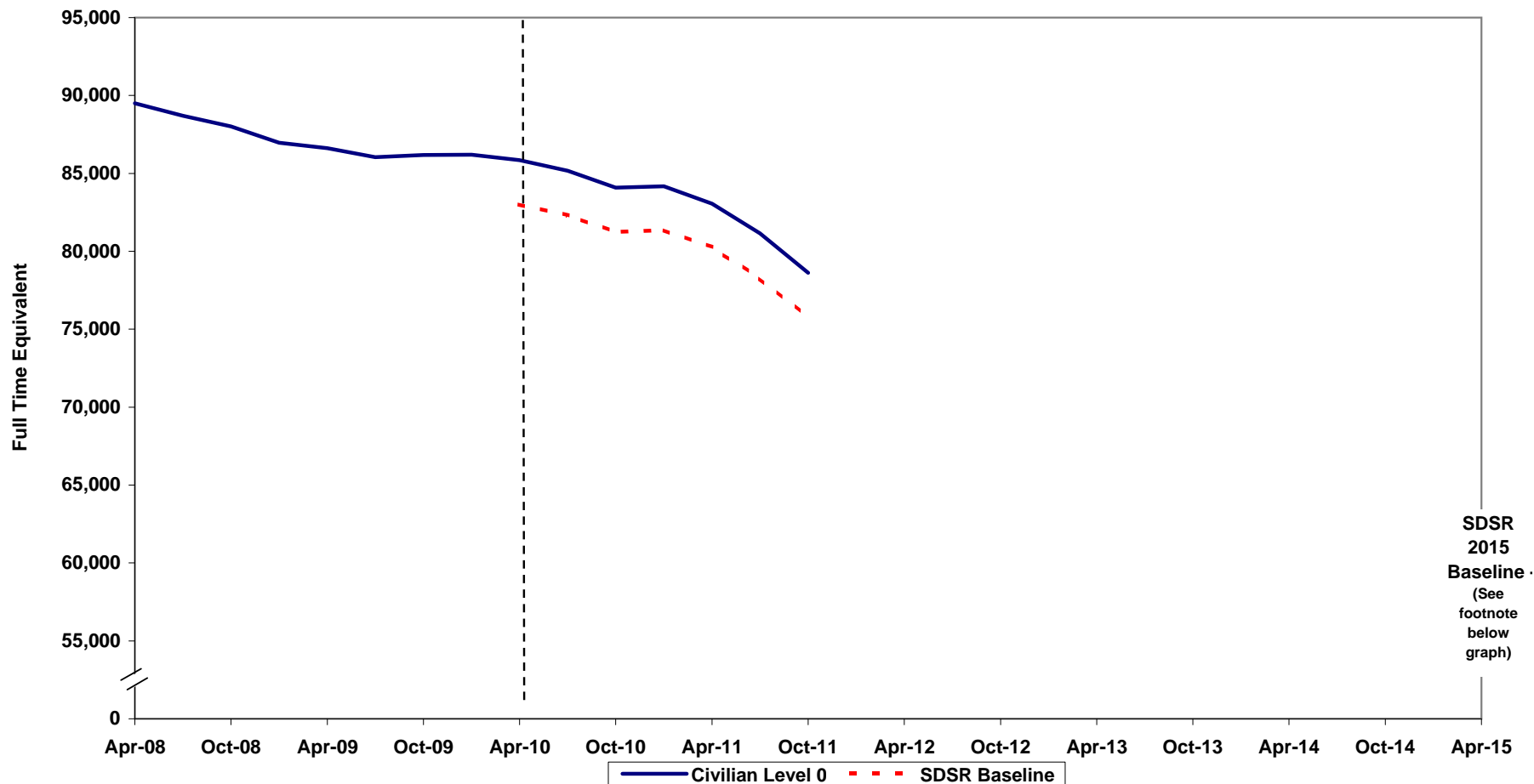
- 1 Defence Infrastructure Organisation (DIO) established on 01 April 2011 and replaced the Defence Estates organisation. DIO includes TLB property and facilities management functions previously situated within other TLBs, DIO title structure has been applied retrospectively across data period for consistency of reporting.
- 2 The increase in locally engaged civilian numbers in January 2011 reflects additional requirements for the training and support of military exercises.
- 3 NACMO (Net Additional Cost of Military Operations) are those costs which arise as a direct result of a particular military operation that is over and above routine MOD business and which would not otherwise have been incurred. Net additional costs of operations in Afghanistan (Op HERRICK) are claimed from the HM Treasury (HMT) Reserve and are not a direct cost to the department, this includes all locally engaged civilians employed as part of Op HERRICK. The number and location of personnel financed by NACMO could change in line with operational requirements.
- 4 Personnel who work as part of the UK contribution to conflict prevention (including UN peace keeping) are paid from the Conflict Pool Fund and are not a direct cost to the department. This includes all locally engaged civilians employed in Sierra Leone. The number and location of personnel financed by the Conflict Pool Fund could change in line with operational requirements.
- 5 Civilian personnel employed at US Visiting Forces stations are initially paid by Air Command and Land Forces Top Level Budget. The US reimburses Air Command and Land Forces Top Level Budgetary areas so the US Visiting Forces stations are cost neutral. The MOD has no control over the civilian numbers employed on US Visiting Forces stations.
- 6 Strategic Defence & Security Review (SDSR) Baseline is comprised of all Civilian Level 0 personnel but excludes all NACMO Funded locally engaged civilians in Afghanistan and personnel on US Visiting Forces stations. The MOD has no financial liability over NACMO LEC's and USVF civilians and therefore they should not be included in the monitoring of the 25,000 personnel reduction announced during the Strategic Defence & Security Review from April 2010.

"e" denotes estimate - October 2010, January 2011 and April 2011 locally engaged civilian figures are 'estimates' due to non-availability of data.

"p" denotes provisional - October 2011 locally engaged civilian figures are 'provisional' due to non-availability of data.

\* denotes not applicable.

**Graph 1 - Civilian Level 0 and Strategic Defence and Security Review Baseline personnel strengths (Full Time Equivalent)**



**SDSR 2015 Baseline** - The MOD Civil Service will decrease by around 25,000 personnel by 2015, as the requirement for civilian support decreases in line with the development of new force structures, restructuring of defence capabilities, rationalisation of the defence estate and realisation of other non-front line savings. (Source: The Strategic Defence & Security Review White Paper, 19 October 2010)

**Table 2 - Civilian personnel strengths by grade equivalence<sup>1</sup>**

FTE

	2009 1 Apr	2010 1 Apr	2010 1 Oct	2011 1 Jan	2011 1 Apr	2011 1 Jul	2011 1 Oct
<b>Civilian Level 0 Total</b>	<b>86,620</b>	<b>85,850</b>	<b>84,090<sup>e</sup></b>	<b>84,180<sup>e</sup></b>	<b>83,060<sup>e</sup></b>	<b>81,150</b>	<b>77,960<sup>p</sup></b>
<b>Non Industrial Total</b>	<b>53,040</b>	<b>52,580</b>	<b>51,470</b>	<b>51,130</b>	<b>50,200</b>	<b>49,740</b>	<b>49,170</b>
SCS & Equivalent	300	290	290	280	270	270	250
Band B1 & Equivalent	680	670	670	680	690	690	680
Band B2 & Equivalent	1,760	1,800	1,790	1,780	1,740	1,720	1,700
Band C1 & Equivalent	6,070	6,160	6,170	6,280	6,310	6,310	6,290
Band C2 & Equivalent	10,730	10,470	10,370	10,410	10,370	10,350	10,360
Band D & Equivalent	10,580	10,440	9,920	9,870	9,930	9,940	9,760
Band E1 & Equivalent	15,860	15,630	15,100	14,980	14,500	14,180	13,960
Band E2 & Equivalent	6,940	6,820	6,550	6,470	6,370	6,250	6,140
Other <sup>2</sup>	110	300	620	390	10	20	20
<b>Industrial<sup>3</sup> Total</b>	<b>11,100</b>	<b>11,010</b>	<b>10,590</b>	<b>10,590</b>	<b>10,580</b>	<b>9,780</b>	<b>9,530</b>
Firefighter	950	930	850	840	900	900	890
Skill Zone 4	300	320	300	400	390	390	380
Skill Zone 3	3,030	2,990	2,910	2,890	2,870	2,820	2,740
Skill Zone 2	3,830	3,760	3,690	3,660	3,660	3,540	3,420
Skill Zone 1	2,850	2,800	2,610	2,560	2,520	1,910	1,870
Apprentice	140	210	240	240	230	230	240
<b>Royal Fleet Auxiliary Total<sup>4</sup></b>	<b>2,300</b>	<b>2,330</b>	<b>2,370</b>	<b>2,370</b>	<b>2,360</b>	<b>2,340</b>	<b>2,280</b>
<b>Trading Funds Total<sup>4</sup></b>	<b>9,630</b>	<b>9,730</b>	<b>9,630</b>	<b>9,510</b>	<b>9,350</b>	<b>9,250</b>	<b>7,580</b>
<b>Locally engaged civilians Total<sup>4,5</sup></b>	<b>10,550</b>	<b>10,200</b>	<b>10,020<sup>e</sup></b>	<b>10,580<sup>e</sup></b>	<b>10,580<sup>e</sup></b>	<b>10,040</b>	<b>9,380<sup>p</sup></b>

Source: DASA (Quad-Service)

**Notes:**

1 Grade equivalence is shown in terms of the broader banding structure and is based on paid grade.

2 Includes industrial staff on temporary promotion to non-industrial grades and staff for whom no grade information is available.

3 Industrial staff (also known as skill zone staff) are civilian personnel employed primarily in a trade, craft or other manual labour occupation. This covers a wide range of work such as industrial technicians, air freight handlers, storekeepers, vergers and drivers.

4 Data by grade are not available for Royal Fleet Auxiliaries, Trading Funds and locally engaged civilians.

5 The increase in locally engaged civilian numbers in January 2011 reflects additional requirements for the training and support of military exercises.

"e" denotes estimate - October 2010, January 2011 and April 2011 locally engaged civilian figures are 'estimates' due to non-availability of data.

"p" denotes provisional - October 2011 locally engaged civilian figures are 'provisional' due to non-availability of data.

**Table 3 - Civilian personnel strengths by Top Level Budgetary Area (Headcount)**

	Headcount							
	2009 1 Apr	2010 1 Apr	2010 1 Oct	2011 1 Jan	2011 1 Apr	2011 1 Jul	2011 1 Oct	Net change since Apr 10
Navy Command	2,450	2,550	2,510	2,500	2,450	2,410	2,370	-180
Land Forces	17,200	17,200	16,480	16,350	15,590	15,450	15,250	-1,950
HQ Air Command	8,850	8,960	8,900	8,890	8,740	7,820	7,690	-1,280
Central TLB	17,040	17,130	16,830	16,710	16,350	16,230	16,150	-980
Chief of Joint Operations	290	290	300	300	270	270	270	-20
Defence Equipment & Support	17,130	16,540	16,050	15,980	16,130	16,090	15,790	-750
Defence Infrastructure Organisation <sup>1</sup>	2,750	2,910	2,940	2,960	3,270	3,250	3,180	270
Science Innovation & Technology	350	*	*	*	*	*	*	*
Unallocated	130	100	70	60	10	10	10	-90
Royal Fleet Auxiliary (RFA)	2,300	2,330	2,370	2,370	2,360	2,340	2,280	-40
<b>Civilian Level 1 Total</b>	<b>68,500</b>	<b>68,010</b>	<b>66,460</b>	<b>66,130</b>	<b>65,160</b>	<b>63,860</b>	<b>62,980</b>	<b>-5,020</b>
<b>Trading Funds Total</b>	<b>9,860</b>	<b>9,980</b>	<b>9,900</b>	<b>9,770</b>	<b>9,620</b>	<b>9,520</b>	<b>7,780</b>	<b>-2,200</b>
Defence Science & Technology Laboratory	3,580	3,800	3,830	3,780	3,750	3,740	3,780	-30
Defence Support Group	3,390	3,270	3,210	3,150	3,000	2,900	2,980	-290
Hydrographic Office	990	1,000	980	990	1,000	1,020	1,020	20
Meteorological Office	1,900	1,900	1,870	1,860	1,860	1,860	*	-1,900
<b>Locally engaged civilians Total<sup>2</sup></b>	<b>12,270</b>	<b>11,980</b>	<b>11,780<sup>e</sup></b>	<b>12,130<sup>e</sup></b>	<b>12,270<sup>e</sup></b>	<b>11,720</b>	<b>10,940<sup>p</sup></b>	<b>-1,040<sup>p</sup></b>
<i>Of which</i>								
NACMO Funded LEC <sup>3</sup> in Afghanistan	-	890	930	900	900 <sup>e</sup>	1,000	1,020	130
Conflict Pool Funded LEC <sup>4</sup> in Sierra Leone	-	150	130	130	130	130	120	-30
<b>Civilian Level 0 Total</b>	<b>90,630</b>	<b>89,970</b>	<b>88,130<sup>e</sup></b>	<b>88,040<sup>e</sup></b>	<b>87,060<sup>e</sup></b>	<b>85,090</b>	<b>81,710<sup>p</sup></b>	<b>-8,260<sup>p</sup></b>

Source: DASA (Quad-Service)

**Notes:**

1 Defence Infrastructure Organisation (DIO) established on 01 April 2011 and replaced the Defence Estates organisation. DIO includes TLB property and facilities management functions previously situated within other TLBs. DIO title structure has been applied retrospectively across data period for consistency of reporting.

2 The increase in locally engaged civilian numbers in January 2011 reflects additional requirements for the training and support of military exercises.

3 NACMO (Net Additional Cost of Military Operations) are those costs which arise as a direct result of a particular military operation that is over and above routine MOD business and which would not otherwise have been incurred. Net additional costs of operations in Afghanistan (Op HERRICK) are claimed from the HM Treasury (HMT) Reserve and are not a direct cost to the department, this includes all locally engaged civilians employed as part of Op HERRICK. The number and location of personnel financed by NACMO could change in line with operational requirements.

4 Personnel who work as part of the UK contribution to conflict prevention (including UN peace keeping) are paid from the Conflict Pool Fund and are not a direct cost to the department. This includes all locally engaged civilians employed in Sierra Leone. The number and location of personnel financed by the Conflict Pool Fund could change in line with operational requirements.

"e" denotes estimate - October 2010, January 2011 and April 2011 locally engaged civilian figures are 'estimates' due to non-availability of data.

"p" denotes provisional - October 2011 locally engaged civilian figures are 'provisional' due to non-availability of data.

\* denotes not applicable.

**Table 4 - Civilian personnel strengths by sex, ethnicity, disability, sexual orientation, religion or belief and working patterns (Headcount)**

The current MOD 2013 target for Gender representation is 40.0%, Disability representation is 9.5% and Black and Minority Ethnic representation is 5.0%.

	Headcount						
	2009 1 Apr	2010 1 Apr	2010 1 Oct	2011 1 Jan	2011 1 Apr	2011 1 Jul	2011 1 Oct
<b>Sex</b>							
<b>Total<sup>1</sup></b>	<b>66,200</b>	<b>65,680</b>	<b>64,080</b>	<b>63,760</b>	<b>62,810</b>	<b>61,510</b>	<b>60,700</b>
Female	25,510	25,390	24,760	24,710	24,280	23,530	23,230
<i>Percentage Female</i>	38.5	38.7	38.6	38.8	38.7	38.3	38.3
Male	40,680	40,290	39,330	39,060	38,530	37,980	37,470
<b>Ethnicity</b>							
<b>Total<sup>1</sup></b>	<b>66,200</b>	<b>65,680</b>	<b>64,080</b>	<b>63,760</b>	<b>62,810</b>	<b>61,510</b>	<b>60,700</b>
Black and Minority Ethnic	1,840	1,830	1,820	1,840	1,820	1,920	1,910
<i>Percentage<sup>2</sup> Black and Minority Ethnic</i>	3.2	3.2	3.2	3.3	3.3	3.5	3.5
White	55,020	55,400	54,290	54,000	53,420	52,760	52,130
Choose Not to Declare	2,930	3,230	3,310	3,360	3,310	1,390	1,810
No Response	6,410	5,220	4,670	4,570	4,260	5,440	4,850
<b>Disability<sup>3</sup></b>							
<b>Total<sup>1</sup></b>	<b>66,200</b>	<b>65,680</b>	<b>64,080</b>	<b>63,760</b>	<b>62,810</b>	<b>..</b>	<b>..</b>
Disabled	3,540	3,820	4,000	4,080	4,130	..	..
<i>Percentage<sup>2</sup> Disabled</i>	6.7	7.0	7.4	7.6	7.7	..	..
Not Disabled	49,640	50,470	49,700	49,640	49,180	..	..
Choose Not to Declare	..	4,210	4,290	4,250	4,180	..	..
No Response	13,020	7,180	6,100	5,790	5,320	..	..
<b>Sexual Orientation</b>							
<b>Total<sup>1</sup></b>	<b>66,200</b>	<b>65,680</b>	<b>64,080</b>	<b>63,760</b>	<b>62,810</b>	<b>61,510</b>	<b>60,700</b>
Lesbian, Gay, Bisexual	460	520	540	540	550	610	640
<i>Percentage<sup>2</sup> Lesbian, Gay, Bisexual</i>	1.3	1.3	1.4	1.4	1.4	1.5	1.6
Heterosexual	35,480	39,010	39,150	39,300	39,380	39,170	39,190
Choose Not to Declare	13,140	12,700	12,490	12,370	12,160	11,690	11,410
No Response	17,120	13,450	11,910	11,550	10,720	10,040	9,460
<b>Religion or Belief</b>							
<b>Total<sup>1</sup></b>	<b>66,200</b>	<b>65,680</b>	<b>64,080</b>	<b>63,760</b>	<b>62,810</b>	<b>61,510</b>	<b>60,700</b>
Christian	27,200	29,510	29,450	29,520	29,580	29,300	29,220
<i>Percentage<sup>2</sup> Christian</i>	72.6	72.0	71.8	71.7	71.7	71.6	71.7
Non Christian Religion <sup>4</sup>	1,960	2,090	2,070	2,080	2,080	2,050	2,060
Secular <sup>5</sup>	8,320	9,400	9,520	9,580	9,580	9,560	9,500
Choose Not to Declare	11,630	11,460	11,380	11,290	11,120	10,840	10,720
No Response	17,080	13,220	11,670	11,290	10,450	9,780	9,210
<b>Working Patterns</b>							
<b>Total<sup>1</sup></b>	<b>66,200</b>	<b>65,680</b>	<b>64,080</b>	<b>63,760</b>	<b>62,810</b>	<b>61,510</b>	<b>60,700</b>
Part Time	6,640	6,740	6,530	6,610	6,550	6,470	6,470
<i>Percentage<sup>2</sup> Part Time</i>	10.0	10.3	10.2	10.4	10.4	10.5	10.7
Full Time	59,550	58,950	57,560	57,150	56,260	55,040	54,230
<b>Trading Funds Total</b>	<b>9,860</b>	<b>9,980</b>	<b>9,900</b>	<b>9,770</b>	<b>9,620</b>	<b>9,520</b>	<b>7,780</b>
<b>Royal Fleet Auxiliary Total</b>	<b>2,300</b>	<b>2,330</b>	<b>2,370</b>	<b>2,370</b>	<b>2,360</b>	<b>2,340</b>	<b>2,280</b>
<b>Locally engaged civilians Total<sup>6</sup></b>	<b>12,270</b>	<b>11,980</b>	<b>11,780<sup>e</sup></b>	<b>12,130<sup>e</sup></b>	<b>12,270<sup>e</sup></b>	<b>11,720</b>	<b>10,940<sup>p</sup></b>
<b>Civilian Level 0 Total</b>	<b>90,630</b>	<b>89,970</b>	<b>88,130<sup>e</sup></b>	<b>88,040<sup>e</sup></b>	<b>87,060<sup>e</sup></b>	<b>85,090</b>	<b>81,710<sup>p</sup></b>

Source: DASA(Quad-Service)

**Notes:**

- 1 Totals include all industrial and non-industrial personnel but exclude all Trading Funds, Royal Fleet Auxiliary and locally engaged civilians for which declaration data are not available.
- 2 Percentages are based on known declarations as recorded on HRMS, and exclude data for unknown or undeclared entries. Percentages are calculated from unrounded figures and are shown to 1 decimal place.
- 3 Due to the HRMS reset of the disability field on 18 April 2011 to accommodate the new disability reporting requirements, insufficient numbers of personnel have made disability declarations to be able to report disability representation with any validity from July 2011.
- 4 Non Christian religion refers to all those declaring religious beliefs other than Christian denominations.
- 5 Secular refers to all those declaring that they have no religious beliefs.
- 6 The increase in locally engaged civilian numbers in January 2011 reflects additional requirements for the training and support of military exercises.

"e" denotes estimate - October 2010, January 2011 and April 2011 locally engaged civilian figures are 'estimates' due to non-availability of data.

"p" denotes provisional - October 2011 locally engaged civilian figures are 'provisional' due to non-availability of data.

.. denotes not available.

**Table 5 - Intake and outflow of civilian personnel by Top Level Budgetary Area (Headcount)**

	Headcount							
	Financial Year 2008/09	Financial Year 2009/10	12 Months Ending:					Financial Year 2011/12 to date
			2010 2010 30 Sep	2010 2010 31 Dec	2011 2011 31 Mar	2011 2011 30 Jun	2011 2011 30 Sep	
<b>MOD Total Intake<sup>1</sup></b>	<b>5,080</b>	<b>5,140</b>	<b>3,340</b>	<b>2,670</b>	<b>2,040</b>	<b>1,720</b>	<b>1,610</b>	<b>780</b>
<b>MOD Main TLB Total Intake</b>	<b>4,040</b>	<b>4,200</b>	<b>2,650</b>	<b>2,130</b>	<b>1,610</b>	<b>1,360</b>	<b>1,140</b>	<b>410</b>
Navy Command	110	140	90	80	60	50	40	10
Land Forces	1,350	1,330	930	740	470	400	360	120
HQ Air Command	740	750	520	440	340	260	200	50
Central TLB	1,010	830	430	370	320	270	240	100
Chief of Joint Operations	20	10	10	10	10	-	-	-
Defence Equipment & Support	560	820	530	410	360	340	270	120
Defence Infrastructure Organisation <sup>2</sup>	100	140	110	80	50	30	20	-
Science Innovation & Technology	140	170	40	*	*	*	*	*
Unallocated	10	10	-	-	-	-	-	-
<b>Trading Funds Total Intake</b>	<b>1,040</b>	<b>940</b>	<b>700</b>	<b>540</b>	<b>430</b>	<b>360</b>	<b>470</b>	<b>370</b>
Defence Science & Technology Laboratory	580	570	460	340	240	180	260	240
Defence Support Group	130	140	80	70	30	20	30	20
Hydrographic Office	40	80	50	40	60	80	100	50
Meteorological Office	280	140	110	90	100	80	90	50
<b>MOD Total Outflow<sup>1,3</sup></b>	<b>7,340</b>	<b>5,540</b>	<b>5,480</b>	<b>5,270</b>	<b>5,270</b>	<b>5,760</b>	<b>7,110</b>	<b>4,720</b>
<b>MOD Main TLB Total Outflow</b>	<b>6,420</b>	<b>4,710</b>	<b>4,600</b>	<b>4,430</b>	<b>4,470</b>	<b>4,900</b>	<b>4,370</b>	<b>2,370</b>
Navy Command	160	100	110	110	110	110	110	70
Land Forces	2,200	1,280	1,470	1,470	1,420	1,300	940	450
HQ Air Command	840	610	600	600	550	1,350	1,300	1,070
Central TLB	1,300	1,180	1,100	1,000	1,000	950	940	440
Chief of Joint Operations	20	10	10	10	10	20	20	10
Defence Equipment & Support	1,610	1,310	1,150	1,100	1,240	1,050	950	280
Defence Infrastructure Organisation <sup>2</sup>	200	130	150	140	120	110	100	50
Science Innovation & Technology	60	80	10	*	*	*	*	*
Unallocated	40	10	-	-	10	10	10	-
<b>Trading Funds Total Outflow<sup>3</sup></b>	<b>920</b>	<b>830</b>	<b>880</b>	<b>840</b>	<b>800</b>	<b>860</b>	<b>2,740</b>	<b>2,350</b>
Defence Science & Technology Laboratory	450	370	400	340	330	330	320	210
Defence Support Group	210	250	260	290	280	340	390	190
Hydrographic Office	100	70	70	70	60	60	60	40
Meteorological Office <sup>3</sup>	170	140	160	150	140	130	1,960	1,910
<b>Net Change of Royal Fleet Auxiliary<sup>4</sup></b>	<b>30</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>30</b>	<b>-</b>	<b>-90</b>	<b>-70</b>
<b>Net Change of locally engaged civilians<sup>4,5</sup></b>	<b>-810</b>	<b>-290</b>	<b>70</b>	<b>420</b>	<b>290</b>	<b>-160</b>	<b>-840</b>	<b>-1,330</b>
<b>MOD Total Net Change<sup>3,6</sup></b>	<b>-3,040</b>	<b>-660</b>	<b>-2,050</b>	<b>-2,150</b>	<b>-2,910</b>	<b>-4,200</b>	<b>-6,420</b>	<b>-5,340</b>

Source: DASA(Quad-Service)

**Notes:**

- Total intake and outflow includes all permanent, casual and Trading Funds civilian personnel but excludes all Royal Fleet Auxiliary and locally engaged civilians.
- Defence Infrastructure Organisation (DIO) established on 01 April 2011 and replaced the Defence Estates organisation. DIO includes TLB property and facilities management functions previously situated within other TLBs, DIO title structure has been applied retrospectively across data period for consistency of reporting.
- Outflow figures reflect the transfer of the Meteorological Office to the Department for Business, Innovation and Skills (BIS), with effect from 1 October 2011.
- Intake and Outflow for locally engaged civilians and Royal Fleet Auxiliaries are not available, therefore, only net changes in strengths of RFAs and locally engaged civilians are listed in this table.
- The increase in locally engaged civilian numbers at the quarter ending in January 2011 reflects additional requirements for the training and support of military exercises.
- Total net change refers to the total net Level 0 headcount change of all permanent and casual civilian personnel, Royal Fleet Auxiliaries, Trading Funds and locally engaged civilians.

**Table 6 - Intake and outflow rates<sup>1</sup> of civilian personnel by method of entry and reasons for leaving (Headcount)**

	Headcount							
	Financial Year 2008/09	Financial Year 2009/10	12-Months Ending:					Financial Year 2011/12 to date
			2010 30 Sep	2010 31 Dec	2011 31 Mar	2011 30 Jun	2011 30 Sep	
<b>MOD Total Intake<sup>2</sup></b>	<b>5,080</b>	<b>5,140</b>	<b>3,340</b>	<b>2,670</b>	<b>2,040</b>	<b>1,720</b>	<b>1,610</b>	<b>780</b>
<i>Total Intake Rate</i>	<i>6.6</i>	<i>6.8</i>	<i>4.4</i>	<i>3.6</i>	<i>2.7</i>	<i>2.3</i>	<i>2.2</i>	<i>1.1</i>
<b>MOD Main TLB Total Intake</b>	<b>4,040</b>	<b>4,200</b>	<b>2,650</b>	<b>2,130</b>	<b>1,610</b>	<b>1,360</b>	<b>1,140</b>	<b>410</b>
<i>Total Intake Rate</i>	<i>6.0</i>	<i>6.4</i>	<i>4.0</i>	<i>3.3</i>	<i>2.5</i>	<i>2.1</i>	<i>1.8</i>	<i>0.7</i>
Recruitment / Re-instatement	3,940	3,990	2,440	1,840	1,410	1,190	980	370
Transfer from other Public Office	110	210	210	290	190	170	160	30
<b>Trading Funds Total Intake</b>	<b>1,040</b>	<b>940</b>	<b>700</b>	<b>540</b>	<b>430</b>	<b>360</b>	<b>470</b>	<b>370</b>
<i>Total Intake Rate</i>	<i>10.8</i>	<i>9.5</i>	<i>6.9</i>	<i>5.4</i>	<i>4.4</i>	<i>3.7</i>	<i>5.0</i>	<i>3.9</i>
Recruitment / Re-instatement	460	380	250	200	190	180	210	130
Transfer from other Public Office	570	560	440	330	240	180	260	240
<b>MOD Total Outflow<sup>2,3</sup></b>	<b>7,340</b>	<b>5,540</b>	<b>5,480</b>	<b>5,270</b>	<b>5,270</b>	<b>5,760</b>	<b>7,110</b>	<b>4,720</b>
<i>Total Outflow Rate</i>	<i>9.5</i>	<i>7.3</i>	<i>7.3</i>	<i>7.0</i>	<i>7.1</i>	<i>7.9</i>	<i>9.8</i>	<i>6.6</i>
<b>MOD Main TLB Total Outflow</b>	<b>6,420</b>	<b>4,710</b>	<b>4,600</b>	<b>4,430</b>	<b>4,470</b>	<b>4,900</b>	<b>4,370</b>	<b>2,370</b>
<i>Total Outflow Rate</i>	<i>9.5</i>	<i>7.1</i>	<i>7.0</i>	<i>6.8</i>	<i>6.9</i>	<i>7.7</i>	<i>7.0</i>	<i>3.8</i>
Resignation	2,000	1,190	1,190	1,190	1,220	1,140	1,070	540
Retirement	820	720	1,150	1,300	1,340	1,200	1,030	440
End of Appointments	540	590	560	520	450	410	240	130
Voluntary Release or Redundancy <sup>4</sup>	460	400	280	250	180	170	260	150
Compulsory Severance or Retirement	610	210	210	190	150	150	90	-
Health / Death in Service	300	300	300	300	290	300	290	150
Dismissed	120	110	110	90	90	100	90	50
Other	1,560	1,180	800	600	740	1,430	1,310	900
<b>Trading Funds Total Outflow<sup>3</sup></b>	<b>920</b>	<b>830</b>	<b>880</b>	<b>840</b>	<b>800</b>	<b>860</b>	<b>2,740</b>	<b>2,350</b>
<i>Total Outflow Rate</i>	<i>9.6</i>	<i>8.3</i>	<i>8.8</i>	<i>8.4</i>	<i>8.1</i>	<i>8.8</i>	<i>28.6</i>	<i>25.0</i>
Resignation	280	200	220	230	220	220	230	120
Retirement	150	120	130	130	80	70	60	30
End of Appointments	140	190	210	210	180	190	160	140
Voluntary Release or Redundancy	40	80	80	90	150	230	300	160
Compulsory Severance or Retirement	100	70	70	20	20	20	20	-
Health / Death in Service	20	20	20	20	20	10	20	10
Dismissed	20	20	20	20	20	20	20	10
Other	180	130	130	140	120	110	1,940	1,880
<b>Net Change of Royal Fleet Auxiliary<sup>5</sup></b>	<b>30</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>30</b>	<b>-</b>	<b>-90</b>	<b>-70</b>
<b>Net Change of Locally engaged civilians<sup>5,6</sup></b>	<b>-810</b>	<b>-290</b>	<b>70</b>	<b>420</b>	<b>290</b>	<b>-160</b>	<b>-840</b>	<b>-1,330</b>
<b>MOD Total Net Change<sup>7</sup></b>	<b>-3,040</b>	<b>-660</b>	<b>-2,050</b>	<b>-2,150</b>	<b>-2,910</b>	<b>-4,200</b>	<b>-6,420</b>	<b>-5,340</b>

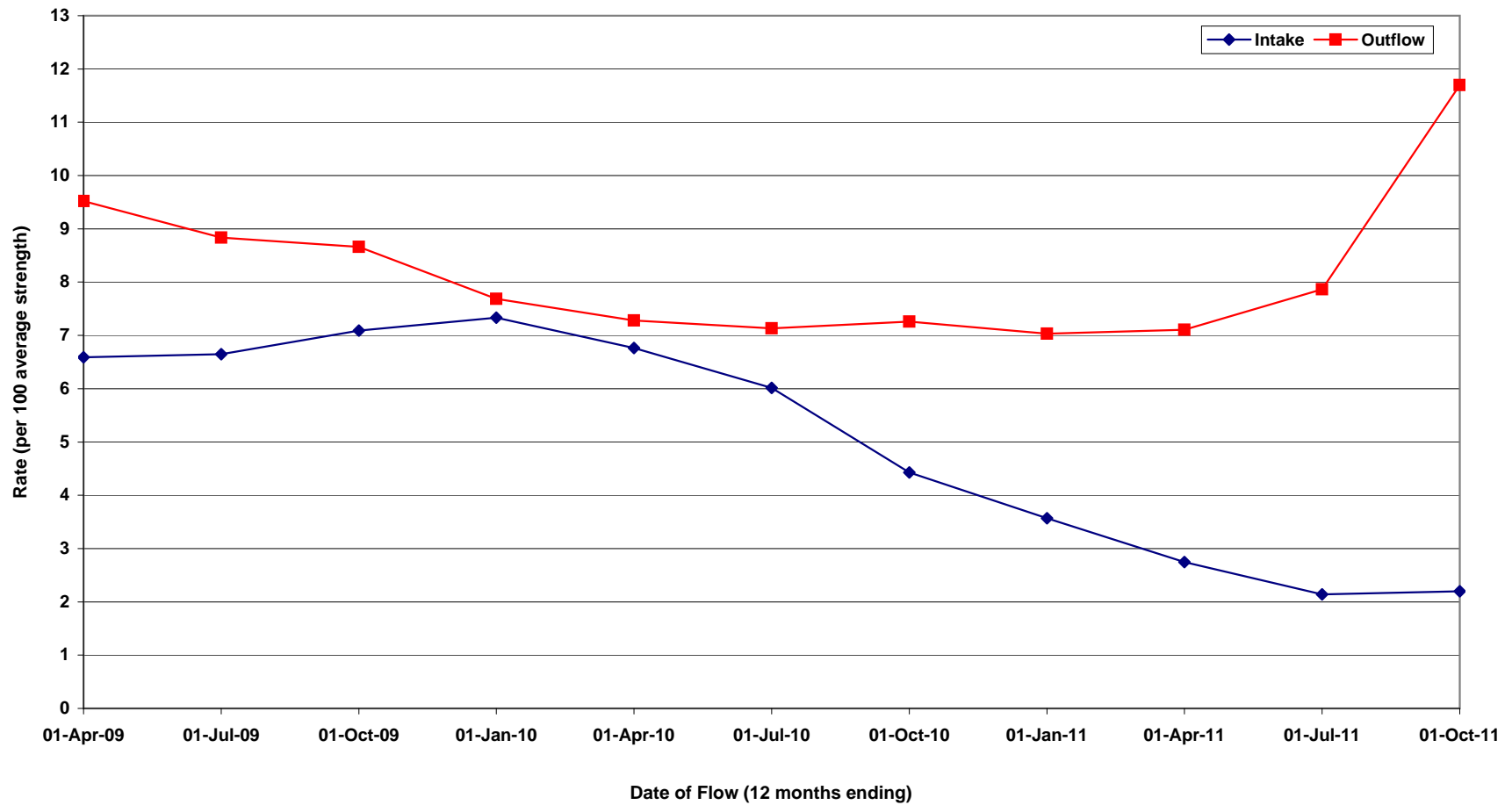
Source: DASA(Quad-Service)

**Notes:**

- 1 Rates are the number of people who join or leave the department per 100 of the average headcount strength.
- 2 Total intake and outflow includes all permanent, casual and Trading Funds civilian personnel but excludes all Royal Fleet Auxiliary and locally engaged civilians.
- 3 Outflow figures reflect the transfer of the Meteorological Office to the Department for Business, Innovation and Skills (BIS), with effect from 1 October 2011.
- 4 From 1 July 2011 the Reason for Leaving category includes personnel exiting under Voluntary Early Release Scheme 2011(VERS11) terms. Consequently other categories of voluntary release or redundancy will gradually cease to be used.
- 5 Intake and Outflow for locally engaged civilians and Royal Fleet Auxiliaries are not available, therefore, only net changes in strengths of RFAs and locally engaged civilians are listed in this table.
- 6 The increase in locally engaged civilian numbers at the quarter ending in January 2011 reflects additional requirements for the training and support of military exercises.
- 7 Total net change refers to the total net Level 0 headcount change of all permanent and casual civilian personnel, Royal Fleet Auxiliaries, Trading Funds and locally engaged civilians.



Graph 2 - Total intake and outflow rates<sup>1</sup> of civilian personnel (Headcount)



1. Rates are the number of people who join or leave the department per 100 of the average headcount strength.

## Background Notes

### 1. Data sources

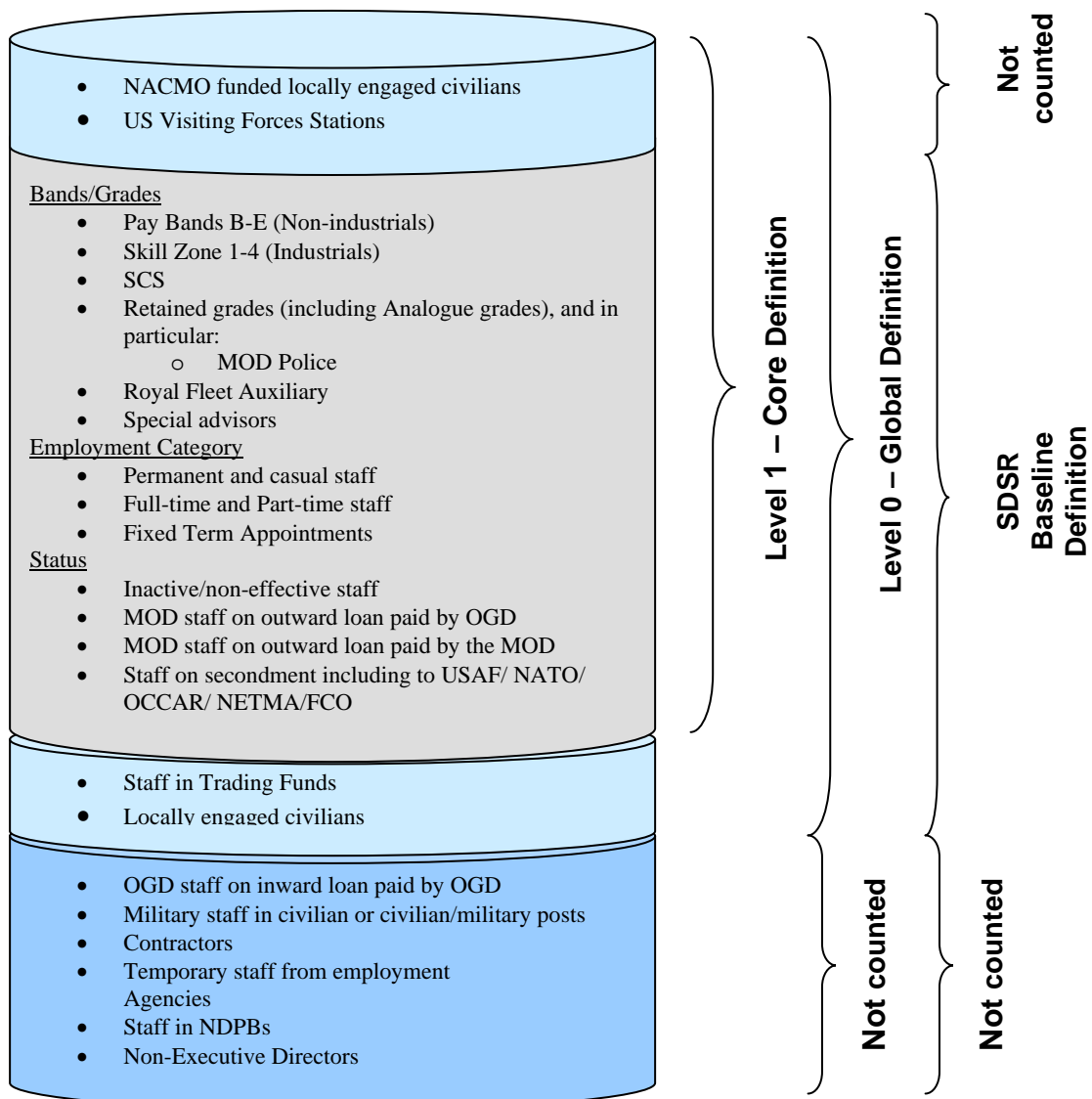
1. DASA Civilian manpower statistics are compiled from several sources:
  - i) **Core MOD Personnel** - Data for core MOD personnel are taken from the personnel system - Human Resources Management System (HRMS) on a monthly basis from April 2004 onwards. DASA use budgetary UINs and attribute people according to the budgetary area that pays them, using the Standing Data System hierarchy from Financial Management Information Systems.
  - ii) **Trading Funds** - Trading Funds were introduced by the Government under the Trading Funds Act 1973 as a 'means of financing trading operations of a government department which, hitherto, have been carried out on Vote'. They are self-accounting units that have greater freedom, than other government departments, in managing their own financial and management activities. They are also free to negotiate their own terms and conditions with their staff and for this reason their grading structures do not always match that of the rest of the Ministry. Until October 2011, the MOD had four Trading Funds that provide DASA with monthly extracts from their own personnel systems. As 1 October 2011, The Meteorological Office transferred responsibility to the Department for Business, Innovation and Skills, and the Ministry of Defence no longer receive their personnel information.
  - iii) **Locally engaged civilians (LEC)** - LEC employees are recruited overseas exclusively for employment in support of the UK Armed Forces deployed in a particular overseas theatre and on terms and conditions of service applicable only to that overseas theatre or Administration. This includes the dependents of UK military personnel or UK-based civilian staff employed in overseas theatre (who are sometimes separately identified as UK Dependents). LECs are not civil servants. LEC data are provided by Top Level Budgetary areas quarterly to DASA requirements.
  - iv) **The Royal Fleet Auxiliary (RFA)** - RFA data are taken from the MOD civilian pay system.

### 2. DASA civilian manpower definitions

2. The following definitions are used within this publication formed as part of an Internal Departmental and External Consultation:
  - i) **Definition – Level 1:** This includes permanent and casual personnel, Royal Fleet Auxiliaries, but excludes Trading Funds and Locally Engaged Civilians.
  - ii) **Definition – Level 0:** This contains all those at Level 1, plus Trading Funds and Locally Engaged Civilians.
  - iii) **Definition – NACMO funded locally engaged civilians in Afghanistan:** NACMO (Net Additional Cost of Military Operations) are those costs which arise as a direct result of a particular military operation that is over and

above routine MOD business and which would not otherwise have been incurred. Net additional costs of operations in Afghanistan (Op HERRICK) are claimed from the HM Treasury (HMT) Reserve and are not a direct cost to the department, this includes all locally engaged civilians employed as part of Op HERRICK.

- iv) **Definition – Strategic Defence and Security Review Baseline:** This contains all Civilian Level 0 personnel but excludes all NACMO Funded locally engaged civilians in Afghanistan and personnel on US Visiting Forces stations. The MOD has no financial liability over NACMO LEC's and USVF civilians and therefore they should not be included in the monitoring of the 25,000 personnel reduction announced during the Strategic Defence & Security Review from April 2010.
- v) **Definition – US Visiting Forces stations (USVF):** DASA report on civilian personnel employed at US Visiting Forces stations. These personnel are not directly funded by the MOD but are included in the Level 0 total strength and HQ Air Command numbers. Civilian personnel employed at US Visiting Forces stations are initially paid by Air Command Top Level Budget. The US reimburses Air Command Top Level Budgetary area so the US Visiting Forces stations are cost neutral. The MOD has no control over the civilian numbers employed on US Visiting Forces stations.



### **3. Data quality**

1. All figures presented in this publication meet the standards of quality and integrity demanded by the Code of Practice for Official Statistics. Where figures do not meet the standard they are deleted and shown in the table by the symbol “..”. Details of specific data issues are set out in the following paragraphs.

2. Civilian data on HRMS are a combination of fields mandated by Defence Business Services (DBS) organisation formerly the People Pay and Pensions Agency (PPPA) such as grade, with voluntary fields such as disability status or ethnicity. Civilian personnel complete these fields based on their self-perceptions, but are under no obligation to complete these fields. It is not possible for DASA to assess the accuracy or consistency of the declarations made by individuals within these fields.

3. Due to late reporting of some locally engaged civilian data, October 2010, January 2011 and April 2011 locally engaged civilian figures are estimates.

4. Due to the implementation of changes made to align definitions with the 2011 Census, Ethnicity and Disability fields declaration and representation statistics from April 2011 will show considerable changes.

### **4. Grade structures**

Since 1 April 1996 all departments and agencies have had delegated responsibility for the pay and grading of their employees, except for those in the Senior Civil Service (SCS). The MOD grades are shown here against levels broadly equivalent (in terms of pay and job weight) to the former service-wide grades.

<b>MOD grades</b>	<b>Former service-wide grades</b>
<b>Senior Management</b> SCS – Senior Civil Service	<b>Senior Management</b> SCS – Senior Civil Service
<b>Other Management Grades</b> B1 & equivalents B2 & equivalents C1 & equivalents C2 & equivalents D & equivalents	<b>Other Management Grades</b> Grade 6 Grade 7 SEO - Senior Executive Officer HEO - Higher Executive Officer EO - Executive Officer
<b>Administrative Grades</b> E1 & equivalents E2 & equivalents	<b>Administrative Grades</b> AO - Administrative Officer AA - Administrative Assistant

## **5. Symbols and conventions**

### **i) Symbols**

- || discontinuity in time series
- \* not applicable
- .. not available
- p provisional
- e estimate
- zero or rounded to zero

*Italics* represent percentages and other rates, except where otherwise indicated. Percentages are calculated from unrounded data.

### **ii) Rounding**

Where rounding has been used, totals and sub-totals have been rounded separately and so may not equal the sums of their rounded parts.

When rounding to the nearest 10, numbers ending in 5 have been rounded to the nearest multiple of 20 to prevent systematic bias.

## **6. Feedback**

DASA welcome feedback on our statistical products. If you have any comments or questions about this publication or about DASA statistics in general, you can contact us as follows:

DASA Quad Service on 020 7218 2178

Email - [quadservice@dasa.mod.uk](mailto:quadservice@dasa.mod.uk)

Visit our website at [www.dasa.mod.uk](http://www.dasa.mod.uk) and complete the feedback form.

## Glossary:

**Broader Banded grade definition:** DASA report personnel against their equivalence within the broader banded structure; SCS to E2 for non industrials and Skill Zones 1 to 4, Industrial Firemen and Apprentices for industrial personnel. Broader banded grading applies equivalence for all non harmonised grade codes. This includes staff in retained grade structures, (such as MOD Guards) and personnel employed in analogue grade bands (such as civilian nurses employed against NHS grade codes), who have their own delegated pay schemes outside of the MOD National and London pay scales.

**Chief of Joint Operations:** With a few exceptions, CJO is responsible for running all military operations from his headquarters (the Permanent Joint Headquarters) in Northwood. Military assets are assigned to CJO only for the duration of the operation. In addition to his operational responsibilities, CJO is responsible for the Sovereign Base Areas in Cyprus and British forces in Gibraltar and the Falkland Islands.

**Civilian Level 0:** This contains all those at Level 1 plus Trading Funds and Locally Engaged Civilians. This will be used for external reporting, including National Statistics publications, Strategic Defence and Security Review Baseline, UKDS and Parliamentary Business.

**Civilian Level 1:** Permanent and casual civilian personnel and Royal Fleet Auxiliaries, but excludes Trading Funds and Locally Engaged Civilians. This will generally be used for MOD internal reporting and planning.

**Defence Analytical Services and Advice:** DASA was created in July 1992 and provides National Statistics on Defence and other corporate information, forecasting and planning and consultancy, advice and research services to the MOD.

**Defence Equipment & Support:** At 1 April 2007, Defence Logistics Organisation and Defence Procurement Agency merged to form Defence Equipment & Support. DE&S equips and supports the UK's armed forces for current and future operations. It acquires and supports through-life, including disposal, equipment and services ranging from ships, aircraft, vehicles and weapons, to electronic systems and information services. DE&S satisfies ongoing requirements including food, clothing, medical supplies, maintenance and temporary accommodation, as well as operating HM Naval Bases and the joint supply chain for land, sea and air.

**Defence Estates:** DE became a TLB on 1 April 2005 with the merger of Defence Estates with the Defence Housing Executive. DE is responsible for managing the defence estate and ensuring that it is managed and developed in a sustainable manner, in line with acknowledged best practice and Government policy. Defence Estates formally ceased to be a Top Level Budget (TLB) on 01 April 2011.

**Defence Infrastructure Organisation (DIO):** established on 01 April 2011 replaces Defence Estates organisation and includes TLB property and facilities management functions previously situated within other TLBs.

**Defence Science and Technology Laboratory:** The DSTL is an Agency of the MOD created on 1 July 2001. It supplies impartial scientific and technical research and advice to the MOD and other government departments.

**Defence Support Group:** As of 1 April 2008, ABRO and DARA merged to form the Defence Support Group. DSG is a Trading Fund established to support the Armed Forces and deliver wider defence objectives in support of the key Defence Industrial Strategy requirements. DSG's key aim is to provide expert in-house maintenance, repair, overhaul and upgrade services for the through life support of the air, land and maritime systems of the UK Armed Forces. Its mission is to be the preferred supplier of Fleet Management Services to its Customers. It provides engineering support and fleet management services for land based equipment used by the MOD, ranging from radios to main battle tanks. It covers the whole of the UK from a number of strategically located sites and use large numbers of mobile support teams to cover customers in the UK and worldwide.

**Full Time Equivalence (FTE):** is a measure of the size of the workforce that takes account of the fact that some people work part-time. Prior to 1 April 1995 part-time employees were assumed to work 50 per cent of normal hours, but since then actual hours worked has been used in DASA's statistics. The average hours worked by part-timers is about 60 per cent of full-time hours.

**HQ Air Command:** On 1 April 2007, Air Command was formed when RAF's Personnel and Training Command and Strike Command were merged to create a single Command, with a single fully integrated Headquarters, which would better equip the RAF to provide a coherent and coordinated single Air focus to the other Services, MOD Head Office, the Permanent Joint Headquarters and the rest of MOD.

**Hydrographic Office:** The UK Hydrographic Office is responsible for surveying the seas around the UK and other areas to aid navigation.

**Industrial Staff:** Industrial staff (also known as skill zone staff) are civilian personnel employed primarily in a trade, craft or other manual labour occupation. This covers a wide range of work such as industrial technicians, air freight handlers, storekeepers, vergers and drivers.

**Land Forces:** Performs a similar role to Navy Command within the context of trained Army formations and equipment.

**Meteorological Office:** The Met Office is the UK's National Weather Service, and has a long history of weather forecasting and has been working in the area of climate change for more than two decades. Formerly a Trading Fund within the Ministry of Defence, in Autumn 2011 they ceased to be part of MOD and are now a Trading Fund within the Department for Business Innovation and Skills (BIS), operating on a commercial basis under set targets. The Met Office employs more than 1,800 people around the world.

**NACMO (Net Additional Cost of Military Operations):** Those costs which arise as a direct result of a particular military operation that is over and above routine MOD business and which would not otherwise have been incurred. Net additional costs of operations in Afghanistan (Op HERRICK) are claimed from the HM Treasury (HMT) Reserve and are not a direct cost to the department, this includes all locally engaged civilians employed as part of Op HERRICK.

**Navy Command:** Navy command is the TLB for the Naval Service. As at 1 April 2010 Fleet TLB was renamed to Navy Command. Fleet TLB was formed on 1 April 2006 by the merger of the Commander-in-Chief Fleet and the Chief of Naval Personnel/ Commander-in-Chief Naval Home Command.

**Non-industrial staff:** Civilian personnel who are not primarily employed in a trade, craft or other manual labour occupation. This covers a wide range of staff undertaking work such as administrative, policy, procurement, finance, medical, dental, teaching, policing, science and engineering.

**Science Innovation & Technology TLB (SIT):** Formally ceased to be a TLB as at 31 March 2010. Approx 90% of the personnel transferred to the Central TLB with the remainder transferring evenly to DE&S and Dstl. SIT formerly Science & Technology SIT, headed by the Chief Scientific Adviser, was formed on 1 April 2004 from a merger of two existing budgetary areas. The prime output of this TLB was the delivery of expert advice and the development of scientific and technological solutions to satisfy the MOD's needs and problems.

**Strategic Defence & Security Review (SDSR) Baseline:** Comprised of all Civilian Level 0 personnel but excludes all NACMO Funded locally engaged civilians in Afghanistan and personnel on US Visiting Forces stations. The MOD has no financial liability over NACMO LEC's and USVF civilians and therefore they should not be included in the monitoring of the 25,000 personnel reduction announced during the Strategic Defence & Security Review from April 2010.

**The Central TLB:** Central TLB has responsibility for the MOD Head Office, covering Defence policy as well as Departmental policy on the equipment programme, resources, finance, personnel and security. However, a significant proportion of Central TLB involves non-Head Office functions. Central TLB provides a diverse range of corporate services for the MOD as a whole. These include pay, bill payment, consultancy services, accountancy, some training, statistical analysis, central IT systems, public relations, defence exports and policing. Central TLB's remit also encompasses the provision of medical services, and our Special Forces.

**The Ministry of Defence (MOD):** The United Kingdom Government department responsible for implementation of government defence policy and is the headquarters of the British Armed Forces. The principal objective of the MOD is to defend the United Kingdom and its interests. The MOD also manages day to day running of the armed forces, contingency planning and defence procurement.

**Top Level Budgetary Area (TLB):** The major organisational groupings of the MOD directly responsible for the planning, management and delivery of departmental capability.

**Trading Funds:** Trading Funds were introduced by the Government under the Trading Funds Act 1973 as a 'means of financing trading operations of a government department which, hitherto, have been carried out on Vote'. They are self-accounting units that have greater freedom, than other government departments, in managing their own financial and management activities. They are also free to negotiate their own terms and conditions with their staff and for this reason their grading structures do not always match that of the rest of the Ministry, and this is reflected in some of the tables. Currently the MOD has three Trading Funds - the Defence Support Group, DSTL and the UK Hydrographic Office. Until 1 October 2011, the Meteorological Office also was reported on by the MOD, but as of 1 October 2011 the MOD no longer receive personnel information for the Meteorological Office. Their responsibility transferred to the Department for Business, Information and Skills (BIS).