

# Human Resources Workforce Information Report

## Contact Details

If you require further copies of this report or have any comments, please contact Mark Gray, Executive Officer Workforce Planning Information on 020 7217 2004 or by email at:

[Mark.Gray17@justice.gsi.gov.uk](mailto:Mark.Gray17@justice.gsi.gov.uk)

## Headline Figures

- At the end of Quarter 1 07/08 (1 April – 30 June 2007) there were a total of 20,869.34 FTE staff in the NPS (including Chief Officers).
- 88.89% were employed in an offender related function (18,549.83 FTE), with the remaining 11.11% employed in corporate services (2,319.51 FTE). The overall ratio of staff in offender services to corporate services in the NPS was 8.00:1 at the end of the quarter, having been 7.94:1 at the end of Q4 06/07.
- The number of staff across the NPS has fallen by 376.33 FTE since Quarter 4 06/07 (down 1.77%) and has now fallen by a total of 161.76 FTE over the past twelve months (down 0.77%).
- The main reason for the decrease in staff over the period is the recruitment freeze around the NPS due to budget constraints.
- The national attrition rate for the 12 months up to the end of Quarter 1 was 9.36%. This was an increase of 0.42% on the annual rate from the previous quarter (8.94%).
- The number of active vacancies this quarter has increased by 8.52 FTE to stand at 453.50 FTE. The twelve month average for active vacancies is now 546.99 FTE, having fallen by 0.91% since Quarter 4 06/07.
- The number of accidents/incidents across all severity levels during Quarter 1 was 33. This was 6 more than the last quarter. The frequency rate for '3-day lost time' accidents is now 0.171 falling from 0.195 last quarter. The rate of '1-3 day lost time' accidents has also fallen to stand at 0.044 from 0.133.

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- There were 130 disciplinary cases during Quarter 1, a significant decrease on the 161 during Quarter 4 06/07. There were also 182 grievance cases (up 4 from 178) and 50 employment tribunal cases (up 12 from 38).

# SUPPLEMENTARY NOTES

## General Notes

This report covers the period 1 April - 30 June 2007 (Quarter 1 of the 2007/08 financial year). It was compiled using data submitted by the 42 Probation Areas. A summary sheet has been included on page 3 that covers Quarter 4 06/07 (1 January to 30 March 2007). The material has not previously been published.

- Data contained within this report on staff numbers represents a snap-shot as at 30 June 2007.
- Data from Quarter 4 06/07 has been included where appropriate for comparison, as well as from previous quarters where necessary.
- The data contained within the report is not directly comparable with previous data collected through RDS Probation Statistics.

Information has now been collected using the new workforce information collection template for a complete year. Therefore there should not now be any inconsistencies in the data when compared with previous quarters, especially when comparing the figures year on year.

## Terminology

Some of the main terminology used within this report is defined as follows: -

**FTE** – Full Time Equivalent. An expression of the amount of time worked by an individual proportionate to a full time standard contract. Values less than 1 indicate a part time employee.

**Headcount** – The number of people employed irrespective of the number of hours worked.

**Establishment** – the number of staff for which budgetary provision has been made, which may be subject to revision and reallocation during the course of the year. The systems in a small number of Areas are not set up to report on establishment levels and separate provisions have been made to collate the relevant information.

**Active Vacancy** – a post that is being actively recruited to.

**Attrition** – calculated as the number of leavers/average number of staff in post over the period, multiplied by 100. At Area level, attrition includes those who have left that Area but who have remained within the Service. At national level, such leavers are not included, as they do not represent attrition from the Service.

*\* Please note that Greater Manchester and West Midlands Probation Areas have been unable to provide information on active vacancies. As a result calculations concerning active vacancy percentages have been adjusted to exclude all data relating to these Areas for this Quarter. This may cause some fluctuation in the figures relative to previous quarters.*

*\* Any changes in an employee's contracted hours between quarters will affect their FTE. This would explain any additional increase or decrease in staff in post once starters and leavers have been taken account of.*

*\* Internal movements within the NPS are not included in the national totals for starters or leavers as they do not represent a loss from the NPS as a whole.*

*\* We have been informed by South Wales Probation Area that included in their staff in post figures are additional support staff to cover work for other Probation Areas. This may be true in other Areas but we have yet to be made aware of this.*

*\* In previous quarters there has been some inconsistency as to the function Trainee Probation Officers were reported under. This has now been rectified and all TPO's are entered under 'Other Agency Services'.*

# SUMMARY - QUARTER 4 2006/07

Below is a summary of the workforce information covering Quarter 4 2006/07 (1 January - 31 March 2007). Information for Quarter 1 2007/08 (1 April – 30 June 2007) is analysed throughout the rest of this report.

## Headline Figures for Quarter 4 2006/07

Quarter	Staff in Post	Starters	Leavers	Ratio of Starter to Leavers	Attrition Rate	Active Vacancies	Accidents/Incidents	1-3 Day Lost Time Accidents Frequency Rate	3 Day Lost Time Accidents Frequency Rate	Disciplinary Cases	Grievance Cases	Employment Tribunal Cases
Quarter 4 06/07	21,245.66	354.64	460.28	1:1.30	2.16%	444.98	27	0.133	0.195	161	178	38
Change from Quarter 3 06/07	-125.31	-332.77	3.47	-	0.01%	55.24	-30	0.046	-0.019	-7	16	-2

- At the end of Quarter 4 there was a total of 21,245.66 FTE staff in the NPS (including Chief Officers). This reversed the upwards trend of the previous quarter, decreasing by 125.31 FTE (0.59%).
- The number of starters who joined the organisation as new or returning staff during the quarter was 354.64 FTE. This was a decrease of 332.77 FTE on the 687.41 FTE starters in Quarter 3. A decrease was expected as the number of starters in Quarter 3 included 336.00 FTE Trainee Probation Officers beginning their training. There were also 460.28 FTE leavers during the quarter, representing a 3.47 FTE increase in the number of leavers from the previous quarter (456.81 FTE).
- The net effect of this was a starters to leavers ratio of 1:1.30. This reversed the ratio from Quarter 3 where the ratio was 1.50:1.
- The attrition rate rose marginally again in Quarter 4 from 2.15% to 2.16%.
- Active vacancies fell again to stand at 444.98 FTE at the end of the quarter. This was a 55.24 FTE decrease on the previous quarter.
- There were 27 accidents/incidents during the quarter, which was 30 less than the last quarter (down 52.63%).
- The frequency rate for '1-3 day lost time' accidents rose 0.046 to 0.133 (from 0.087) but the rate for '3 day lost time' accidents fell 0.019 to stand at 0.195 (from 0.214).
- There were 161 disciplinary cases during the quarter (down 7 on Quarter 3). There were 178 grievance cases (up 16) and 38 employment tribunals (down 2).

# 1 STAFF IN POST

On 30 June 2007 there was a total of 20,869.34 FTE staff in the NPS (including Chief Officers).

This represents a decrease of 376.33 FTE on the figure at the end of Quarter 4 06/07 (down 1.77%).

The decrease was expected as there has been a recruitment freeze around the NPS due to budget constraints.

This means the total staff in the NPS has decreased by 161.76 FTE over the past 12 months (down 0.77%).

Table 1 opposite provides a detailed breakdown of the changes in staffing levels by job group across the NPS relative to both the previous quarter, and Quarter 1 in 06/07.

## Staff in Post by Job Group

When the figures are broken down by job group it shows that 11 of the 16 groups have shown a decrease in staff in post during the last quarter, compared to 10 during Q4 06/07.

The greatest decrease in staff in post came in the Probation Officer group which was down 105.84 FTE (down 1.99%). The group has however seen a 176.57 FTE increase over the year (up 3.50%).

The Trainee Probation Officer group also saw a significant decrease of 84.89 FTE (down 7.01%) to stand at 1,031.20 FTE.

The same applies for the Probation Services Officer group, which fell by 71.22 FTE (down 1.12%) to stand at 6,261.56 FTE. Both groups have seen a sustained reduction in staff in post over the past 12 months, falling by 197.51 FTE (down 16.07%) and 227.22 FTE (down 3.50%) respectively.

The Support Staff – Administration group saw a 54.50 FTE decrease during Q1 07/08 (down 1.19%), to stand at 4,508.47 FTE and has now seen a decrease in staff in post for the last 3 quarters. This is however on the back of a substantial increase in staff in post in the group between Q3 05/06 and Q3 06/07 where the group saw a 706.17 FTE increase.

Staff in post in the Practice Development Assessor group has also fallen in each of the last 3 quarters to stand at 169.95 FTE at the end of Q1 07/08, having been 205.80 FTE at the end of Q2 in 06/07.

The Psychologist job group also saw a decrease in staff (down 7.50 FTE). This means that the number of

**Table 1 – Staff in Post by Job Group**

National Probation Service	Quarter 1					Change on Quarter	Change on Year
	Offender Management	Interventions	Other Agencies / Services	Corporate Services	Total		
Chief Officer	0.00 <i>0.00%</i>	0.00 <i>0.00%</i>	0.00 <i>0.00%</i>	42.00 <i>100.00%</i>	<b>42.00</b> 42	0.00 <i>0.00%</i>	0.00 <i>0.00%</i>
Deputy Chief Officer	17.90 <i>23.18%</i>	9.50 <i>12.30%</i>	7.60 <i>9.84%</i>	42.22 <i>54.67%</i>	<b>77.22</b> 80	0.23 <i>0.30%</i>	3.69 <i>5.02%</i>
Assistant Chief Officer	85.85 <i>27.47%</i>	38.13 <i>12.20%</i>	75.90 <i>24.28%</i>	112.70 <i>36.05%</i>	<b>312.58</b> 354	1.05 <i>0.34%</i>	18.55 <i>6.31%</i>
Area/District Manager	77.20 <i>42.79%</i>	41.70 <i>23.11%</i>	18.90 <i>10.48%</i>	42.60 <i>23.61%</i>	<b>180.40</b> 189	4.80 <i>2.73%</i>	35.82 <i>24.77%</i>
Middle Manager	683.93 <i>42.90%</i>	345.84 <i>21.69%</i>	295.17 <i>18.52%</i>	269.21 <i>16.89%</i>	<b>1,594.15</b> 1695	18.30 <i>1.14%</i>	31.33 <i>1.93%</i>
Senior Practitioner	128.80 <i>44.45%</i>	88.46 <i>30.53%</i>	51.80 <i>17.88%</i>	20.70 <i>7.14%</i>	<b>289.76</b> 306	2.20 <i>0.75%</i>	8.27 <i>2.94%</i>
Probation Officer	3,802.65 <i>72.80%</i>	500.08 <i>9.57%</i>	887.57 <i>16.99%</i>	32.80 <i>0.63%</i>	<b>5,223.10</b> 5638	105.84 <i>1.99%</i>	176.57 <i>3.50%</i>
Practice Development Assessor	0.00 <i>0.00%</i>	2.00 <i>1.18%</i>	126.45 <i>74.40%</i>	41.50 <i>24.42%</i>	<b>169.95</b> 184	21.50 <i>11.23%</i>	35.37 <i>17.23%</i>
Trainee Probation Officer	0.00 <i>0.00%</i>	0.00 <i>0.00%</i>	1,031.20 <i>100.00%</i>	0.00 <i>0.00%</i>	<b>1,031.20</b> 1033	84.89 <i>7.61%</i>	197.51 <i>16.07%</i>
Treatment Manager	0.00 <i>0.00%</i>	165.02 <i>97.63%</i>	4.00 <i>2.37%</i>	0.00 <i>0.00%</i>	<b>169.02</b> 181	4.98 <i>2.86%</i>	12.50 <i>7.99%</i>
Probation Services Officer	2,578.36 <i>41.18%</i>	2,746.61 <i>43.86%</i>	903.24 <i>14.43%</i>	33.35 <i>0.53%</i>	<b>6,261.56</b> 7045	71.22 <i>1.12%</i>	227.22 <i>3.50%</i>
Psychologist	4.00 <i>21.05%</i>	11.00 <i>57.89%</i>	2.00 <i>10.53%</i>	2.00 <i>10.53%</i>	<b>19.00</b> 19	7.50 <i>28.30%</i>	1.00 <i>5.00%</i>
Other Operational Staff	24.50 <i>4.35%</i>	498.59 <i>88.49%</i>	14.06 <i>2.50%</i>	26.30 <i>4.67%</i>	<b>563.45</b> 662	13.13 <i>2.28%</i>	43.95 <i>8.46%</i>
Support Staff - Administration	2,132.57 <i>47.30%</i>	631.91 <i>14.02%</i>	380.29 <i>8.44%</i>	1,363.71 <i>30.25%</i>	<b>4,508.47</b> 5190	54.50 <i>1.19%</i>	2.53 <i>0.06%</i>
Support Staff - Other	25.51 <i>9.79%</i>	65.34 <i>25.08%</i>	10.33 <i>3.97%</i>	159.32 <i>61.16%</i>	<b>260.50</b> 352	6.04 <i>2.37%</i>	47.43 <i>22.26%</i>
Other Staff	3.70 <i>2.22%</i>	8.70 <i>5.21%</i>	23.47 <i>14.06%</i>	131.11 <i>78.52%</i>	<b>166.98</b> 185	4.38 <i>2.56%</i>	13.57 <i>7.52%</i>
<b>Total</b>	<b>9,564.97</b> <i>45.83%</i>	<b>5,152.88</b> <i>24.69%</i>	<b>3,831.98</b> <i>18.36%</i>	<b>2,319.51</b> <i>11.11%</i>	<b>20,869.34</b> 23153	<b>376.33</b> <i>1.77%</i>	<b>161.76</b> <i>0.77%</i>

- Percentage figures in blue represent the proportion of total staff in each job group allocated to the relevant function.
- Italicised figures in the 'Total' column represent headcount figures
- Percentage figures in red indicate the proportionate change represented by the FTE figures above them.
- Red and green arrows indicate the direction of change (green – increase, red – decrease).

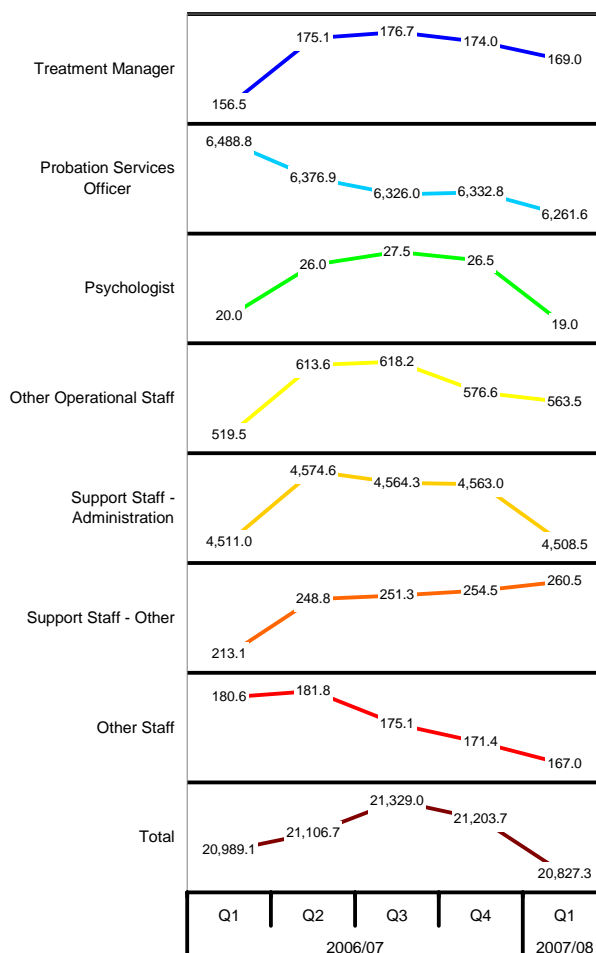
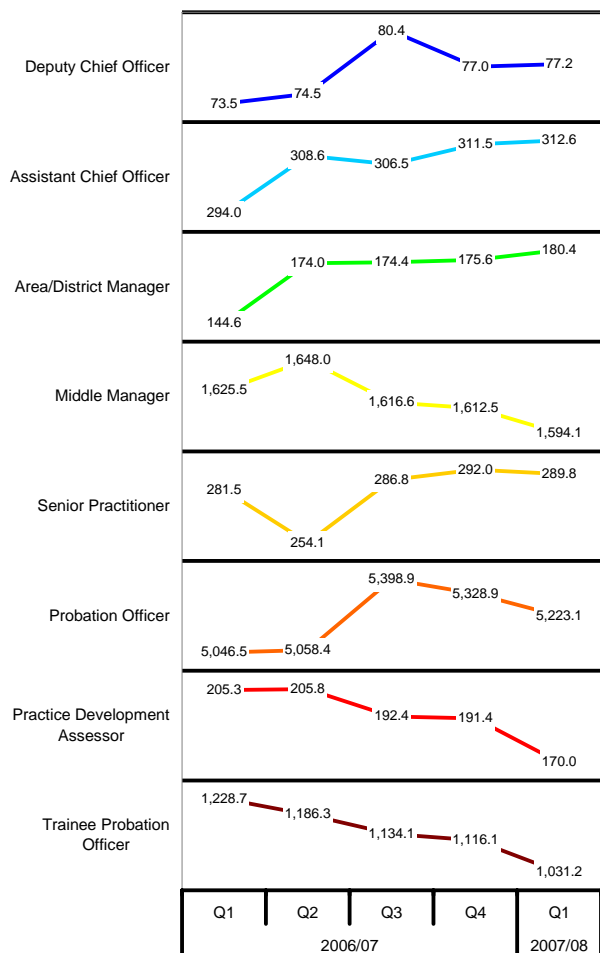
Psychologists is now back to 19.0 FTE (as in Q3 05/06), having been up to 27.5 FTE in Q3 06/07.

There were 4 job groups reporting an increase in staff in post when compared to Quarter 4 06/07, although the rises were minimal; The Deputy Chief Officer group rose by 0.23 FTE to stand at 77.22 FTE, the Assistant Chief Officer group rose by 1.05 FTE (to 312.58 FTE), the Area/District Manager group rose by 4.80 FTE (to 180.40 FTE) and the Support Staff – Other group rose by 6.04 FTE (to 260.50 FTE).

## Board Members

At the close of Quarter 1 07/08 there were approximately 465 Probation Board Members in post including Board Chairs. This figure is for information only as Board Members are not part of the NPS workforce.

## Charts 1a & 1b – Staff in Post by Job Group (Quarterly Time Series)



### Staffing Ratios

The percentage of NPS staff (excluding Chief Officers) working in an offender related function (Offender Management, Interventions or Other Agency Services) at the end of the Quarter was 89.06% (18,549.83 FTE), leaving 10.94% of staff allocated to Corporate Services (2,277.51 FTE) and whose work may not directly be related to offenders.

The percentage of staff in the NPS allocated to Corporate Services has fallen by 2.02% since the last report (for Q3 06/07). This is partly due to the inconsistency in the reporting of Trainee Probation Officers, where some Areas had, in previous quarters, been classifying their TPO's under 'Training & Development' in Corporate Services rather than 'PO Training' in Other Agency Services. This was corrected during this quarter.

This equates to a ratio of staff in offender services to staff in corporate services of 8.14:1. This was down on the 8.94:1 from the previous quarter but up on the 7.75:1 from 12 months ago).

The ratio of PSOs to POs at the end of Quarter 1 is 1.20:1. This is slightly up on the 1.19:1 at the end of the previous quarter but down on the 1.29:1 on the same quarter a year ago.

The number of staff in the NPS currently in a management role (including Chief Officers and those in a Middle Management role i.e. Senior Probation Officers) is 2,206.34 FTE and accounts for 10.57% of the total

workforce (up from 10.44% in the previous quarter). This means the overall ratio of non-management to management staff in the NPS is 8.46:1, having been 8.58:1 at the end of the last quarter.

The ratio of non-management staff to Middle Managers is 11.71:1.

### Staff in Post by Probation Area and Region

There has been a decrease in staff in 36 of the 42 Probation Areas, when compared to the previous quarter (85.71%). This is 7 more Areas than the last quarter when the number reporting a decrease in staff was 29. This has resulted in an overall decrease in staff in post of 376.33 FTE across the NPS Areas over the quarter. There are however 20 Areas who are still showing an increase in staff when compared to a year ago.

The largest quarterly fall came in Greater Manchester who reported a drop in staff in post of 71.86 FTE (5.18%). They have however shown an increase over the past 12 months of 36.93 FTE.

The story is the same in London where they also report a large drop in staff in post with a fall of 45.40 FTE (1.58%) but they too have shown an annual increase of 34.76 FTE. Merseyside and South Wales were next with falls of 28.98 FTE (3.92%) and 26.85 FTE (4.36%) respectively.

Greater Manchester also reported the largest decrease in percentage terms with a drop of 5.18%. Bedfordshire were next, falling by 4.84% (down 9.62 FTE).

**Table 2a - Staff in Post by Area & Region**

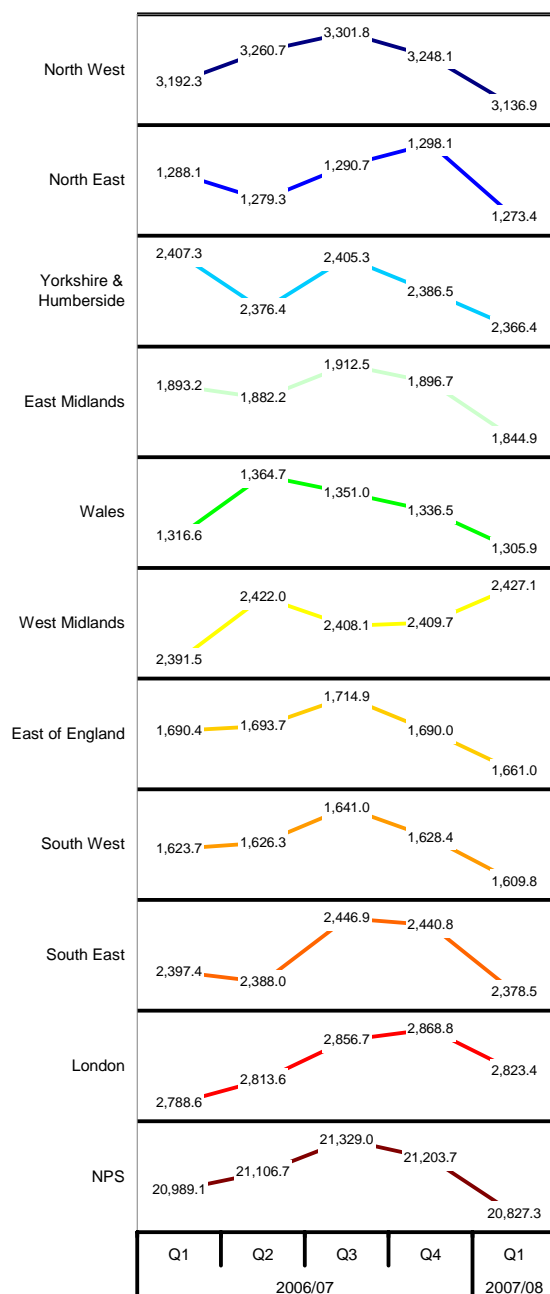
	Quarter 1					Change on Quarter	Change on Year
	Offender Management	Interventions	Other Agencies / Services	Corporate Services	Total		
Cumbria	97.15 <i>51.52%</i>	43.31 <i>22.97%</i>	25.00 <i>13.26%</i>	23.12 <i>12.26%</i>	<b>188.58</b> 208	5.77 2.97%	1.58 0.84%
Cheshire	159.45 <i>43.04%</i>	85.17 <i>22.99%</i>	83.39 <i>22.51%</i>	42.46 <i>11.46%</i>	<b>370.47</b> 419	4.69 1.25%	6.29 1.67%
Greater Manchester	855.70 <i>65.00%</i>	302.00 <i>22.94%</i>	93.20 <i>7.08%</i>	65.60 <i>4.98%</i>	<b>1,316.50</b> 1418	71.86 5.18%	36.93 2.89%
Lancashire	199.30 <i>36.23%</i>	121.80 <i>22.14%</i>	101.40 <i>18.43%</i>	127.59 <i>23.19%</i>	<b>550.09</b> 597	0.02 0.00%	29.01 5.01%
Merseyside	289.91 <i>40.76%</i>	210.71 <i>29.63%</i>	154.23 <i>21.69%</i>	56.36 <i>7.92%</i>	<b>711.21</b> 742	28.98 3.92%	58.66 7.62%
<b>North West</b>	<b>1,601.51</b> <i>51.05%</i>	<b>762.99</b> <i>24.32%</i>	<b>457.22</b> <i>14.58%</i>	<b>315.13</b> <i>10.05%</i>	<b>3,136.85</b> 3384	<b>111.28</b> 3.43%	<b>55.45</b> 1.74%
Durham	140.79 <i>48.09%</i>	55.14 <i>18.83%</i>	75.00 <i>25.62%</i>	21.85 <i>7.46%</i>	<b>292.78</b> 302	7.27 2.42%	5.35 1.86%
Northumbria	263.73 <i>40.89%</i>	208.25 <i>32.29%</i>	107.21 <i>16.62%</i>	65.80 <i>10.20%</i>	<b>644.99</b> 699	14.62 2.22%	20.92 3.14%
Teesside	118.30 <i>35.24%</i>	95.00 <i>28.30%</i>	101.46 <i>30.23%</i>	20.90 <i>6.23%</i>	<b>335.66</b> 357	2.80 0.83%	0.90 0.27%
<b>North East</b>	<b>522.82</b> <i>41.06%</i>	<b>358.39</b> <i>28.14%</i>	<b>283.67</b> <i>22.28%</i>	<b>108.55</b> <i>8.52%</i>	<b>1,273.43</b> 1358	<b>24.69</b> 1.90%	<b>14.67</b> 1.14%
Humberside	198.75 <i>43.97%</i>	71.26 <i>15.77%</i>	124.66 <i>27.58%</i>	57.34 <i>12.69%</i>	<b>452.01</b> 520	10.79 2.33%	20.48 4.33%
North Yorkshire	105.42 <i>46.07%</i>	70.50 <i>30.81%</i>	30.80 <i>13.46%</i>	22.09 <i>9.65%</i>	<b>228.81</b> 258	2.08 0.90%	1.17 0.51%
South Yorkshire	357.25 <i>57.82%</i>	124.48 <i>20.15%</i>	79.87 <i>12.93%</i>	56.24 <i>9.10%</i>	<b>617.83</b> 696	6.58 1.05%	47.47 7.14%
West Yorkshire	468.19 <i>43.85%</i>	219.15 <i>20.53%</i>	273.24 <i>25.59%</i>	107.13 <i>10.03%</i>	<b>1,067.71</b> 1158	0.71 0.07%	25.82 2.48%
<b>Yorkshire &amp; Humberside</b>	<b>1,129.61</b> <i>47.74%</i>	<b>485.39</b> <i>20.51%</i>	<b>508.57</b> <i>21.49%</i>	<b>242.80</b> <i>10.26%</i>	<b>2,366.36</b> 2632	<b>20.16</b> 0.84%	<b>40.96</b> 1.70%
Derbyshire	128.30 <i>37.88%</i>	108.00 <i>31.89%</i>	72.40 <i>21.38%</i>	30.00 <i>8.86%</i>	<b>338.70</b> 375	12.80 3.64%	19.20 5.36%
Leicestershire	148.50 <i>31.79%</i>	100.30 <i>21.47%</i>	188.50 <i>40.36%</i>	29.80 <i>6.38%</i>	<b>467.10</b> 500	8.60 1.81%	17.60 3.63%
Lincolnshire	94.58 <i>37.95%</i>	59.10 <i>23.71%</i>	59.06 <i>23.70%</i>	36.48 <i>14.64%</i>	<b>249.22</b> 279	4.60 1.81%	5.12 2.10%
Northamptonshire	80.35 <i>31.95%</i>	80.70 <i>32.09%</i>	52.20 <i>20.76%</i>	38.25 <i>15.21%</i>	<b>251.50</b> 275	8.80 3.38%	8.59 3.54%
Nottinghamshire	197.50 <i>36.68%</i>	167.90 <i>31.18%</i>	127.00 <i>23.59%</i>	46.00 <i>8.54%</i>	<b>538.40</b> 603	17.00 3.06%	25.20 4.47%
<b>East Midlands</b>	<b>649.23</b> <i>35.19%</i>	<b>516.00</b> <i>27.97%</i>	<b>499.16</b> <i>27.06%</i>	<b>180.53</b> <i>9.79%</i>	<b>1,844.92</b> 2031	<b>51.80</b> 2.73%	<b>48.29</b> 2.55%
Dyfed Powys	109.20 <i>58.10%</i>	35.74 <i>19.02%</i>	26.00 <i>13.83%</i>	17.00 <i>9.05%</i>	<b>187.94</b> 213	5.66 2.92%	11.98 6.81%
Gwent	164.60 <i>58.62%</i>	42.80 <i>15.24%</i>	51.00 <i>18.16%</i>	22.40 <i>7.98%</i>	<b>280.80</b> 309	2.70 0.97%	14.30 5.37%
North Wales	110.60 <i>44.60%</i>	83.80 <i>33.79%</i>	34.60 <i>13.95%</i>	19.00 <i>7.66%</i>	<b>248.00</b> 261	0.80 0.32%	9.70 3.76%
South Wales	313.80 <i>53.26%</i>	123.18 <i>20.91%</i>	81.10 <i>13.76%</i>	71.10 <i>12.07%</i>	<b>589.18</b> 643	26.85 4.36%	27.30 4.43%
<b>Wales</b>	<b>698.20</b> <i>53.46%</i>	<b>285.52</b> <i>21.86%</i>	<b>192.70</b> <i>14.76%</i>	<b>129.50</b> <i>9.92%</i>	<b>1,305.92</b> 1426	<b>30.61</b> 2.29%	<b>10.72</b> 0.81%

- Percentage figures in blue represent the proportion of total staff in each job group allocated to the relevant function.
- Italicised figures in the 'Total' column represent headcount figures.
- Percentage figures in red indicate the proportionate change represented by the FTE figures above them.
- Red and green arrows indicate the direction of change (green – increase, red – decrease).

Table 2b - Staff in Post by Area & Region

	Quarter 1					Change on Quarter	Change on Year
	Offender Management	Interventions	Other Agencies / Services	Corporate Services	Total		
Staffordshire	191.30 44.59%	116.10 27.06%	83.20 19.39%	38.40 8.95%	429.00 516	0.60 0.14%	4.30 1.01%
Warwickshire	81.50 49.29%	41.50 25.10%	20.05 12.13%	22.30 13.49%	165.35 182	3.56 2.11%	10.09 5.75%
West Mercia	171.34 43.34%	116.83 29.55%	67.57 17.09%	39.63 10.02%	395.37 427	13.55 3.55%	3.05 0.78%
West Midlands	621.30 43.22%	449.99 31.31%	218.09 15.17%	148.03 10.30%	1,437.41 1580	8.04 0.56%	38.39 2.74%
<b>West Midlands</b>	<b>1,065.44</b> 43.90%	<b>724.42</b> 29.85%	<b>388.91</b> 16.02%	<b>248.36</b> 10.23%	<b>2,427.13</b> 2705	<b>17.43</b> 0.72%	<b>35.65</b> 1.49%
Bedfordshire	93.07 49.22%	51.23 27.10%	26.02 13.76%	18.76 9.92%	189.08 213	9.62 4.84%	21.37 10.15%
Cambridgeshire	63.55 25.66%	69.77 28.17%	56.49 22.81%	57.85 23.36%	247.66 280	0.32 0.13%	3.13 1.28%
Essex	151.60 33.01%	84.30 18.35%	86.60 18.85%	136.80 29.78%	459.30 517	10.60 2.26%	2.20 0.48%
Hertfordshire	95.79 39.12%	43.23 17.66%	41.30 16.87%	64.53 26.35%	244.85 276	3.53 1.46%	7.32 3.08%
Norfolk	126.68 43.18%	75.98 25.90%	64.50 21.99%	26.21 8.93%	293.37 315	7.05 2.35%	13.62 4.44%
Suffolk	67.50 29.76%	68.15 30.05%	44.06 19.43%	47.08 20.76%	226.79 267	4.93 2.13%	2.58 1.13%
<b>East of England</b>	<b>598.19</b> 36.01%	<b>392.66</b> 23.64%	<b>318.97</b> 19.20%	<b>351.23</b> 21.14%	<b>1,661.05</b> 1868	<b>28.99</b> 1.72%	<b>29.32</b> 1.73%
Avon & Somerset	203.60 39.83%	119.70 23.42%	83.50 16.33%	104.40 20.42%	511.20 558	7.30 1.41%	24.50 4.57%
Devon & Cornwall	156.09 30.41%	128.43 25.02%	138.47 26.98%	90.22 17.58%	513.21 560	4.25 0.82%	23.51 4.80%
Dorset	82.61 37.50%	52.78 23.96%	53.82 24.43%	31.08 14.11%	220.29 272	0.04 0.02%	9.58 4.17%
Gloucestershire	71.45 39.10%	47.51 26.00%	40.75 22.30%	23.01 12.59%	182.72 206	1.65 0.89%	7.71 4.05%
Wiltshire	114.70 62.88%	26.10 14.31%	28.50 15.63%	13.10 7.18%	182.40 209	5.40 2.88%	4.40 2.47%
<b>South West</b>	<b>628.45</b> 39.04%	<b>374.52</b> 23.26%	<b>345.04</b> 21.43%	<b>261.81</b> 16.26%	<b>1,609.82</b> 1805	<b>18.56</b> 1.14%	<b>13.88</b> 0.85%
Hampshire	323.90 55.74%	126.60 21.79%	80.90 13.92%	49.70 8.55%	581.10 686	12.59 2.12%	12.20 2.06%
Kent	220.62 44.90%	119.75 24.37%	83.00 16.89%	67.98 13.84%	491.35 546	8.45 1.69%	1.50 0.30%
Surrey	101.34 37.89%	66.52 24.87%	75.14 28.09%	24.45 9.14%	267.45 294	1.37 0.51%	7.77 2.99%
Sussex	234.98 56.11%	83.78 20.01%	66.33 15.84%	33.70 8.05%	418.79 486	14.36 3.32%	19.65 4.92%
Thames Valley	262.50 42.35%	205.90 33.22%	112.30 18.12%	39.10 6.31%	619.80 704	25.50 3.95%	32.60 5.00%
<b>South East</b>	<b>1,143.34</b> 48.07%	<b>602.55</b> 25.33%	<b>417.67</b> 17.56%	<b>214.93</b> 9.04%	<b>2,378.49</b> 2716	<b>62.27</b> 2.55%	<b>18.88</b> 0.79%
<b>London</b>	<b>1,528.18</b> 54.13%	<b>650.44</b> 23.04%	<b>420.07</b> 14.88%	<b>224.68</b> 7.96%	<b>2,823.37</b> 3186	<b>45.40</b> 1.58%	<b>34.76</b> 1.25%
<b>NPS</b>	<b>9,564.97</b> 45.93%	<b>5,152.88</b> 24.74%	<b>3,831.98</b> 18.40%	<b>2,277.51</b> 10.94%	<b>20,827.34</b> 23111	<b>376.33</b> 1.77%	<b>161.76</b> 0.77%

Chart 2 – Staff in Post by Region (Quarterly Time Series)



Of the 6 Areas reporting an increase in staff when compared to the previous quarter, West Mercia reported the largest increase of 13.55 FTE. They also reported the largest increase in percentage terms of 3.55%. West Midlands reported the next largest increase in staff in post of 8.04 FTE (0.56%).

In comparison to the same quarter a year ago, the number of Areas showing an increase and decrease in staff in post is almost equal at 20 and 22 respectively.

Of the 20 Areas showing an annual increase, West Midlands report the largest, having risen by 38.39 FTE. Greater Manchester and London are next, having risen by 36.93 FTE and 34.76 FTE respectively.

Dyfed Powys are the Area showing the greatest rise in percentage terms over the past year with an increase of 6.81%. They were closely followed by Gwent who reported an annual increase of 5.37%.

Of the Areas showing a decrease in staff when compared to a year ago, Merseyside and South

Yorkshire reported the largest, falling by 58.66 FTE (7.62%) and 47.47 FTE (7.14%) respectively.

Bedfordshire have reported the largest percentage decrease over the past 12 months at 10.15% but they are however one of the smallest Areas in terms of staff in post and this reduction only constitutes a 21.37 FTE decrease.

West Midlands were the only Region to report an increase in staff in post this quarter, rising by 17.43 FTE (up 0.72%). The remaining 9 Regions all reported a decrease in their staff in post.

The North West have reported the largest decrease amongst the Regions, falling by 111.28 FTE (3.43%). South East Region also show a large decrease of 62.27 FTE (2.55%). London Region follows with a drop of 45.40 FTE (1.58%).

**Table 3a – Staff in Post by Job Group & Function**

National Probation Service		Offender Management			Interventions					Other Agency/Services				
		Community Supervision	Resettlement Team	Other OM Function	Accredited Programmes	Other Programmes	Approved Premises	Unpaid Work Supervision	Other Interventions	Victim Liaison	PO Training	MAPPA	Courts	Prisons
Deputy Chief Officer	FTE	4.50	0.00	13.40	1.10	0.00	0.10	0.20	8.10	0.00	0.00	0.00	1.00	0.60
	%	5.83%	0.00%	17.35%	1.42%	0.00%	0.13%	0.26%	10.49%	0.00%	0.00%	0.00%	1.30%	0.78%
Assistant Chief Officer	FTE	16.55	1.20	68.10	7.75	0.70	4.58	3.40	21.70	0.85	1.20	0.85	2.45	3.15
	%	5.29%	0.38%	21.79%	2.48%	0.22%	1.47%	1.09%	6.94%	0.27%	0.38%	0.27%	0.78%	1.01%
Area/District Manager	FTE	20.80	0.00	56.40	6.40	3.00	4.30	10.40	17.60	0.00	0.00	2.00	4.00	0.50
	%	11.53%	0.00%	31.26%	3.55%	1.66%	2.38%	5.76%	9.76%	0.00%	0.00%	1.11%	2.22%	0.28%
Middle Manager	FTE	234.57	7.80	441.56	108.40	27.40	86.93	68.60	54.51	12.77	13.00	30.00	38.70	95.80
	%	14.71%	0.49%	27.70%	6.80%	1.72%	5.45%	4.30%	3.42%	0.80%	0.82%	1.88%	2.43%	6.01%
Senior Practitioner	FTE	38.80	1.00	89.00	32.31	1.00	21.00	23.35	10.80	4.00	13.00	4.00	3.50	11.00
	%	13.39%	0.35%	30.72%	11.15%	0.35%	7.25%	8.06%	3.73%	1.38%	4.49%	1.38%	1.21%	3.80%
Probation Officer	FTE	1,445.17	80.60	2,276.88	292.94	19.69	46.10	20.00	121.35	20.06	36.76	5.00	139.50	405.06
	%	27.67%	1.54%	43.59%	5.61%	0.38%	0.88%	0.38%	2.32%	0.38%	0.70%	0.10%	2.67%	7.76%
Professional Development Advisor	FTE	0.00	0.00	0.00	2.00	0.00	0.00	0.00	0.00	0.00	125.45	0.00	0.00	0.00
	%	0.00%	0.00%	0.00%	1.18%	0.00%	0.00%	0.00%	0.00%	0.00%	73.82%	0.00%	0.00%	0.00%
Trainee Probation Officer	FTE	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1,031.20	0.00	0.00	0.00
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%
Treatment Manager	FTE	0.00	0.00	0.00	158.02	1.00	0.00	5.00	1.00	0.00	0.00	0.00	0.00	3.00
	%	0.00%	0.00%	0.00%	93.49%	0.59%	0.00%	2.96%	0.59%	0.00%	0.00%	0.00%	0.00%	1.77%
Probation Services Officer	FTE	947.52	40.10	1,590.74	781.50	148.59	423.47	1,167.66	225.39	127.23	0.00	2.18	303.34	318.91
	%	15.13%	0.64%	25.40%	12.48%	2.37%	6.76%	18.65%	3.60%	2.03%	0.00%	0.03%	4.84%	5.09%
Psychologist	FTE	0.00	0.00	4.00	5.00	1.00	0.00	0.00	5.00	0.00	0.00	2.00	0.00	0.00
	%	0.00%	0.00%	21.05%	26.32%	5.26%	0.00%	0.00%	26.32%	0.00%	0.00%	10.53%	0.00%	0.00%
Other Operational Staff	FTE	13.00	0.00	11.50	3.20	20.85	273.74	187.40	13.40	2.00	0.00	0.00	0.00	0.00
	%	2.31%	0.00%	2.04%	0.57%	3.70%	48.58%	33.26%	2.38%	0.35%	0.00%	0.00%	0.00%	0.00%
Support Staff - Administration	FTE	776.85	35.81	1,319.91	168.90	38.73	98.88	208.65	116.75	32.71	13.41	32.15	205.13	9.34
	%	17.23%	0.79%	29.28%	3.75%	0.86%	2.19%	4.63%	2.59%	0.73%	0.30%	0.71%	4.55%	0.21%
Support Staff - Other	FTE	13.40	0.00	12.11	6.45	1.40	26.50	30.08	0.91	0.00	0.00	0.00	0.00	0.00
	%	5.14%	0.00%	4.65%	2.48%	0.54%	10.17%	11.55%	0.35%	0.00%	0.00%	0.00%	0.00%	0.00%
Other Staff	FTE	0.00	0.00	3.70	0.00	1.00	4.00	2.00	1.70	0.00	0.00	0.00	0.00	0.67
	%	0.00%	0.00%	2.22%	0.00%	0.60%	2.40%	1.20%	1.02%	0.00%	0.00%	0.00%	0.00%	0.40%
<b>NPS Total</b>	<b>FTE</b>	<b>3,511.16</b>	<b>166.51</b>	<b>5,887.30</b>	<b>1,573.97</b>	<b>264.36</b>	<b>989.60</b>	<b>1,726.74</b>	<b>598.21</b>	<b>199.62</b>	<b>1,234.02</b>	<b>78.18</b>	<b>697.62</b>	<b>848.03</b>
	<b>%</b>	<b>16.86%</b>	<b>0.80%</b>	<b>28.27%</b>	<b>7.56%</b>	<b>1.27%</b>	<b>4.75%</b>	<b>8.29%</b>	<b>2.87%</b>	<b>0.96%</b>	<b>5.93%</b>	<b>0.38%</b>	<b>3.35%</b>	<b>4.07%</b>

- Percentage figures in blue represent the proportion of total staff in each job group allocated to the relevant work area within each function.

Table 3b – Staff in Post by Job Group &amp; Function

National Probation Service		Other Agency/Services				Corporate Services									Total
		YOTS	CJIP	Other Secondments	Other - Not Specified	Finance	Human Resources	Training & Development	Comms & Public Relations	Research, Information & IT	Partnerships	Probation Boards	Training Consortia	Other	
Deputy Chief Officer	FTE	0.00	0.00	5.00	1.00	11.83	8.40	0.70	0.10	2.10	1.30	2.50	2.89	12.40	<b>77.22</b>
	%	0.00%	0.00%	6.48%	1.30%	15.32%	10.88%	0.91%	0.13%	2.72%	1.68%	3.24%	3.74%	16.06%	
Assistant Chief Officer	FTE	0.40	0.20	62.80	4.00	21.52	18.03	2.03	1.83	15.80	5.77	5.65	3.20	38.87	<b>312.58</b>
	%	0.13%	0.06%	20.09%	1.28%	6.88%	5.77%	0.65%	0.59%	5.05%	1.85%	1.81%	1.02%	12.44%	
Area/District Manager	FTE	0.00	2.00	10.40	0.00	4.00	9.00	1.00	0.00	6.00	3.00	0.00	1.00	18.60	<b>180.40</b>
	%	0.00%	1.11%	5.77%	0.00%	2.22%	4.99%	0.55%	0.00%	3.33%	1.66%	0.00%	0.55%	10.31%	
Middle Manager	FTE	1.00	10.00	82.60	11.30	30.92	50.10	29.30	8.91	51.30	21.20	0.90	11.30	65.28	<b>1,594.15</b>
	%	0.06%	0.63%	5.18%	0.71%	1.94%	3.14%	1.84%	0.56%	3.22%	1.33%	0.06%	0.71%	4.09%	
Senior Practitioner	FTE	3.00	0.00	13.30	0.00	0.00	1.00	10.90	1.00	0.00	0.80	0.00	6.00	1.00	<b>289.76</b>
	%	1.04%	0.00%	4.59%	0.00%	0.00%	0.35%	3.76%	0.35%	0.00%	0.28%	0.00%	2.07%	0.35%	
Probation Officer	FTE	195.12	17.80	58.67	9.60	1.00	7.30	9.60	0.00	2.00	1.50	0.00	0.00	11.40	<b>5,223.10</b>
	%	3.74%	0.34%	1.12%	0.18%	0.02%	0.14%	0.18%	0.00%	0.04%	0.03%	0.00%	0.00%	0.22%	
Professional Development Advisor	FTE	0.00	0.00	0.00	1.00	0.00	0.00	40.50	0.00	0.00	0.00	0.00	1.00	0.00	<b>169.95</b>
	%	0.00%	0.00%	0.00%	0.59%	0.00%	0.00%	23.83%	0.00%	0.00%	0.00%	0.00%	0.59%	0.00%	
Trainee Probation Officer	FTE	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	<b>1,031.20</b>
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
Treatment Manager	FTE	0.00	0.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	<b>169.02</b>
	%	0.00%	0.00%	0.59%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
Probation Services Officer	FTE	24.80	66.00	49.28	11.50	0.00	1.90	13.00	0.61	6.50	7.34	0.00	0.00	4.00	<b>6,261.56</b>
	%	0.40%	1.05%	0.79%	0.18%	0.00%	0.03%	0.21%	0.01%	0.10%	0.12%	0.00%	0.00%	0.06%	
Psychologist	FTE	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.00	<b>19.00</b>
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	10.53%	
Other Operational Staff	FTE	0.00	6.00	6.06	0.00	3.60	6.30	1.60	2.00	11.80	1.00	0.00	0.00	0.00	<b>563.45</b>
	%	0.00%	1.06%	1.08%	0.00%	0.64%	1.12%	0.28%	0.35%	2.09%	0.18%	0.00%	0.00%	0.00%	
Support Staff - Administration	FTE	4.67	29.30	33.64	19.94	214.92	168.30	71.45	18.70	277.07	20.29	8.01	32.41	552.56	<b>4,508.47</b>
	%	0.10%	0.65%	0.75%	0.44%	4.77%	3.73%	1.58%	0.41%	6.15%	0.45%	0.18%	0.72%	12.26%	
Support Staff - Other	FTE	0.00	0.00	0.20	10.13	27.02	23.30	10.20	4.20	67.68	0.50	1.00	1.49	23.93	<b>260.50</b>
	%	0.00%	0.00%	0.08%	3.89%	10.37%	8.94%	3.92%	1.61%	25.98%	0.19%	0.38%	0.57%	9.19%	
Other Staff	FTE	15.80	0.00	5.00	2.00	13.60	38.98	12.00	1.80	49.16	2.16	0.81	12.60	0.00	<b>166.98</b>
	%	9.46%	0.00%	2.99%	1.20%	8.14%	23.34%	7.19%	1.08%	29.44%	1.29%	0.49%	7.55%	0.00%	
<b>NPS Total</b>	<b>FTE</b>	<b>244.79</b>	<b>131.30</b>	<b>327.95</b>	<b>70.47</b>	<b>328.40</b>	<b>332.61</b>	<b>202.28</b>	<b>39.15</b>	<b>489.41</b>	<b>64.86</b>	<b>18.87</b>	<b>71.89</b>	<b>730.04</b>	<b>20,827.34</b>
	<b>%</b>	<b>1.18%</b>	<b>0.63%</b>	<b>1.57%</b>	<b>0.34%</b>	<b>1.58%</b>	<b>1.60%</b>	<b>0.97%</b>	<b>0.19%</b>	<b>2.35%</b>	<b>0.31%</b>	<b>0.09%</b>	<b>0.35%</b>	<b>3.51%</b>	

- Percentage figures in blue represent the proportion of total staff in each job group allocated to the relevant work area within each function.

**Table 4a – Staff in Post by Region & Function**

National Probation Service		Offender Management			Interventions					Other Agency/Services				
		Community Supervision	Resettlement Team	Other OM Function	Accredited Programmes	Other Programmes	Approved Premises	Unpaid Work Supervision	Other Interventions	Victim Liaison	PO Training	MAPPAs	Courts	Prisons
North West	FTE	180.41	90.50	1,330.60	229.36	17.23	177.12	262.26	77.02	12.84	130.56	7.00	116.59	100.73
	%	5.75%	2.89%	42.42%	7.31%	0.55%	5.65%	8.36%	2.46%	0.41%	4.16%	0.22%	3.72%	3.21%
North East	FTE	440.42	0.00	82.40	123.08	18.50	45.18	106.34	65.29	9.00	76.50	7.80	70.61	65.40
	%	34.59%	0.00%	6.47%	9.67%	1.45%	3.55%	8.35%	5.13%	0.71%	6.01%	0.61%	5.54%	5.14%
Yorkshire & Humberside	FTE	471.49	0.00	658.12	164.69	4.61	114.15	154.03	47.91	24.83	114.30	21.11	131.28	109.94
	%	19.92%	0.00%	27.81%	6.96%	0.19%	4.82%	6.51%	2.02%	1.05%	4.83%	0.89%	5.55%	4.65%
East Midlands	FTE	407.98	7.80	233.45	107.66	21.40	94.26	154.78	137.90	15.11	74.00	11.60	99.54	135.51
	%	22.11%	0.42%	12.65%	5.84%	1.16%	5.11%	8.39%	7.47%	0.82%	4.01%	0.63%	5.40%	7.35%
Wales	FTE	322.80	0.00	375.40	78.72	9.00	47.96	106.64	43.20	14.50	85.60	7.00	1.00	33.10
	%	24.72%	0.00%	28.75%	6.03%	0.69%	3.67%	8.17%	3.31%	1.11%	6.55%	0.54%	0.08%	2.53%
West Midlands	FTE	848.30	2.00	215.14	179.99	65.84	132.93	209.89	135.77	35.01	71.95	8.00	110.37	56.70
	%	34.95%	0.08%	8.86%	7.42%	2.71%	5.48%	8.65%	5.59%	1.44%	2.96%	0.33%	4.55%	2.34%
East of England	FTE	183.23	4.00	410.96	157.54	35.30	84.50	100.22	15.10	17.00	101.50	9.44	62.15	70.85
	%	11.03%	0.24%	24.74%	9.48%	2.13%	5.09%	6.03%	0.91%	1.02%	6.11%	0.57%	3.74%	4.27%
South West	FTE	185.41	58.21	384.83	124.18	50.93	97.51	88.41	13.49	15.45	111.50	4.53	75.67	85.07
	%	11.52%	3.62%	23.91%	7.71%	3.16%	6.06%	5.49%	0.84%	0.96%	6.93%	0.28%	4.70%	5.28%
South East	FTE	471.12	4.00	668.22	194.02	36.75	108.85	206.00	56.93	20.22	169.50	1.70	30.41	141.33
	%	19.81%	0.17%	28.09%	8.16%	1.55%	4.58%	8.66%	2.39%	0.85%	7.13%	0.07%	1.28%	5.94%
London	FTE	0.00	0.00	1,528.18	214.73	4.80	87.14	338.17	5.60	35.66	298.61	0.00	0.00	49.40
	%	0.00%	0.00%	54.13%	7.61%	0.17%	3.09%	11.98%	0.20%	1.26%	10.58%	0.00%	0.00%	1.75%
<b>NPS</b>	<b>FTE</b>	<b>3,511.16</b>	<b>166.51</b>	<b>5,887.30</b>	<b>1,573.97</b>	<b>264.36</b>	<b>989.60</b>	<b>1,726.74</b>	<b>598.21</b>	<b>199.62</b>	<b>1,234.02</b>	<b>78.18</b>	<b>697.62</b>	<b>848.03</b>
	<b>%</b>	<b>16.86%</b>	<b>0.80%</b>	<b>28.27%</b>	<b>7.56%</b>	<b>1.27%</b>	<b>4.75%</b>	<b>8.29%</b>	<b>2.87%</b>	<b>0.96%</b>	<b>5.93%</b>	<b>0.38%</b>	<b>3.35%</b>	<b>4.07%</b>

- Percentage figures in blue represent the proportion of total staff in each Region allocated to the relevant work area within each function.

Table 4b – Staff in Post by Region &amp; Function

National Probation Service		Other Agency/Services				Corporate Services									Total
		YOTS	CJIP	Other Secondments	Other - Not Specified	Finance	Human Resources	Training & Development	Comms & Public Relations	Research, Information & IT	Partnerships	Probation Boards	Training Consortia	Other	
North West	FTE	28.00	6.00	29.20	26.30	39.12	43.05	20.50	5.91	69.73	4.80	2.00	4.00	126.02	<b>3,136.85</b>
	%	0.89%	0.19%	0.93%	0.84%	1.25%	1.37%	0.65%	0.19%	2.22%	0.15%	0.06%	0.13%	4.02%	
North East	FTE	16.60	3.50	34.26	0.00	17.70	24.00	12.60	3.00	20.10	1.00	0.50	5.30	24.35	<b>1,273.43</b>
	%	1.30%	0.27%	2.69%	0.00%	1.39%	1.88%	0.99%	0.24%	1.58%	0.08%	0.04%	0.42%	1.91%	
Yorkshire & Humberside	FTE	33.79	3.00	70.32	0.00	44.59	53.34	7.20	3.01	63.50	5.40	2.81	6.20	56.75	<b>2,366.36</b>
	%	1.43%	0.13%	2.97%	0.00%	1.88%	2.25%	0.30%	0.13%	2.68%	0.23%	0.12%	0.26%	2.40%	
East Midlands	FTE	22.90	103.10	27.60	9.80	26.51	25.22	13.10	6.90	38.81	10.10	0.60	0.00	59.29	<b>1,844.92</b>
	%	1.24%	5.59%	1.50%	0.53%	1.44%	1.37%	0.71%	0.37%	2.10%	0.55%	0.03%	0.00%	3.21%	
Wales	FTE	26.30	6.60	16.60	2.00	23.90	22.50	21.10	0.10	35.10	0.00	2.70	10.00	14.10	<b>1,305.92</b>
	%	2.01%	0.51%	1.27%	0.15%	1.83%	1.72%	1.62%	0.01%	2.69%	0.00%	0.21%	0.77%	1.08%	
West Midlands	FTE	37.89	1.00	50.79	17.20	50.70	38.04	39.36	2.00	48.10	28.56	6.90	16.09	18.61	<b>2,427.13</b>
	%	1.56%	0.04%	2.09%	0.71%	2.09%	1.57%	1.62%	0.08%	1.98%	1.18%	0.28%	0.66%	0.77%	
East of England	FTE	20.76	8.10	21.67	7.50	14.67	28.64	24.22	4.83	42.69	7.10	1.52	12.00	215.56	<b>1,661.05</b>
	%	1.25%	0.49%	1.30%	0.45%	0.88%	1.72%	1.46%	0.29%	2.57%	0.43%	0.09%	0.72%	12.98%	
South West	FTE	22.35	0.00	24.30	6.17	21.84	22.14	14.10	1.80	53.49	5.00	0.44	3.29	139.71	<b>1,609.82</b>
	%	1.39%	0.00%	1.51%	0.38%	1.36%	1.38%	0.88%	0.11%	3.32%	0.31%	0.03%	0.20%	8.68%	
South East	FTE	31.60	0.00	21.41	1.50	27.91	37.57	21.60	4.60	50.09	2.90	1.40	15.01	53.85	<b>2,378.49</b>
	%	1.33%	0.00%	0.90%	0.06%	1.17%	1.58%	0.91%	0.19%	2.11%	0.12%	0.06%	0.63%	2.26%	
London	FTE	4.60	0.00	31.80	0.00	61.47	38.11	28.50	7.00	67.80	0.00	0.00	0.00	21.80	<b>2,823.37</b>
	%	0.16%	0.00%	1.13%	0.00%	2.18%	1.35%	1.01%	0.25%	2.40%	0.00%	0.00%	0.00%	0.77%	
<b>NPS</b>	<b>FTE</b>	<b>244.79</b>	<b>131.30</b>	<b>327.95</b>	<b>70.47</b>	<b>328.40</b>	<b>332.61</b>	<b>202.28</b>	<b>39.15</b>	<b>489.41</b>	<b>64.86</b>	<b>18.87</b>	<b>71.89</b>	<b>730.04</b>	<b>20,827.34</b>
	<b>%</b>	<b>1.18%</b>	<b>0.63%</b>	<b>1.57%</b>	<b>0.34%</b>	<b>1.58%</b>	<b>1.60%</b>	<b>0.97%</b>	<b>0.19%</b>	<b>2.35%</b>	<b>0.31%</b>	<b>0.09%</b>	<b>0.35%</b>	<b>3.51%</b>	

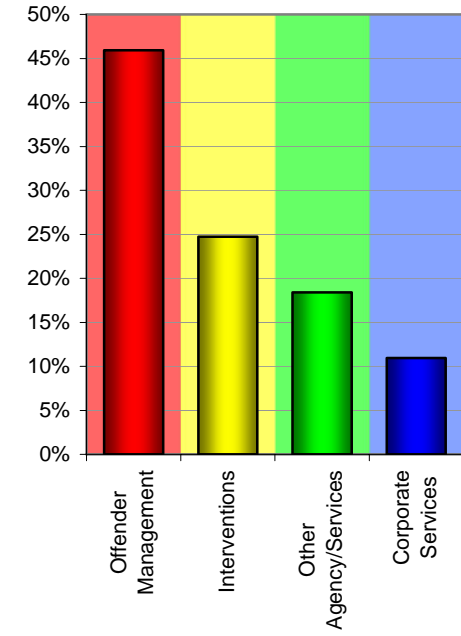
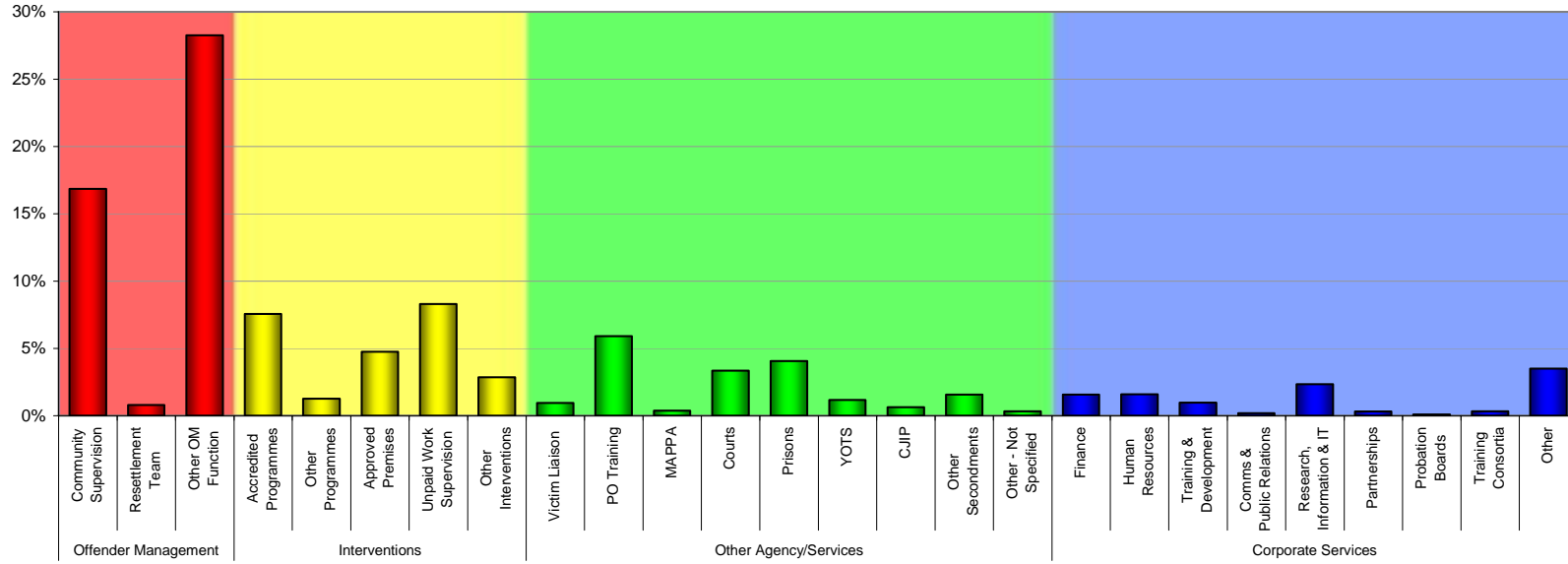
- Percentage figures in blue represent the proportion of total staff in each Region allocated to the relevant work area within each function.

**Table 5 – Staff in Post by Region & Job Group**

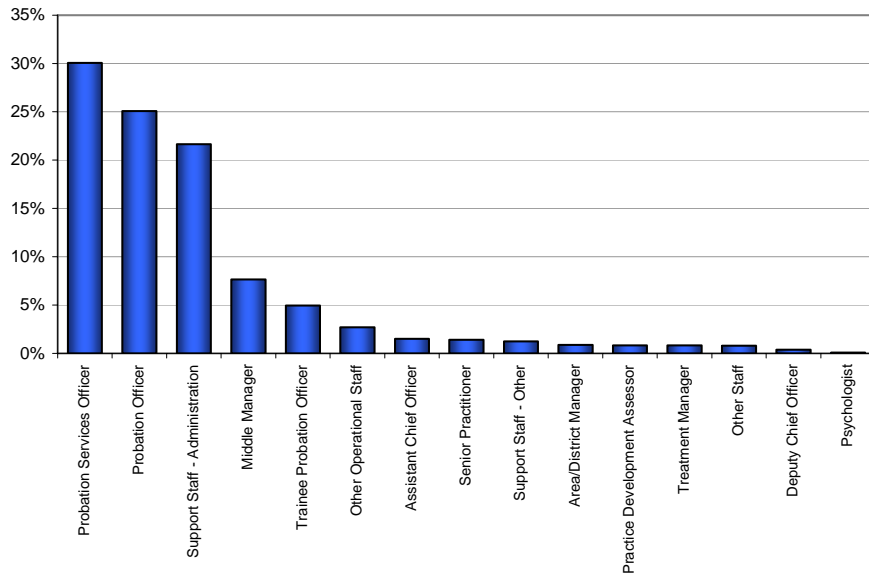
National Probation Service		Deputy Chief Officer	Assistant Chief Officer	Area/District Manager	Middle Manager	Senior Practitioner	Probation Officer	Professional Development Advisor	Trainee Probation Officer	Treatment Manager	Probation Services Officer	Support Staff - Other	Other Staff	Total
North West	FTE	6.00	39.80	32.90	248.01	22.30	915.70	10.00	110.00	32.40	799.37	18.24	6.61	<b>3,136.85</b>
	%	0.19%	1.27%	1.05%	7.91%	0.71%	29.19%	0.32%	3.51%	1.03%	25.48%	0.58%	0.21%	
North East	FTE	13.70	12.00	19.00	92.60	29.40	360.43	14.00	58.00	13.70	363.33	26.85	9.80	<b>1,273.43</b>
	%	1.08%	0.94%	1.49%	7.27%	2.31%	28.30%	1.10%	4.55%	1.08%	28.53%	2.11%	0.77%	
Yorkshire & Humberside	FTE	6.00	41.61	18.80	191.64	58.50	606.44	19.80	92.00	0.00	686.20	3.39	0.00	<b>2,366.36</b>
	%	0.25%	1.76%	0.79%	8.10%	2.47%	25.63%	0.84%	3.89%	0.00%	29.00%	0.14%	0.00%	
East Midlands	FTE	3.00	36.80	2.00	142.70	2.00	452.25	7.30	62.00	11.20	619.62	5.80	20.40	<b>1,844.92</b>
	%	0.16%	1.99%	0.11%	7.73%	0.11%	24.51%	0.40%	3.36%	0.61%	33.59%	0.31%	1.11%	
Wales	FTE	6.00	19.60	19.00	83.60	33.80	320.70	10.90	73.00	7.00	367.84	20.20	5.00	<b>1,305.92</b>
	%	0.46%	1.50%	1.45%	6.40%	2.59%	24.56%	0.83%	5.59%	0.54%	28.17%	1.55%	0.38%	
West Midlands	FTE	9.59	27.77	37.90	187.92	21.30	672.72	17.35	68.70	19.55	635.99	57.10	58.99	<b>2,427.13</b>
	%	0.40%	1.14%	1.56%	7.74%	0.88%	27.72%	0.71%	2.83%	0.81%	26.20%	2.35%	2.43%	
East of England	FTE	0.00	35.39	2.00	172.74	23.40	348.31	15.50	89.00	28.00	582.43	7.58	16.51	<b>1,661.05</b>
	%	0.00%	2.13%	0.12%	10.40%	1.41%	20.97%	0.93%	5.36%	1.69%	35.06%	0.46%	0.99%	
South West	FTE	2.00	21.51	33.80	111.61	63.00	365.46	12.30	92.50	16.81	496.91	86.08	6.67	<b>1,609.82</b>
	%	0.12%	1.34%	2.10%	6.93%	3.91%	22.70%	0.76%	5.75%	1.04%	30.87%	5.35%	0.41%	
South East	FTE	19.93	19.40	15.00	184.33	36.06	531.72	24.70	145.00	24.00	770.95	35.26	43.00	<b>2,378.49</b>
	%	0.84%	0.82%	0.63%	7.75%	1.52%	22.36%	1.04%	6.10%	1.01%	32.41%	1.48%	1.81%	
London	FTE	11.00	58.70	0.00	179.00	0.00	649.37	38.10	241.00	16.36	938.92	0.00	0.00	<b>2,823.37</b>
	%	0.39%	2.08%	0.00%	6.34%	0.00%	23.00%	1.35%	8.54%	0.58%	33.26%	0.00%	0.00%	
<b>NPS</b>	FTE	<b>77.22</b>	<b>312.58</b>	<b>180.40</b>	<b>1,594.15</b>	<b>289.76</b>	<b>5,223.10</b>	<b>169.95</b>	<b>1,031.20</b>	<b>169.02</b>	<b>6,261.56</b>	<b>260.50</b>	<b>166.98</b>	<b>20,827.34</b>
	%	<b>0.37%</b>	<b>1.50%</b>	<b>0.87%</b>	<b>7.65%</b>	<b>1.39%</b>	<b>25.08%</b>	<b>0.82%</b>	<b>4.95%</b>	<b>0.81%</b>	<b>30.06%</b>	<b>1.25%</b>	<b>0.80%</b>	

- Percentage figures in blue represent the proportion of total staff in each Region allocated to each job group.

Chart 3 – Distribution of Staff in Post by Function



**Chart 4 – Ranked Distribution of Staff in Post by Job Group**



**Staff in Post by Job Group and Function**

When the staff in post figures are arranged by job group and function, it shows that the roles most prominent for Probation Officers are Offender Management roles, undertaken by 72.80% of the job group (3802.65 FTE).

The roles the remaining Probation Officers work in are Interventions roles (500.08 FTE, 9.57%), Other Agency/Services roles (887.57 FTE, 16.99%) and Corporate Services roles (32.80 FTE, 0.63%).

Probation Services Officers are the job group with the largest number of staff working in an Interventions role, with 2746.61 FTE (43.86% of the group). The largest proportion of staff in a job group working in Interventions comes in the Other Operational Staff job group with 88.49% (498.59 FTE out of a total 563.45 FTE).

The Trainee Probation Officer job group has the largest amount of staff working in Other Agency/Services roles with 1031.20 FTE (100% of staff in the group). *In previous quarters there has been some inconsistency as to the function Trainee Probation Officers were reported under. This has now been rectified and all TPO's are entered under 'Other Agency Services'.*

The Support Staff Administration job group has the largest number of staff working in a Corporate Services role with 1363.71 FTE (30.25% of the job group). The largest proportion of staff in a job group working in a Corporate Services role was the Other Staff group with 78.52% (131.11 FTE out of 166.98 FTE).

**Staff in Post by Region and Function**

When the staff in post figures are arranged by Region and function it shows that North West Region has the largest number of staff working in an Offender Management role with 1,601.51 FTE (51.05% of total staff in the NW). They are followed by London with 1,528.18 FTE (54.13% of total staff in London).

North West Region also has the largest number of staff in an Interventions role with 762.99 FTE (24.32% of their staff). West Midlands are next with 724.42 FTE (29.85% of their staff).

Yorkshire and Humberside have the largest number of staff in an Other Agency/Services role with 508.57 FTE (21.49% of their staff), followed by the East Midlands with 499.16 FTE (27.06% of their staff).

The Region with the largest representation in Corporate Services roles is the East of England with 351.23 FTE (21.14% of their staff).

**Conclusion**

In conclusion, the staffing levels in the NPS have experienced a down turn over the last two quarters, due to the current flat budget policy. This is however on the back of an overall 49% increase in staff in post in the NPS since 1997 (6901.34 FTE).

## 2 STARTERS & LEAVERS

Throughout this section there is extensive reference to attrition rates. An attrition rate is calculated as the total number of leavers during the period referred to (e.g. a quarter or financial year), divided by the average number of staff in post across the same period, and shown as a percentage figure. While the formula for calculating attrition remains consistent, there is some variation in the types of leavers that are included and excluded in the calculation depending on the way in which the data is grouped. The main variations are as follows:

**National Level** - Calculations do not include those leavers who have transferred within the service (i.e. from one Area to another), as they do not represent a loss from the NPS as a whole. *(Exception - in attrition rate calculations within a job group. Previously these transfers had not been regarded as constituting a leaver, as the individual remained employed within the organisation but in a different capacity. However, this type of transfer accounts for a significant amount of movement of staff, and is pertinent when looking at attrition rates by job group).*

**Regional Level** - Includes transfers within the service where staff have transferred from an Area inside a Region to an Area outside of that Region. Area to Area transfers within a Region are not included.

**Area Level** - Includes all leavers, irrespective of whether or not they have transferred within the NPS, as they represent a loss from that Area.

### National Figures

The attrition rate for the entire National Probation Service in Quarter 1 07/08 was 2.62%, equating to 550.77 FTE leavers during the quarter. This is an increase of 0.46% on the rate from the previous quarter (2.16%). It is also up by 0.33% on the rate from 12 months ago (2.29%).

The number of starters during Quarter 1 who joined the organisation as either completely new or returning staff was 298.24 FTE. The ratio of starters to leavers for the quarter was therefore 1:1.85 (in line with the fall in staff in post this quarter). This is a continuation of the trend from the previous quarter when the ratio was 1:1.30.

The year on year attrition rate stands at 9.36%. This is up 0.42% on the figure from Quarter 4 06/07 (8.94%) but represents a fall of 0.07% on the annualised figure a year ago and equates to 1976.62 FTE leavers across the past year.

### Starters & Leavers by Job Group

The attrition rate (including internal transfers) for the main Probation Officer grades (Probation Officers and Senior Practitioners combined) during Quarter 1 07/08 was 2.80% (2.45% in Quarter 4 06/07) and equates to 155.80 FTE leavers during the quarter. This figure includes 35.67 FTE internal transfers out of the grades, equating to 22.89% of the leavers.

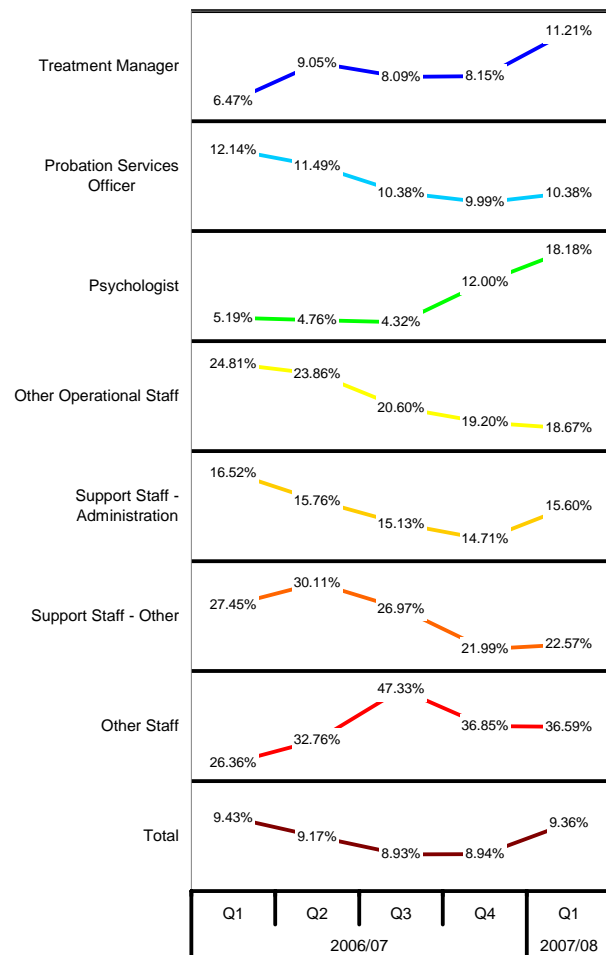
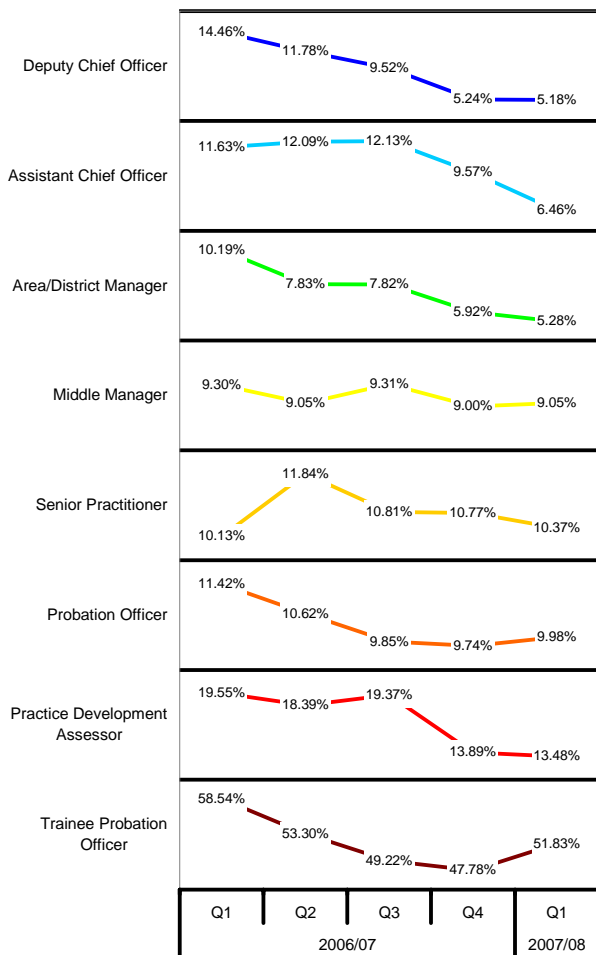
Compensating the leavers were 54.53 FTE starters in the two main Probation Officer (PO) grades during the

**Table 6 – Starters & Leavers Summary by Job Group**

National Probation Service	Starters				Leavers				Ratio of Starters:Leavers	Attrition Rate			
	New Starts	Service Transfers	Internal Transfers	Total	Leavers	Service Transfers	Internal Transfers	Total		Quarter Rate	Change on Quarter	Year Rate	Change on Year
Deputy Chief Officer	0.00	-	0.40	<b>0.40</b>	0.00	-	1.00	<b>1.00</b>	<b>1 : 2.50</b>	1.30%	▼ 1.25%	5.18%	▼ 0.06%
Assistant Chief Officer	2.00	-	4.00	<b>6.00</b>	4.00	-	0.00	<b>4.00</b>	<b>1.50 : 1</b>	1.28%	▼ 0.01%	6.46%	▼ 3.11%
Area/District Manager	3.00	-	7.40	<b>10.40</b>	2.00	-	1.40	<b>3.40</b>	<b>3.06 : 1</b>	1.91%	▲ 0.42%	5.28%	▼ 0.64%
Middle Manager	8.85	-	20.87	<b>29.72</b>	33.50	-	12.90	<b>46.40</b>	<b>1 : 1.56</b>	2.89%	▲ 0.94%	9.05%	▲ 0.05%
Senior Practitioner	1.00	-	8.00	<b>9.00</b>	2.00	-	8.10	<b>10.10</b>	<b>1 : 1.12</b>	3.47%	▲ 2.23%	10.37%	▼ 0.40%
Probation Officer	10.70	-	34.83	<b>45.53</b>	118.13	-	27.57	<b>145.70</b>	<b>1 : 3.20</b>	2.76%	▲ 0.25%	9.98%	▲ 0.24%
Practice Development Assessor	0.00	-	1.00	<b>1.00</b>	3.50	-	1.00	<b>4.50</b>	<b>1 : 4.50</b>	2.49%	▲ 1.45%	13.48%	▼ 0.41%
Trainee Probation Officer	9.00	-	1.00	<b>10.00</b>	18.00	-	30.63	<b>48.63</b>	<b>1 : 4.86</b>	4.53%	▼ 0.48%	51.83%	▲ 4.05%
Treatment Manager	0.20	-	1.50	<b>1.70</b>	4.17	-	2.40	<b>6.57</b>	<b>1 : 3.86</b>	3.83%	▲ 1.26%	11.21%	▲ 3.06%
Probation Services Officer	72.83	-	33.10	<b>105.93</b>	158.12	-	6.90	<b>165.02</b>	<b>1 : 1.56</b>	2.62%	▲ 0.50%	10.38%	▲ 0.39%
Psychologist	1.00	-	0.00	<b>1.00</b>	1.50	-	0.00	<b>1.50</b>	<b>1 : 1.50</b>	6.59%	▼ 0.81%	18.18%	▲ 6.18%
Other Operational Staff	20.89	-	0.00	<b>20.89</b>	20.70	-	3.00	<b>23.70</b>	<b>1 : 1.13</b>	4.16%	▼ 1.99%	18.67%	▼ 0.53%
Support Staff - Administration	149.77	-	15.30	<b>165.07</b>	167.85	-	29.50	<b>197.35</b>	<b>1 : 1.20</b>	4.35%	▲ 1.15%	15.60%	▲ 0.89%
Support Staff - Other	18.00	-	3.97	<b>21.97</b>	11.19	-	7.97	<b>19.16</b>	<b>1.15 : 1</b>	7.44%	▲ 3.25%	22.57%	▲ 0.57%
Other Staff	1.00	-	10.00	<b>11.00</b>	6.10	-	9.00	<b>15.10</b>	<b>1 : 1.37</b>	8.93%	▲ 5.08%	36.59%	▼ 0.26%
<b>NPS Total</b>	<b>298.24</b>	<b>-</b>	<b>-</b>	<b>298.24</b>	<b>550.77</b>	<b>-</b>	<b>-</b>	<b>550.77</b>	<b>1 : 1.85</b>	<b>2.62%</b>	<b>▲ 0.46%</b>	<b>9.36%</b>	<b>▲ 0.42%</b>

- The starters to leavers ratios are colour coded as follows: red indicates that leavers exceed starters, and green indicates the opposite.
- Red and green arrows indicate the direction of change (green – decrease, red – increase).

## Charts 5a & 5b – Rolling Annualised Attrition Rate by Job Group (Quarterly Time Series)



quarter (including 42.83 FTE internal transfers into the grades, 78.54% of the starters). The ratio of starters to leavers for the PO grades during Quarter 1 was therefore 1:2.86 demonstrating a net decrease in staff. This is also in line with the falling staff numbers for the relevant job groups during this quarter.

The attrition rate for the main Probation Officer grades for the 12 month period to the end of Quarter 1 07/08 is 10%, equating to 553.14 FTE leavers across the period. This is up by 0.21% on the rate for the 12 month period to the end of the last quarter (9.79%).

The greatest attrition rate amongst the job groups this quarter came in the 'Other' group with 8.93%. This group was also responsible for the greatest increase in attrition rate when compared with the previous quarter; rising by 5.08%.

There is a similar picture in the 'Support Staff – Other' job group which had the second largest attrition rate of 7.44% over the quarter and the second greatest increase amongst the job groups of 3.25%.

The Psychologist job group also had a large attrition rate over the quarter with 6.59%, however this is a 0.81% decrease on the rate from the previous quarter.

There were four other job groups that have seen a decrease in their attrition rates compared to the previous quarter. They were the 'Other Operational Staff' group (down 1.99% to 4.16%); the 'Deputy Chief Officer' group (down 1.25% to 1.30%); the 'Trainee Probation Officer' group (down 0.48% to 4.53%) and the 'Assistant Chief

Officer' group (down 0.01% to 1.28%).

The largest annualised attrition rate comes in the Trainee Probation Officer job group (51.83%) but the reason for this is the inclusion of internal transfers in the attrition rate calculation for this job group. This is designed to capture the flow through of TPOs to PO posts, and as a result it gives the impression that TPOs have been leaving in their masses. In reality this simply reflects the large number of TPOs graduating and taking up PO posts over recent quarters. Although these staff are being lost to the TPO group, they are not leaving the organisation and therefore do not represent a loss to the organisation.

The 'Other' staff job group also has a very large annualised attrition rate of 36.59% but this is an improvement of 0.26% on the rate from 12 months ago.

Even though there has been an overall rise in the annualised attrition rate over the last two quarters, there are still 7 job groups that have a lower attrition rate than at the same time a year ago. They include the; Assistant Chief Officer group (down 3.11% to 6.46%); the Area/District Manager group (down 0.64% to 5.28%) and the 'Other Operational Staff' group (down 0.53% to 18.67%). The last two groups have seen their annualised rate fall in all four of the quarters during the period.

### Starters & Leavers by Probation Area and Region

There has been an increase in the attrition rate in 30 of the 42 Probation Areas this quarter (71.43%). This is 13 more than in Quarter 4 06/07.

**Table 7 – Starters & Leavers Summary by Area & Region**

	Starters			Leavers			Ratio of Starters:Leavers	Attrition Rate			
	New Starts	Service Transfers	Total	Leavers	Service Transfers	Total		Quarter Rate	Change on Quarter	Year Rate	Change on Year
Cumbria	7.36	0.00	<b>7.36</b>	12.81	0.00	<b>12.81</b>	1 : 1.74	6.69%	▲ 4.53%	12.46%	▲ 2.37%
Cheshire	6.62	1.00	<b>7.62</b>	13.98	0.00	<b>13.98</b>	1 : 1.83	3.75%	▲ 0.61%	10.65%	▲ 0.76%
Greater Manchester	6.00	0.00	<b>6.00</b>	40.00	1.00	<b>41.00</b>	1 : 6.83	3.03%	▲ 0.39%	11.66%	▼ 0.45%
Lancashire	11.50	1.60	<b>13.10</b>	11.30	0.00	<b>11.30</b>	1.16 : 1	2.05%	▲ 0.04%	9.69%	▲ 1.15%
Merseyside	1.60	0.00	<b>1.60</b>	20.90	0.00	<b>20.90</b>	1 : 13.06	2.88%	▲ 1.27%	8.75%	▲ 0.95%
<b>North West</b>	<b>33.08</b>	<b>2.60</b>	<b>35.68</b>	<b>98.99</b>	<b>1.00</b>	<b>99.99</b>	1 : 2.88	3.13%	▲ 0.80%	10.55%	▲ 0.51%
Durham	5.00	0.00	<b>5.00</b>	6.00	0.00	<b>6.00</b>	1 : 1.20	2.02%	▲ 0.02%	6.55%	▲ 1.20%
Northumbria	9.09	0.00	<b>9.09</b>	25.14	0.00	<b>25.14</b>	1 : 2.77	3.85%	▲ 1.64%	10.33%	▲ 1.99%
Teesside	3.00	1.00	<b>4.00</b>	5.00	0.00	<b>5.00</b>	1 : 1.25	1.48%	▲ 0.17%	8.59%	▼ 0.01%
<b>North East</b>	<b>17.09</b>	<b>1.00</b>	<b>18.09</b>	<b>36.14</b>	<b>0.00</b>	<b>36.14</b>	1 : 2.09	2.81%	▲ 0.96%	8.55%	▲ 1.29%
Humberside	0.59	0.00	<b>0.59</b>	10.91	0.00	<b>10.91</b>	1 : 18.49	2.38%	▲ 0.47%	8.75%	▲ 1.14%
North Yorkshire	8.00	1.00	<b>9.00</b>	8.00	1.00	<b>9.00</b>	1 : 1	3.92%	▲ 3.05%	8.74%	▲ 0.65%
South Yorkshire	0.00	0.00	<b>0.00</b>	14.00	0.00	<b>14.00</b>	-	2.25%	▼ 0.79%	11.94%	▲ 1.43%
West Yorkshire	17.00	2.00	<b>19.00</b>	21.00	0.00	<b>21.00</b>	1 : 1.11	1.97%	▲ 0.75%	8.02%	▲ 0.24%
<b>Yorkshire &amp; Humberside</b>	<b>25.59</b>	<b>3.00</b>	<b>28.59</b>	<b>53.91</b>	<b>0.00</b>	<b>53.91</b>	1 : 1.89	2.27%	▲ 0.47%	9.15%	▲ 0.72%
Derbyshire	0.00	0.00	<b>0.00</b>	5.00	0.80	<b>5.80</b>	-	1.68%	▲ 1.22%	6.14%	▲ 0.06%
Leicestershire	8.50	1.00	<b>9.50</b>	11.20	0.00	<b>11.20</b>	1 : 1.18	2.38%	▲ 0.57%	7.83%	▲ 0.66%
Lincolnshire	1.00	0.00	<b>1.00</b>	4.00	0.00	<b>4.00</b>	1 : 4.00	1.59%	▲ 0.76%	7.56%	▼ 0.04%
Northamptonshire	9.30	0.00	<b>9.30</b>	10.95	0.00	<b>10.95</b>	1 : 1.18	4.28%	▲ 1.64%	10.01%	▼ 1.67%
Nottinghamshire	7.60	0.00	<b>7.60</b>	24.90	0.00	<b>24.90</b>	1 : 3.28	4.55%	▲ 0.86%	16.00%	▲ 1.51%
<b>East Midlands</b>	<b>26.40</b>	<b>1.00</b>	<b>27.40</b>	<b>56.05</b>	<b>0.00</b>	<b>56.05</b>	1 : 2.09	3.00%	▲ 1.00%	9.85%	▲ 0.34%
Dyfed Powys	1.24	0.00	<b>1.24</b>	6.90	0.00	<b>6.90</b>	1 : 5.56	3.62%	▲ 3.10%	6.53%	▲ 1.83%
Gwent	0.00	0.00	<b>0.00</b>	0.00	0.00	<b>0.00</b>	-	0.00%	▼ 1.29%	4.39%	▼ 1.76%
North Wales	2.00	0.00	<b>2.00</b>	2.80	0.00	<b>2.80</b>	1 : 1.40	1.13%	▼ 0.06%	5.46%	▼ 0.42%
South Wales	7.85	1.00	<b>8.85</b>	3.20	0.00	<b>3.20</b>	2.77 : 1	0.53%	▼ 0.70%	5.34%	▼ 1.38%
<b>Wales</b>	<b>11.09</b>	<b>1.00</b>	<b>12.09</b>	<b>12.90</b>	<b>0.00</b>	<b>12.90</b>	1 : 1.07	0.98%	▼ 0.15%	5.19%	▼ 0.67%
Staffordshire	3.30	0.50	<b>3.80</b>	5.30	0.00	<b>5.30</b>	1 : 1.39	1.23%	▲ 1.00%	7.12%	▼ 0.23%
Warwickshire	2.00	1.00	<b>3.00</b>	4.00	0.00	<b>4.00</b>	1 : 1.33	2.39%	▲ 0.34%	15.50%	▼ 1.51%
West Mercia	21.59	6.20	<b>27.79</b>	13.24	1.00	<b>14.24</b>	1.95 : 1	3.66%	▼ 0.82%	14.95%	▲ 2.58%
West Midlands	29.38	0.00	<b>29.38</b>	15.34	2.30	<b>17.64</b>	1.67 : 1	1.23%	▼ 1.05%	8.13%	▼ 1.03%
<b>West Midlands</b>	<b>56.27</b>	<b>7.70</b>	<b>63.97</b>	<b>37.88</b>	<b>1.00</b>	<b>38.88</b>	1.65 : 1	1.61%	▼ 0.53%	8.61%	▼ 0.28%
Bedfordshire	3.44	0.00	<b>3.44</b>	6.00	2.00	<b>8.00</b>	1 : 2.33	4.13%	▲ 1.34%	11.94%	▲ 1.28%
Cambridgeshire	4.99	0.00	<b>4.99</b>	3.00	1.80	<b>4.80</b>	1.04 : 1	1.94%	▼ 0.24%	6.92%	▼ 0.75%
Essex	13.50	1.00	<b>14.50</b>	22.90	2.00	<b>24.90</b>	1 : 1.72	5.36%	▲ 2.73%	13.07%	▲ 2.88%
Hertfordshire	11.82	2.00	<b>13.82</b>	9.30	0.00	<b>9.30</b>	1.49 : 1	3.83%	▲ 0.12%	15.36%	▼ 1.23%
Norfolk	6.00	1.00	<b>7.00</b>	13.30	0.00	<b>13.30</b>	1 : 1.90	4.48%	▲ 0.84%	14.54%	▲ 2.26%
Suffolk	2.00	0.00	<b>2.00</b>	5.00	1.00	<b>6.00</b>	1 : 3.00	2.62%	▼ 0.21%	8.71%	▲ 0.64%
<b>East of England</b>	<b>41.75</b>	<b>4.00</b>	<b>45.75</b>	<b>59.50</b>	<b>2.80</b>	<b>62.30</b>	1 : 1.38	3.72%	▲ 0.78%	11.62%	▲ 0.97%
Avon & Somerset	4.60	0.00	<b>4.60</b>	9.90	1.00	<b>10.90</b>	1 : 2.37	2.12%	▼ 1.53%	13.30%	▼ 0.74%
Devon & Cornwall	12.70	1.00	<b>13.70</b>	14.71	1.00	<b>15.71</b>	1 : 1.15	3.05%	▲ 1.79%	7.67%	▲ 1.51%
Dorset	6.00	0.00	<b>6.00</b>	7.00	0.00	<b>7.00</b>	1 : 1.17	3.18%	▲ 1.37%	10.35%	▲ 1.16%
Gloucestershire	2.60	0.00	<b>2.60</b>	4.74	0.00	<b>4.74</b>	1 : 1.82	2.58%	▼ 2.67%	14.71%	▼ 5.29%
Wiltshire	19.20	14.00	<b>33.20</b>	16.10	12.00	<b>28.10</b>	1.18 : 1	15.18%	▲ 3.32%	44.25%	▲ 11.18%
<b>South West</b>	<b>45.10</b>	<b>15.00</b>	<b>60.10</b>	<b>52.45</b>	<b>2.00</b>	<b>54.45</b>	1.10 : 1	3.36%	▲ 0.50%	12.33%	▲ 0.54%
Hampshire	9.90	1.00	<b>10.90</b>	22.25	0.00	<b>22.25</b>	1 : 2.04	3.79%	▲ 1.68%	11.00%	▲ 0.37%
Kent	1.95	0.00	<b>1.95</b>	10.42	0.00	<b>10.42</b>	1 : 5.34	2.10%	▼ 0.17%	10.37%	▲ 0.04%
Surrey	7.32	3.80	<b>11.12</b>	8.49	2.00	<b>10.49</b>	1.06 : 1	3.91%	▲ 1.32%	17.38%	▼ 0.36%
Sussex	5.00	0.00	<b>5.00</b>	17.00	2.00	<b>19.00</b>	1 : 3.80	4.46%	▲ 2.60%	10.70%	▲ 0.48%
Thames Valley	8.60	0.00	<b>8.60</b>	26.60	1.00	<b>27.60</b>	1 : 3.21	4.36%	▲ 1.10%	16.58%	▲ 0.93%
<b>South East</b>	<b>32.77</b>	<b>4.80</b>	<b>37.57</b>	<b>84.76</b>	<b>5.00</b>	<b>89.76</b>	1 : 2.39	3.73%	▲ 1.28%	12.94%	▲ 0.59%
London	9.10	0.00	<b>9.10</b>	58.19	2.00	<b>60.19</b>	1 : 6.61	2.11%	▼ 0.25%	8.28%	▲ 0.16%
<b>NPS</b>	<b>298.24</b>	-	<b>298.24</b>	<b>550.77</b>	-	<b>550.77</b>	1 : 1.85	2.62%	▲ 0.46%	9.36%	▲ 0.42%

- The starters to leavers ratios are colour coded as follows: red indicates that leavers exceed starters, and green indicates the opposite.
- Red and green arrows indicate the direction of change (green – decrease, red – increase).

**Chart 6 – Rolling Annualised Attrition Rate by Region (Quarterly Time Series)**



The greatest increase came in Cumbria where their attrition rate rose by 4.53% to 6.69%. There were also large increases in Wiltshire (up 3.32% to 15.18%); Dyfed Powys (up 3.10% to 3.62%) and North Yorkshire (up 3.05% to 3.92%). These Areas have relatively small numbers of staff in post and leavers will have a greater affect on their overall attrition rate than Areas with larger numbers of staff in post. Wiltshire and Cumbria also had the largest attrition rates out of the Areas.

Of the 12 Areas showing an decrease in their attrition rate since Quarter 4 06/07, Gloucestershire reported the greatest fall of 2.67% (to 2.58%), followed by Avon and Somerset with a fall of 1.53% (to 2.12%).

The Region with the greatest attrition rate this quarter is South East Region with 3.73%. They are closely followed by the East of England with 3.72%. South West Region are next with 3.36%.

South East Region are also the Region with the greatest annualised attrition rate with 12.94%. South West Region are next with a rate of 12.33% and the East of England with 11.62%.

### Destination of Leavers

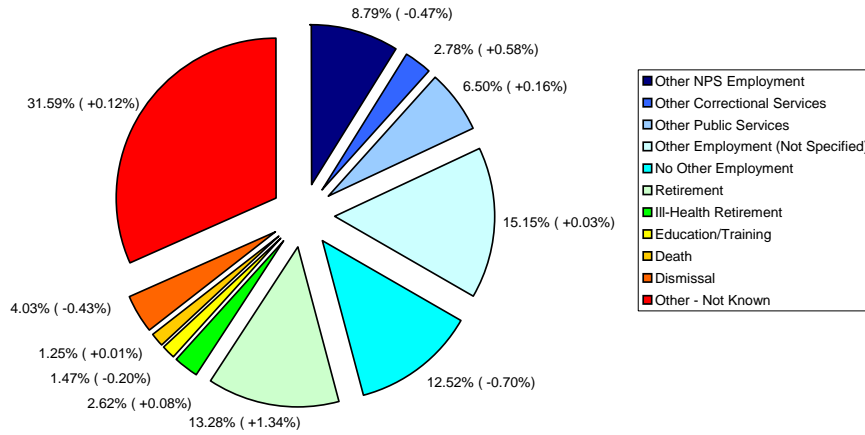
Charts 7 through 11 on the following page show the proportion of leavers to each destination category across the last 12 months. The 12 month summary averages out fluctuations from quarter to quarter, and better represents longer term patterns in the data.

The 'Other – Not Known' and 'Other Employment (Not Specified)' destination categories had the largest proportion of leavers over the past 12 months with 31.59% and 15.15% respectively. 'Retirement' was responsible for the largest specified destination for leavers with 13.28%, followed by 'No Other Employment' with 12.52%.

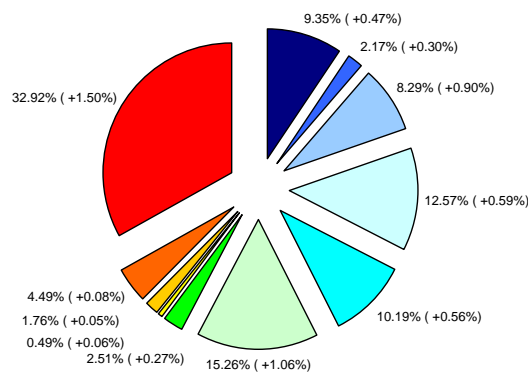
'Retirement' was also the category with the biggest change since the last quarter. The 12 month average for those retiring is now 1.34% lower than at the end of Quarter 4 06/07.

The 12 month average of the number of 'Dismissals' has also fallen since the end of Quarter 4 06/07 (by 0.43%) to

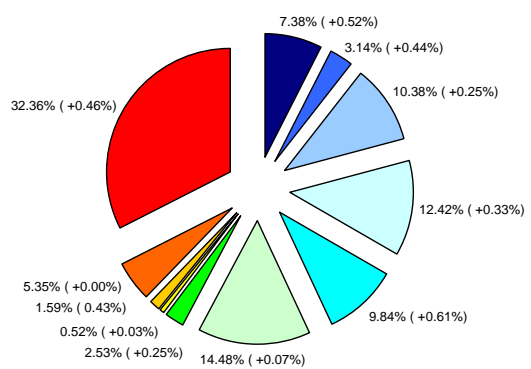
**Chart 7 – Proportion of Leaver by Destination (NPS)**



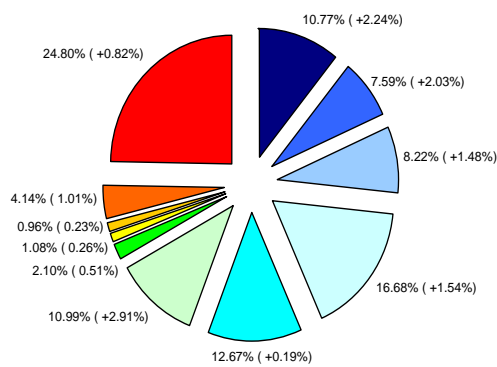
**Chart 8 – Proportion of Leaver by Destination (Offender Management)**



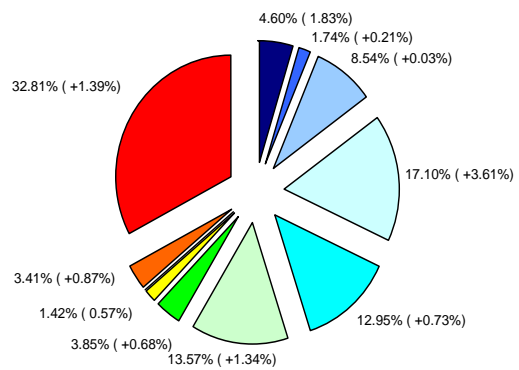
**Chart 9 – Proportion of Leaver by Destination (Interventions)**



**Chart 10 – Proportion of Leaver by Destination (Other Agency/Services)**



**Chart 11 – Proportion of Leaver by Destination (Corporate Services)**



now only account for 4.03% of leavers. The number of leavers moving to 'Other NPS Employment' has also fallen by 0.47% over the same period to now stand at 8.79% of total leavers.

The 12 month average for 'Retirements' from those in an Offender Management function is up 1.06% to 15.26%. Also up is the average of those leaving for employment in 'Other Public Services' (up 0.90%) to account for 8.29% of those working in the function.

The average of those leaving with 'No Other Employment' from an Interventions function is up by 0.61% to 9.84%.

There were increases in the 12 month average for staff 'Retirement' (up 2.91% to 10.99%), 'Other NPS Employment' (up 2.24% to 10.77%) and 'Other Correctional Services' (up 2.03% to 7.59%) leaving destination categories of those leaving an Other Agency/Services function, when compared to the figures from Quarter 4 06/07.

Amongst Corporate Services staff, there was a large increase in the 12 month average of those leaving for 'Other Employment (Not Specified)', with an increase of 3.61% on the figure from the last quarter, to account for 17.10% of leavers from the function.

### 3 ACTIVE VACANCIES

There were 453.50 FTE vacancies which were actively being recruited to in the NPS at the close of Quarter 1 07/08. They represent 2.45% of the total available posts and represent a slight increase of 8.52 FTE (0.08%) on the figure at the end of Quarter 4 06/07 (444.98 FTE).

There was however a decrease in the 12 month average for vacancies of 172.85 FTE (down 0.91% on Quarter 4 06/07) to now stand at 546.99 FTE (from 719.84 FTE). This was due to a large amount of vacancies from Quarter 4 05/06 now falling outside of the calculation period.

#### Active Vacancies by Job Group

The largest number of active vacancies can be seen in the Probation Services Officer, Support Staff Administration and Probation Officer job groups. The Probation Services Officer group have 166.93 FTE vacancies (from 163.29 FTE); the Support Staff Administration group has 128.73 FTE vacancies (from

130.59 FTE) and the Probation Officer group has 87.29 FTE vacancies (from 71.58 FTE)

These three groups also have the largest 12 month averages for active vacancies. These averages are broadly consistent with the quarterly figures for the groups at 163.59 FTE (against 166.93 FTE) for the Probation Services Officer group; 149.51 FTE (against 128.73 FTE) for the Support Staff Administration group and 73.85 FTE (against 87.29 FTE) for the Probation Officer group.

The 12 month average for active vacancies has fallen in all but three of the job groups during this quarter; all contributing to an overall fall of 0.91% in the overall annual average for active vacancies in the NPS.

There was a decrease in active vacancies in 7 of the job groups when compared to the end of the last quarter. The largest decrease came in the Psychologist group where there was a 10.81% fall, meaning the group now

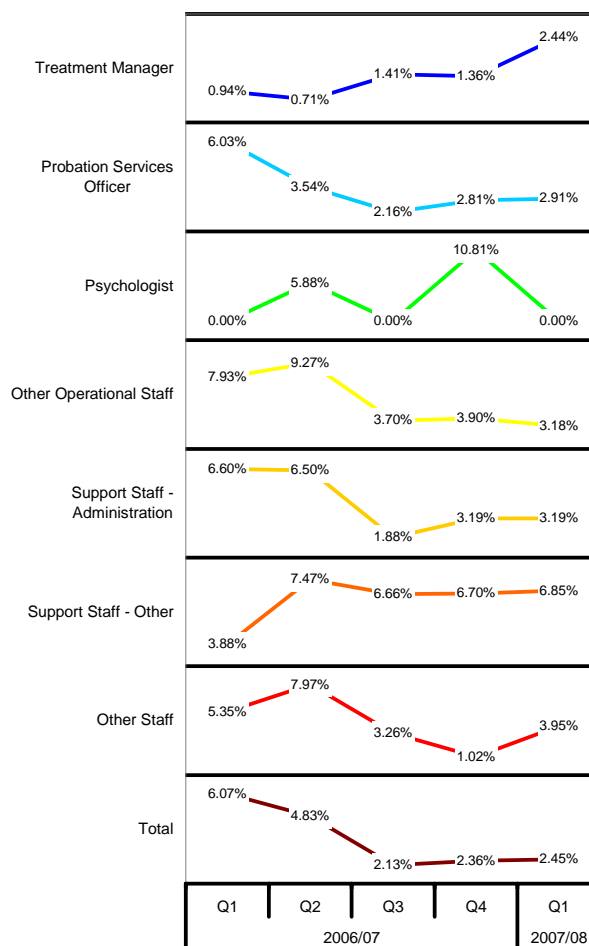
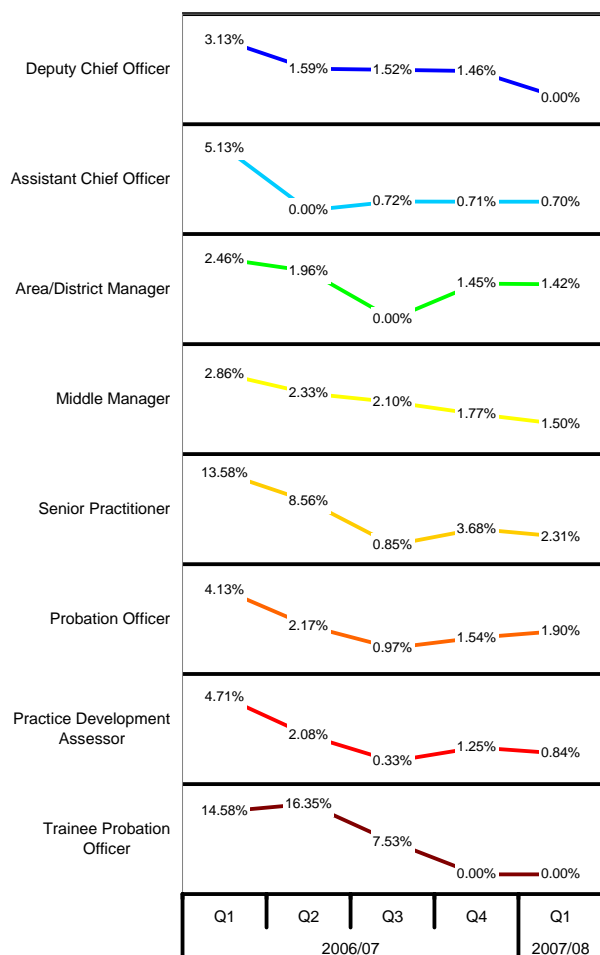
**Table 8 – Active Vacancies Summary by Job Group**

National Probation Service	Quarter 1					12 Month Average	Vacancy Percentage	
	Offender Management	Interventions	Other Agencies / Services	Corporate Services	Quarter Total		Change on Quarter	Change to 12 Month Average
Deputy Chief Officer	0.00 0.00%	0.00 0.00%	0.00 0.00%	0.00 0.00%	0.00 0.00%	0.75 1.13%	▼ 1.46%	▼ 0.78%
Assistant Chief Officer	0.00 0.00%	0.00 0.00%	0.00 0.00%	2.00 100.00%	2.00 0.70%	1.50 0.53%	0.00%	▼ 1.14%
Area/District Manager	1.00 50.00%	0.00 0.00%	1.00 50.00%	0.00 0.00%	2.00 1.42%	1.63 1.22%	▼ 0.03%	▼ 0.24%
Middle Manager	8.70 41.53%	3.00 14.32%	5.25 25.06%	4.00 19.09%	20.95 1.50%	26.86 1.92%	▼ 0.27%	▼ 0.34%
Senior Practitioner	2.90 43.28%	3.80 56.72%	0.00 0.00%	0.00 0.00%	6.70 2.31%	10.83 3.80%	▼ 1.37%	▼ 3.04%
Probation Officer	58.90 67.48%	6.50 7.45%	21.39 24.50%	0.50 0.57%	87.29 1.90%	73.85 1.64%	▲ 0.37%	▼ 0.55%
Practice Development Assessor	0.00 0.00%	0.00 0.00%	1.00 76.92%	0.30 23.08%	1.30 0.84%	1.83 1.15%	▼ 0.41%	▼ 1.05%
Trainee Probation Officer	0.00 0.00%	0.00 0.00%	0.00 0.00%	0.00 0.00%	0.00 0.00%	71.25 6.73%	0.00%	▼ 3.48%
Treatment Manager	0.00 0.00%	3.50 100.00%	0.00 0.00%	0.00 0.00%	3.50 2.44%	2.13 1.48%	▲ 1.08%	▲ 0.38%
Probation Services Officer	51.70 30.97%	74.42 44.58%	39.81 23.85%	1.00 0.60%	166.93 2.91%	163.59 2.86%	▲ 0.09%	▼ 0.80%
Psychologist	0.00 0.00%	0.00 0.00%	0.00 0.00%	0.00 0.00%	0.00 0.00%	0.75 4.35%	▼ 10.81%	▲ 0.06%
Other Operational Staff	0.00 0.00%	11.66 100.00%	0.00 0.00%	0.00 0.00%	11.66 3.18%	20.81 5.20%	▼ 0.72%	▼ 1.16%
Support Staff - Administration	59.05 45.87%	15.81 12.28%	15.18 11.79%	38.69 30.06%	128.73 3.19%	149.51 3.71%	0.00%	▼ 0.85%
Support Staff - Other	2.92 16.37%	2.10 11.77%	1.00 5.61%	11.82 66.26%	17.84 6.85%	17.31 6.92%	▲ 0.15%	▲ 0.68%
Other Staff	1.00 21.74%	0.00 0.00%	0.00 0.00%	3.60 78.26%	4.60 3.95%	4.40 4.03%	▲ 2.93%	▼ 0.37%
<b>Total</b>	<b>186.17</b> <b>41.05%</b>	<b>120.79</b> <b>26.64%</b>	<b>84.63</b> <b>18.66%</b>	<b>61.91</b> <b>13.65%</b>	<b>453.50</b> <b>2.45%</b>	<b>546.99</b> <b>2.95%</b>	<b>▲ 0.08%</b>	<b>▼ 0.91%</b>

- Red and green arrows indicate the direction of change (green – decrease, red – increase).

\* Please note that Greater Manchester, Hampshire and West Midlands Probation Areas are unable to provide data on active vacancies.

## Charts 12a & 12b – Active Vacancies Percentage by Job Group (Quarterly Time Series)



has no active vacancies. The picture is the same in the Deputy Chief Officer group, where they also now have no vacancies due to a 1.46% fall.

The number of active vacancies in the Middle Manager job group has now fallen for the past four quarters to stand at 20.95 FTE (1.50% of all posts in the group).

Of the 5 job groups showing an increase in active vacancies over the quarter, the 'Other Staff' group has seen the largest percentage increase, rising by 2.93% to now account for 4.60 FTE vacancies.

### Active Vacancies by Area and Region

Kent hold the most active vacancies out of the Areas with 33.23 FTE (6.33% of their total available posts). They are followed by Devon & Cornwall with 26.55 FTE active vacancies (4.92% of their total available posts).

Twenty one Areas have reported a decrease in the number of active vacancies this quarter. This compares to seventeen who report an increase and there was no change in the remaining four.

The largest decrease in percentage terms came in West Yorkshire, where their active vacancies fell by 5.08%, to stand at 16.00 FTE. Humberside were next with a decrease of 3.53%, which means they now have 19.50 FTE vacancies.

Avon and Somerset have reported the largest percentage increase in active vacancies, rising by 4.09%

this quarter to stand at 22.85 FTE vacancies. They were followed by Northamptonshire who reported a 3.86% rise in their vacancies, to now stand at 15.50 FTE.

The number of Areas reporting an average annual decrease in active vacancies is twenty three. The largest decrease came in London, falling by 4.30% to 142.08 FTE. They were followed by Dyfed Powys, falling by 2.20% to stand at 2.45 FTE.

The number of Areas reporting an average annual increase in active vacancies is sixteen. All of the increases were under 1% and would not represent any significant difference.

There were two Regions reporting a decrease in active vacancies this quarter; Yorkshire and Humberside fell by 2.77% to stand at an overall 47.30 FTE and London fell by 0.10% to stand at 12.00 FTE. This is the fourth consecutive quarter that London have reported a decrease in their active vacancies.

There were eight Regions reporting an increase in active vacancies. The rises were all however by less than 1.5% and again would not have represented any significant difference.

Eight Regions reported an increase in their average annual active vacancies and two reported a decrease. Apart from a 4.30% rise in London, all other increases and decreases were around 0.50%.

**Table 9a – Active Vacancies Summary by Area & Region**

	Quarter 1					12 Month Average	Vacancy Percentage	
	Offender Management	Interventions	Other Agencies / Services	Corporate Services	Quarter Total		Change on Quarter	Change to 12 Month Average
Cumbria	3.00 46.44%	3.46 53.56%	0.00 0.00%	0.00 0.00%	6.46 3.31%	8.09 4.01%	▼ 3.37%	▼ 0.83%
Cheshire	2.19 26.64%	2.22 27.01%	3.81 46.35%	0.00 0.00%	8.22 2.17%	12.68 3.28%	▼ 0.63%	▼ 0.35%
Greater Manchester	0.00 0.00%	0.00 0.00%	0.00 0.00%	0.00 0.00%	0.00 0.00%	0.00 0.00%	0.00%	0.00%
Lancashire	6.00 66.67%	1.00 11.11%	0.00 0.00%	2.00 22.22%	9.00 1.61%	7.55 1.33%	▼ 1.42%	▲ 0.32%
Merseyside	6.00 25.70%	7.67 32.85%	6.68 28.61%	3.00 12.85%	23.35 3.18%	6.34 0.85%	▲ 2.91%	▲ 0.52%
<b>North West</b>	<b>17.19</b> 36.55%	<b>14.35</b> 30.51%	<b>10.49</b> 22.30%	<b>5.00</b> 10.63%	<b>47.03</b> 2.52%	<b>34.65</b> 1.82%	▲ 0.21%	▲ 0.14%
Durham	0.00 0.00%	0.00 0.00%	0.00 0.00%	0.00 0.00%	0.00 0.00%	5.50 1.83%	▼ 0.66%	▼ 1.34%
Northumbria	9.00 40.91%	10.00 45.45%	0.00 0.00%	3.00 13.64%	22.00 3.30%	15.09 2.24%	▲ 1.87%	▲ 0.40%
Teesside	1.00 33.33%	0.00 0.00%	2.00 66.67%	0.00 0.00%	3.00 0.89%	11.25 3.27%	▼ 0.57%	▼ 1.18%
<b>North East</b>	<b>10.00</b> 40.00%	<b>10.00</b> 40.00%	<b>2.00</b> 8.00%	<b>3.00</b> 12.00%	<b>25.00</b> 1.93%	<b>31.84</b> 2.42%	▲ 0.67%	▼ 0.41%
Humberside	8.00 41.03%	4.00 20.51%	5.50 28.21%	2.00 10.26%	19.50 4.14%	27.50 5.63%	▼ 3.53%	▲ 0.19%
North Yorkshire	3.80 32.20%	7.00 59.32%	0.00 0.00%	1.00 8.47%	11.80 4.90%	5.65 2.41%	▲ 2.78%	▲ 1.08%
South Yorkshire	0.00 0.00%	0.00 0.00%	0.00 0.00%	0.00 0.00%	0.00 0.00%	0.00 0.00%	0.00%	0.00%
West Yorkshire	3.00 18.75%	4.00 25.00%	8.00 50.00%	1.00 6.25%	16.00 1.48%	26.00 2.40%	▼ 5.08%	▼ 0.95%
<b>Yorkshire &amp; Humberside</b>	<b>14.80</b> 31.29%	<b>15.00</b> 31.71%	<b>13.50</b> 28.54%	<b>4.00</b> 8.46%	<b>47.30</b> 1.96%	<b>59.15</b> 2.42%	▼ 2.77%	▼ 0.28%
Derbyshire	3.00 42.86%	1.00 14.29%	2.00 28.57%	1.00 14.29%	7.00 2.02%	6.03 1.71%	▲ 0.13%	▲ 0.51%
Leicestershire	9.80 43.36%	6.80 30.09%	5.50 24.34%	0.50 2.21%	22.60 4.62%	21.85 4.41%	▲ 0.41%	▲ 0.27%
Lincolnshire	0.00 0.00%	0.00 0.00%	0.00 0.00%	1.00 100.00%	1.00 0.40%	3.25 1.29%	▲ 0.01%	▼ 0.50%
Northamptonshire	10.00 64.52%	2.50 16.13%	3.00 19.35%	0.00 0.00%	15.50 5.81%	15.05 5.51%	▲ 3.86%	▼ 1.41%
Nottinghamshire	1.00 6.06%	1.00 6.06%	10.50 63.64%	4.00 24.24%	16.50 2.97%	9.20 1.63%	▲ 2.17%	▼ 0.58%
<b>East Midlands</b>	<b>23.80</b> 38.02%	<b>11.30</b> 18.05%	<b>21.00</b> 33.55%	<b>6.50</b> 10.38%	<b>62.60</b> 3.28%	<b>55.37</b> 2.85%	▲ 1.30%	▼ 0.27%
Dyfed Powys	0.00 0.00%	0.00 0.00%	0.00 0.00%	0.00 0.00%	0.00 0.00%	2.45 1.26%	▼ 0.51%	▼ 2.20%
Gwent	15.40 93.90%	0.00 0.00%	0.00 0.00%	1.00 6.10%	16.40 5.52%	7.03 2.45%	▲ 3.72%	▲ 0.08%
North Wales	0.00 0.00%	0.00 0.00%	0.00 0.00%	0.00 0.00%	0.00 0.00%	2.63 1.03%	▼ 0.80%	▼ 0.28%
South Wales	0.00 0.00%	0.00 0.00%	0.00 0.00%	0.00 0.00%	0.00 0.00%	0.00 0.00%	0.00%	▼ 0.37%
<b>Wales</b>	<b>15.40</b> 93.90%	<b>0.00</b> 0.00%	<b>0.00</b> 0.00%	<b>1.00</b> 6.10%	<b>16.40</b> 1.24%	<b>12.10</b> 0.89%	▲ 0.64%	▼ 0.51%

- Red and green arrows indicate the direction of change (green – decrease, red – increase).

**Table 9b – Active Vacancies Summary by Area & Region**

	Quarter 1					12 Month Average	Vacancy Percentage	
	Offender Management	Interventions	Other Agencies / Services	Corporate Services	Quarter Total		Change on Quarter	Change to 12 Month Average
Staffordshire	4.50 54.88%	2.00 24.39%	1.00 12.20%	0.70 8.54%	8.20 1.88%	8.30 1.91%	▲ 1.53%	▼ 0.19%
Warwickshire	4.00 35.09%	3.90 34.21%	0.00 0.00%	3.50 30.70%	11.40 6.45%	11.20 6.17%	▼ 0.90%	▲ 0.42%
West Mercia	11.06 55.13%	5.00 24.93%	3.00 14.96%	1.00 4.99%	20.06 4.83%	16.21 3.97%	▼ 0.16%	▲ 0.40%
West Midlands	0.00 0.00%	0.00 0.00%	0.00 0.00%	0.00 0.00%	0.00 0.00%	0.00 0.00%	0.00%	0.00%
<b>West Midlands</b>	<b>19.56 49.32%</b>	<b>10.90 27.48%</b>	<b>4.00 10.09%</b>	<b>5.20 13.11%</b>	<b>39.66 3.85%</b>	<b>35.71 3.49%</b>	<b>▲ 0.41%</b>	<b>▲ 0.15%</b>
Bedfordshire	1.60 57.14%	1.20 42.86%	0.00 0.00%	0.00 0.00%	2.80 1.46%	2.74 1.35%	▼ 1.01%	▼ 0.11%
Cambridgeshire	1.00 50.00%	0.00 0.00%	1.00 50.00%	0.00 0.00%	2.00 0.80%	3.42 1.35%	▼ 1.05%	▼ 1.31%
Essex	12.00 60.00%	3.00 15.00%	0.00 0.00%	5.00 25.00%	20.00 4.17%	13.18 2.74%	▼ 0.30%	▲ 0.90%
Hertfordshire	0.00 0.00%	0.00 0.00%	0.00 0.00%	2.00 100.00%	2.00 0.81%	5.13 2.06%	▼ 1.58%	▼ 1.52%
Norfolk	8.00 57.14%	5.00 35.71%	1.00 7.14%	0.00 0.00%	14.00 4.55%	7.88 2.58%	▲ 2.60%	▲ 0.70%
Suffolk	2.00 35.59%	0.54 9.61%	0.40 7.12%	2.68 47.69%	5.62 2.42%	4.85 2.05%	▲ 1.70%	▼ 1.93%
<b>East of England</b>	<b>24.60 52.99%</b>	<b>9.74 20.98%</b>	<b>2.40 5.17%</b>	<b>9.68 20.85%</b>	<b>46.42 2.72%</b>	<b>37.18 2.15%</b>	<b>▲ 0.11%</b>	<b>▼ 0.32%</b>
Avon & Somerset	7.00 30.63%	2.20 9.63%	4.25 18.60%	9.40 41.14%	22.85 4.28%	9.41 1.77%	▲ 4.09%	▼ 0.96%
Devon & Cornwall	8.50 32.02%	7.30 27.50%	3.78 14.24%	6.97 26.25%	26.55 4.92%	19.01 3.58%	▲ 1.19%	▲ 0.85%
Dorset	6.40 51.61%	1.20 9.68%	4.00 32.26%	0.80 6.45%	12.40 5.33%	11.43 4.89%	▼ 1.29%	▲ 0.78%
Gloucestershire	9.42 68.96%	2.08 15.23%	1.90 13.91%	0.26 1.90%	13.66 6.96%	11.50 5.81%	▲ 0.20%	▲ 0.97%
Wiltshire	5.50 56.70%	3.20 32.99%	1.00 10.31%	0.00 0.00%	9.70 5.05%	14.80 7.45%	▲ 0.14%	▼ 2.01%
<b>South West</b>	<b>36.82 43.24%</b>	<b>15.98 18.76%</b>	<b>14.93 17.53%</b>	<b>17.43 20.47%</b>	<b>85.16 5.02%</b>	<b>66.15 3.91%</b>	<b>▲ 1.49%</b>	<b>▼ 0.06%</b>
Hampshire	0.00 0.00%	0.00 0.00%	0.00 0.00%	0.00 0.00%	0.00 0.00%	0.50 0.17%	▼ 0.34%	▼ 0.17%
Kent	13.00 39.12%	7.92 23.83%	8.81 26.51%	3.50 10.53%	33.23 6.33%	19.64 3.81%	▲ 3.57%	▲ 0.89%
Surrey	4.00 25.64%	4.00 25.64%	3.00 19.23%	4.60 29.49%	15.60 5.51%	21.74 7.59%	▼ 0.27%	▼ 0.72%
Sussex	0.00 0.00%	0.00 0.00%	0.00 0.00%	0.00 0.00%	0.00 0.00%	7.25 1.69%	▼ 1.59%	▼ 0.77%
Thames Valley	3.00 12.99%	15.60 67.53%	2.50 10.82%	2.00 8.66%	23.10 3.59%	23.65 3.56%	▼ 0.14%	▼ 0.40%
<b>South East</b>	<b>20.00 27.80%</b>	<b>27.52 38.26%</b>	<b>14.31 19.89%</b>	<b>10.10 14.04%</b>	<b>71.93 2.94%</b>	<b>72.78 3.33%</b>	<b>▲ 0.35%</b>	<b>▼ 0.41%</b>
London	4.00 33.33%	6.00 50.00%	2.00 16.67%	0.00 0.00%	12.00 0.42%	142.08 4.76%	▼ 0.10%	▼ 4.30%
<b>NPS</b>	<b>186.17 41.05%</b>	<b>120.79 26.64%</b>	<b>84.63 18.66%</b>	<b>61.91 13.65%</b>	<b>453.50 2.45%</b>	<b>546.99 2.95%</b>	<b>▲ 0.08%</b>	<b>▼ 0.91%</b>

**Chart 13 – Active Vacancies Percentage by Region (Quarterly Time Series)**



**Active Vacancies by Job Group and Function**

The majority of the active vacancies come under ‘Offender Management’ roles, accounting for 186.17 FTE (41.05% of the total). Intervention roles also account for a sizeable proportion, with 120.79 FTE (26.64%), with the remainder being within ‘Other Agency Services’ roles (84.63 FTE, 18.66%) and ‘Corporate Services’ roles (61.91 FTE, 13.65%).

Of the 87.29 FTE active vacancies in the PO job group 67.48% are in an ‘offender management’ role (58.90 FTE).

The PSO active vacancies are more prevalent in ‘Interventions’ roles with 44.58% (74.42 FTE out of

166.93 FTE). 30.97% of the remainder in the group are in an ‘Offender Management’ role (51.70 FTE).

**Active Vacancies by Region and Function**

When the data is broken down into function in each Region, it shows that 52.99% of the active vacancies in the East of England are in an ‘Offender Management’ role (24.60 FTE out of 46.42 FTE), whereas 38.26% of active vacancies in the South East fall under ‘Interventions’ roles (27.52 FTE out of 71.93 FTE).

Table 10a – Active Vacancies by Job Group &amp; Function

		Offender Management			Interventions					Other Agency/Services				
		Community Supervision	Resettlement Team	Other OM Function	Accredited Programmes	Other Programmes	Approved Premises	Unpaid Work Supervision	Other Interventions	Victim Liaison	PO Training	MAPPA	Courts	Prisons
Deputy Chief Officer	FTE	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Assistant Chief Officer	FTE	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Area/District Manager	FTE	0.00	0.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	%	0.00%	0.00%	50.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Middle Manager	FTE	3.00	0.20	5.50	0.00	1.00	0.00	0.00	2.00	0.00	0.00	2.00	1.00	1.50
	%	14.32%	0.95%	26.25%	0.00%	4.77%	0.00%	0.00%	9.55%	0.00%	0.00%	9.55%	4.77%	7.16%
Senior Practitioner	FTE	1.50	0.00	1.40	2.00	0.00	1.80	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	%	22.39%	0.00%	20.90%	29.85%	0.00%	26.87%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Probation Officer	FTE	13.50	3.20	42.20	4.00	0.00	1.00	0.00	1.50	0.00	1.00	0.00	1.18	14.21
	%	15.47%	3.67%	48.34%	4.58%	0.00%	1.15%	0.00%	1.72%	0.00%	1.15%	0.00%	1.35%	16.28%
Practice Development Assessor	FTE	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	0.00	0.00
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	76.92%	0.00%	0.00%	0.00%
Trainee Probation Officer	FTE	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Treatment Manager	FTE	0.00	0.00	0.00	3.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	%	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Probation Services Officer	FTE	18.20	0.60	32.90	23.80	7.00	5.94	34.28	3.40	3.50	0.00	1.00	5.31	21.00
	%	10.90%	0.36%	19.71%	14.26%	4.19%	3.56%	20.54%	2.04%	2.10%	0.00%	0.60%	3.18%	12.58%
Psychologist	FTE	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Other Operational Staff	FTE	0.00	0.00	0.00	0.00	0.00	5.00	6.66	0.00	0.00	0.00	0.00	0.00	0.00
	%	0.00%	0.00%	0.00%	0.00%	0.00%	42.88%	57.12%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Support Staff - Administration	FTE	33.00	1.40	24.65	6.70	1.50	0.50	5.11	2.00	0.50	0.00	1.00	8.08	0.00
	%	25.64%	1.09%	19.15%	5.20%	1.17%	0.39%	3.97%	1.55%	0.39%	0.00%	0.78%	6.28%	0.00%
Support Staff - Other	FTE	1.92	0.00	1.00	1.20	0.00	0.50	0.00	0.40	0.00	0.00	0.00	1.00	0.00
	%	10.76%	0.00%	5.61%	6.73%	0.00%	2.80%	0.00%	2.24%	0.00%	0.00%	0.00%	5.61%	0.00%
Other Staff	FTE	0.00	0.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	%	0.00%	0.00%	21.74%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
<b>NPS Total</b>	<b>FTE</b>	<b>71.12</b>	<b>5.40</b>	<b>109.65</b>	<b>41.20</b>	<b>9.50</b>	<b>14.74</b>	<b>46.05</b>	<b>9.30</b>	<b>4.00</b>	<b>2.00</b>	<b>4.00</b>	<b>16.57</b>	<b>36.71</b>
	<b>%</b>	<b>15.68%</b>	<b>1.19%</b>	<b>24.18%</b>	<b>9.08%</b>	<b>2.09%</b>	<b>3.25%</b>	<b>10.15%</b>	<b>2.05%</b>	<b>0.88%</b>	<b>0.44%</b>	<b>0.88%</b>	<b>3.65%</b>	<b>8.09%</b>

- Percentage figures in blue represent the proportion of total active vacancies in each job group occurring in each of the relevant work area within each function.

**Table 10b – Active Vacancies by Job Group & Function**

		Other Agency Services				Corporate Services									Total
		YOTS	CJIP	Other Secondments	Other - Not Specified	Finance	Human Resources	Training & Development	Comms & Public Relations	Research, Information & IT	Partnerships	Probation Boards	Training Consortia	Other	
Deputy Chief Officer	FTE	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	<b>0.00</b>
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
Assistant Chief Officer	FTE	0.00	0.00	0.00	0.00	0.00	1.00	0.00	0.00	1.00	0.00	0.00	0.00	0.00	<b>2.00</b>
	%	0.00%	0.00%	0.00%	0.00%	0.00%	50.00%	0.00%	0.00%	50.00%	0.00%	0.00%	0.00%	0.00%	
Area/District Manager	FTE	0.00	0.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	<b>2.00</b>
	%	0.00%	0.00%	50.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
Middle Manager	FTE	0.00	0.00	0.00	0.75	2.00	0.00	0.00	0.00	1.00	0.00	0.00	0.00	1.00	<b>20.95</b>
	%	0.00%	0.00%	0.00%	3.58%	9.55%	0.00%	0.00%	0.00%	4.77%	0.00%	0.00%	0.00%	4.77%	
Senior Practitioner	FTE	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	<b>6.70</b>
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
Probation Officer	FTE	5.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.50	<b>87.29</b>
	%	5.73%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.57%	
Practice Development Assessor	FTE	0.00	0.00	0.00	0.00	0.00	0.00	0.30	0.00	0.00	0.00	0.00	0.00	0.00	<b>1.30</b>
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	23.08%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
Trainee Probation Officer	FTE	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	<b>0.00</b>
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
Treatment Manager	FTE	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	<b>3.50</b>
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
Probation Services Officer	FTE	1.00	5.00	2.00	1.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	0.00	0.00	<b>166.93</b>
	%	0.60%	3.00%	1.20%	0.60%	0.00%	0.00%	0.00%	0.00%	0.00%	0.60%	0.00%	0.00%	0.00%	
Psychologist	FTE	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	<b>0.00</b>
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
Other Operational Staff	FTE	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	<b>11.66</b>
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
Support Staff - Administration	FTE	0.00	3.00	1.00	1.60	3.50	4.20	5.00	0.00	7.50	0.50	1.00	0.00	16.99	<b>128.73</b>
	%	0.00%	2.33%	0.78%	1.24%	2.72%	3.26%	3.88%	0.00%	5.83%	0.39%	0.78%	0.00%	13.20%	
Support Staff - Other	FTE	0.00	0.00	0.00	0.00	1.26	3.70	1.00	0.00	2.50	0.00	0.00	0.00	3.36	<b>17.84</b>
	%	0.00%	0.00%	0.00%	0.00%	7.06%	20.74%	5.61%	0.00%	14.01%	0.00%	0.00%	0.00%	18.83%	
Other Staff	FTE	0.00	0.00	0.00	0.00	1.00	0.60	1.00	0.00	1.00	0.00	0.00	0.00	0.00	<b>4.60</b>
	%	0.00%	0.00%	0.00%	0.00%	21.74%	13.04%	21.74%	0.00%	21.74%	0.00%	0.00%	0.00%	0.00%	
<b>NPS Total</b>	<b>FTE</b>	<b>6.00</b>	<b>8.00</b>	<b>4.00</b>	<b>3.35</b>	<b>7.76</b>	<b>9.50</b>	<b>7.30</b>	<b>0.00</b>	<b>13.00</b>	<b>1.50</b>	<b>1.00</b>	<b>0.00</b>	<b>21.85</b>	<b>453.50</b>
	<b>%</b>	<b>1.32%</b>	<b>1.76%</b>	<b>0.88%</b>	<b>0.74%</b>	<b>1.71%</b>	<b>2.09%</b>	<b>1.61%</b>	<b>0.00%</b>	<b>2.87%</b>	<b>0.33%</b>	<b>0.22%</b>	<b>0.00%</b>	<b>4.82%</b>	

- Percentage figures in blue represent the proportion of total active vacancies in each job group occurring in each of the relevant work area within each function.

Table 11a – Active Vacancies by Region &amp; Function

National Probation Service		Offender Management			Interventions					Other Agency/Services				
		Community Supervision	Resettlement Team	Other OM Function	Accredited Programmes	Other Programmes	Approved Premises	Unpaid Work Supervision	Other Interventions	Victim Liaison	PO Training	MAPPAs	Courts	Prisons
North West	FTE	6.00	0.00	11.19	6.00	0.00	1.94	5.41	1.00	0.00	0.00	0.00	3.49	6.00
	%	12.76%	0.00%	23.79%	12.76%	0.00%	4.13%	11.50%	2.13%	0.00%	0.00%	0.00%	7.42%	12.76%
North East	FTE	8.00	0.00	2.00	2.00	4.00	0.00	4.00	0.00	0.00	0.00	1.00	1.00	0.00
	%	32.00%	0.00%	8.00%	8.00%	16.00%	0.00%	16.00%	0.00%	0.00%	0.00%	4.00%	4.00%	0.00%
Yorkshire & Humberside	FTE	5.80	0.00	9.00	5.00	1.00	3.00	3.50	2.50	0.00	0.00	1.00	3.50	5.00
	%	12.26%	0.00%	19.03%	10.57%	2.11%	6.34%	7.40%	5.29%	0.00%	0.00%	2.11%	7.40%	10.57%
East Midlands	FTE	8.20	1.00	14.60	6.00	1.00	0.50	2.40	1.40	1.50	1.00	0.00	2.00	7.50
	%	13.10%	1.60%	23.32%	9.58%	1.60%	0.80%	3.83%	2.24%	2.40%	1.60%	0.00%	3.19%	11.98%
Wales	FTE	0.00	0.00	3.00	2.00	0.00	0.00	1.46	0.00	0.00	0.00	0.00	0.00	0.00
	%	0.00%	0.00%	46.44%	30.96%	0.00%	0.00%	22.60%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
West Midlands	FTE	6.00	0.00	13.56	3.00	0.00	3.00	3.90	1.00	0.00	0.00	1.00	0.00	2.00
	%	15.13%	0.00%	34.19%	7.56%	0.00%	7.56%	9.83%	2.52%	0.00%	0.00%	2.52%	0.00%	5.04%
East of England	FTE	8.00	0.00	16.60	1.20	0.00	1.00	6.54	1.00	0.00	0.00	0.00	0.00	1.40
	%	17.23%	0.00%	35.76%	2.59%	0.00%	2.15%	14.09%	2.15%	0.00%	0.00%	0.00%	0.00%	3.02%
South West	FTE	13.12	4.40	19.30	7.00	0.50	3.80	3.28	1.40	0.00	0.00	0.00	5.58	5.00
	%	15.41%	5.17%	22.66%	8.22%	0.59%	4.46%	3.85%	1.64%	0.00%	0.00%	0.00%	6.55%	5.87%
South East	FTE	16.00	0.00	4.00	11.00	3.00	1.50	11.02	1.00	0.50	1.00	1.00	1.00	9.81
	%	22.24%	0.00%	5.56%	15.29%	4.17%	2.09%	15.32%	1.39%	0.70%	1.39%	1.39%	1.39%	13.64%
London	FTE	0.00	0.00	4.00	0.00	0.00	0.00	6.00	0.00	2.00	0.00	0.00	0.00	0.00
	%	0.00%	0.00%	33.33%	0.00%	0.00%	0.00%	50.00%	0.00%	16.67%	0.00%	0.00%	0.00%	0.00%
<b>NPS</b>	FTE	<b>71.12</b>	<b>5.40</b>	<b>109.65</b>	<b>41.20</b>	<b>9.50</b>	<b>14.74</b>	<b>46.05</b>	<b>9.30</b>	<b>4.00</b>	<b>2.00</b>	<b>4.00</b>	<b>16.57</b>	<b>36.71</b>
	%	<b>15.68%</b>	<b>1.19%</b>	<b>24.18%</b>	<b>9.08%</b>	<b>2.09%</b>	<b>3.25%</b>	<b>10.15%</b>	<b>2.05%</b>	<b>0.88%</b>	<b>0.44%</b>	<b>0.88%</b>	<b>3.65%</b>	<b>8.09%</b>

- Percentage figures in blue represent the proportion of total active vacancies in each Region occurring in each of the relevant work area within each function.

**Table 11b – Active Vacancies by Region & Function**

National Probation Service		Other Agency/Services				Corporate Services									Total
		YOTS	CJIP	Other Secondments	Other - Not Specified	Finance	Human Resources	Training & Development	Comms & Public Relations	Research, Information & IT	Partnerships	Probation Boards	Training Consortia	Other	
North West	FTE	1.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	2.00	0.00	1.00	0.00	1.00	<b>47.03</b>
	%	2.13%	0.00%	0.00%	0.00%	0.00%	0.00%	2.13%	0.00%	4.25%	0.00%	2.13%	0.00%	2.13%	
North East	FTE	0.00	0.00	0.00	0.00	0.00	2.00	0.00	0.00	1.00	0.00	0.00	0.00	0.00	<b>25.00</b>
	%	0.00%	0.00%	0.00%	0.00%	0.00%	8.00%	0.00%	0.00%	4.00%	0.00%	0.00%	0.00%	0.00%	
Yorkshire & Humberside	FTE	1.00	0.00	3.00	0.00	0.00	1.00	1.00	0.00	0.00	0.00	0.00	0.00	2.00	<b>47.30</b>
	%	2.11%	0.00%	6.34%	0.00%	0.00%	2.11%	2.11%	0.00%	0.00%	0.00%	0.00%	0.00%	4.23%	
East Midlands	FTE	1.00	7.00	0.00	1.00	0.50	0.00	1.00	0.00	3.50	0.50	0.00	0.00	1.00	<b>62.60</b>
	%	1.60%	11.18%	0.00%	1.60%	0.80%	0.00%	1.60%	0.00%	5.59%	0.80%	0.00%	0.00%	1.60%	
Wales	FTE	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	<b>6.46</b>
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
West Midlands	FTE	1.00	0.00	0.00	0.00	1.00	1.20	1.00	0.00	0.00	1.00	0.00	0.00	1.00	<b>39.66</b>
	%	2.52%	0.00%	0.00%	0.00%	2.52%	3.03%	2.52%	0.00%	0.00%	2.52%	0.00%	0.00%	2.52%	
East of England	FTE	0.00	1.00	0.00	0.00	2.00	0.50	1.00	0.00	1.00	0.00	0.00	0.00	5.18	<b>46.42</b>
	%	0.00%	2.15%	0.00%	0.00%	4.31%	1.08%	2.15%	0.00%	2.15%	0.00%	0.00%	0.00%	11.16%	
South West	FTE	1.00	0.00	1.00	2.35	1.26	3.20	0.30	0.00	3.00	0.00	0.00	0.00	9.67	<b>85.16</b>
	%	1.17%	0.00%	1.17%	2.76%	1.48%	3.76%	0.35%	0.00%	3.52%	0.00%	0.00%	0.00%	11.36%	
South East	FTE	1.00	0.00	0.00	0.00	3.00	1.60	2.00	0.00	1.50	0.00	0.00	0.00	2.00	<b>71.93</b>
	%	1.39%	0.00%	0.00%	0.00%	4.17%	2.22%	2.78%	0.00%	2.09%	0.00%	0.00%	0.00%	2.78%	
London	FTE	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	<b>12.00</b>
	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
<b>NPS</b>	FTE	<b>6.00</b>	<b>8.00</b>	<b>4.00</b>	<b>3.35</b>	<b>7.76</b>	<b>9.50</b>	<b>7.30</b>	<b>0.00</b>	<b>13.00</b>	<b>1.50</b>	<b>1.00</b>	<b>0.00</b>	<b>21.85</b>	<b>453.50</b>
	%	1.32%	1.76%	0.88%	0.74%	1.71%	2.09%	1.61%	0.00%	2.87%	0.33%	0.22%	0.00%	4.82%	

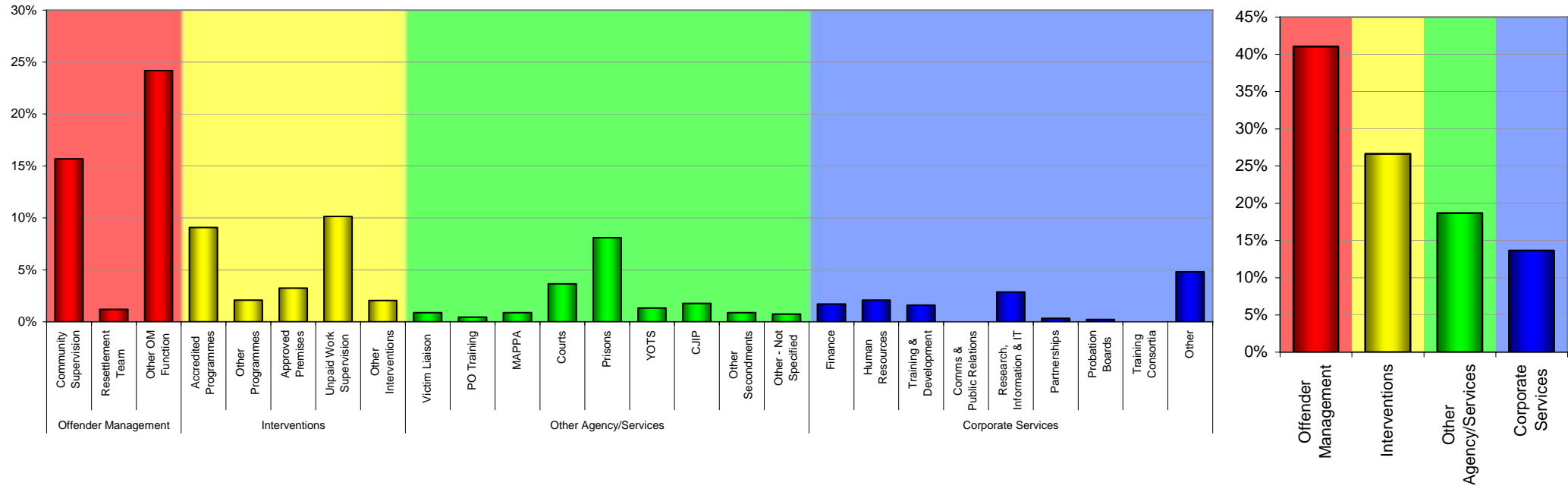
- Percentage figures in blue represent the proportion of total active vacancies in each Region occurring in each of the relevant work area within each function.

Table 12 – Active Vacancies by Region &amp; Job Group

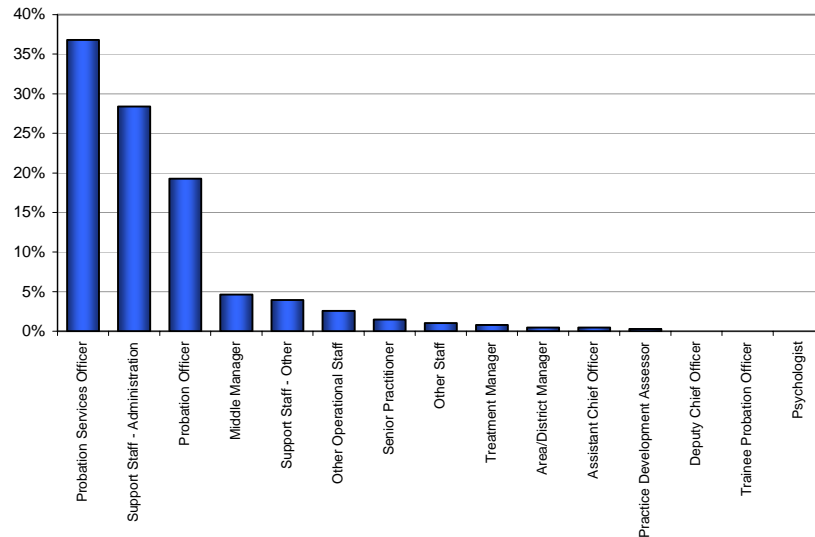
National Probation Service		Deputy Chief Officer	Assistant Chief Officer	Area/District Manager	Middle Manager	Senior Practitioner	Probation Officer	Professional Development Advisor	Trainee Probation Officer	Treatment Manager	Probation Services Officer	Support Staff - Other	Other Staff	Total
North West	FTE	0.00	0.00	1.00	2.00	1.00	8.00	0.00	0.00	0.00	19.27	1.00	0.00	<b>47.03</b>
	%	0.00%	0.00%	2.13%	4.25%	2.13%	17.01%	0.00%	0.00%	0.00%	40.97%	2.13%	0.00%	
North East	FTE	0.00	0.00	0.00	1.00	1.00	1.00	0.00	0.00	0.00	9.00	0.00	0.00	<b>25.00</b>
	%	0.00%	0.00%	0.00%	4.00%	4.00%	4.00%	0.00%	0.00%	0.00%	36.00%	0.00%	0.00%	
Yorkshire & Humberside	FTE	0.00	1.00	0.00	4.00	1.50	6.50	0.00	0.00	0.00	19.50	1.00	0.00	<b>47.30</b>
	%	0.00%	2.11%	0.00%	8.46%	3.17%	13.74%	0.00%	0.00%	0.00%	41.23%	2.11%	0.00%	
East Midlands	FTE	0.00	0.00	0.00	1.00	0.00	12.20	1.00	0.00	0.00	26.90	0.50	1.00	<b>62.60</b>
	%	0.00%	0.00%	0.00%	1.60%	0.00%	19.49%	1.60%	0.00%	0.00%	42.97%	0.80%	1.60%	
Wales	FTE	0.00	0.00	0.00	1.00	0.00	13.60	0.00	0.00	0.00	0.30	0.00	0.00	<b>16.40</b>
	%	0.00%	0.00%	0.00%	6.10%	0.00%	82.93%	0.00%	0.00%	0.00%	1.83%	0.00%	0.00%	
West Midlands	FTE	0.00	0.00	0.00	2.50	1.00	8.30	0.00	0.00	1.00	15.40	0.00	0.00	<b>39.66</b>
	%	0.00%	0.00%	0.00%	6.30%	2.52%	20.93%	0.00%	0.00%	2.52%	38.83%	0.00%	0.00%	
East of England	FTE	0.00	0.00	0.00	3.00	0.00	3.40	0.00	0.00	0.00	25.54	0.00	1.00	<b>46.42</b>
	%	0.00%	0.00%	0.00%	6.46%	0.00%	7.32%	0.00%	0.00%	0.00%	55.02%	0.00%	2.15%	
South West	FTE	0.00	1.00	1.00	2.45	1.20	20.48	0.30	0.00	0.50	18.10	13.84	0.00	<b>85.16</b>
	%	0.00%	1.17%	1.17%	2.88%	1.41%	24.05%	0.35%	0.00%	0.59%	21.25%	16.25%	0.00%	
South East	FTE	0.00	0.00	0.00	3.00	1.00	12.81	0.00	0.00	2.00	24.92	1.50	1.60	<b>71.93</b>
	%	0.00%	0.00%	0.00%	4.17%	1.39%	17.81%	0.00%	0.00%	2.78%	34.64%	2.09%	2.22%	
London	FTE	0.00	0.00	0.00	1.00	0.00	1.00	0.00	0.00	0.00	8.00	0.00	1.00	<b>12.00</b>
	%	0.00%	0.00%	0.00%	8.33%	0.00%	8.33%	0.00%	0.00%	0.00%	66.67%	0.00%	8.33%	
<b>NPS</b>	FTE	<b>0.00</b>	<b>2.00</b>	<b>2.00</b>	<b>20.95</b>	<b>6.70</b>	<b>87.29</b>	<b>1.30</b>	<b>0.00</b>	<b>3.50</b>	<b>166.93</b>	<b>17.84</b>	<b>4.60</b>	<b>453.50</b>
	%	0.00%	0.44%	0.44%	4.62%	1.48%	19.25%	0.29%	0.00%	0.77%	36.81%	3.93%	1.01%	

- Percentage figures in blue represent the proportion of total active vacancies in each Region occurring in each job group.

**Chart 14 – Distribution of Active Vacancies by Function**



**Chart 15 – Ranked Distribution of Active Vacancies by Job Group**



## 4 HEALTH & SAFETY

There were a total of 33 accidents across all severity levels reported in the NPS during Quarter 1 07/08. This compares with 27 reported accidents in the previous quarter. This brings the total number of accidents for the last 12 months to 153.

The number of Areas reporting no accidents or incidents (referred to as 'accidents' in the rest of this section) during the quarter stands at 24. It remains unclear how many of these are genuine 'nil' returns, and how many represent a failure to provide the requested information. PACU will continue to work with Health & Safety representatives in the Areas to improve the quality and accuracy of accident reporting.

Chart 18 on page 35 breaks down the accidents over the last year by type and severity. The NPS Health and Safety Policy Manual classifies accidents by severity (rated 1 – 4). Severity 1, being the highest rating, covers work-related deaths of employees or other parties.

There have been no severity level 1 accidents in the NPS over the past three quarters and only one over the past year. This means that severity 1 accidents account for only 0.65% of the total accidents over the past year.

There were 14 accidents at severity level 2 with the same number of severity level 3 accidents during the quarter, accounting for 84.85% of total accidents. 92.86% of accidents at severity level 3 were generic '3 day lost time accidents' and 15.15% of total accidents in the quarter were generic '1-3 day lost time accidents' at severity level 4.

Charts 16 and 17 on page 33 plot the annualised frequency rate of 3 and 1-3 day lost time accidents by region. Frequency rate is a standardised measure of

accidents in an organisation, which represents the number of accidents an employee can expect to have across their working life.

At the close of Quarter 1 07/08 the frequency rate for 3 day lost time accidents in the NPS stood at 0.171, which was down slightly on the rate from the last quarter of 0.195.

Hertfordshire have the highest frequency rate for 3 day lost time accidents at 0.718, which is down 0.222 on the rate from the last quarter. North Wales had the next highest with a rate of 0.661. This was also down, by 0.230 from last quarter.

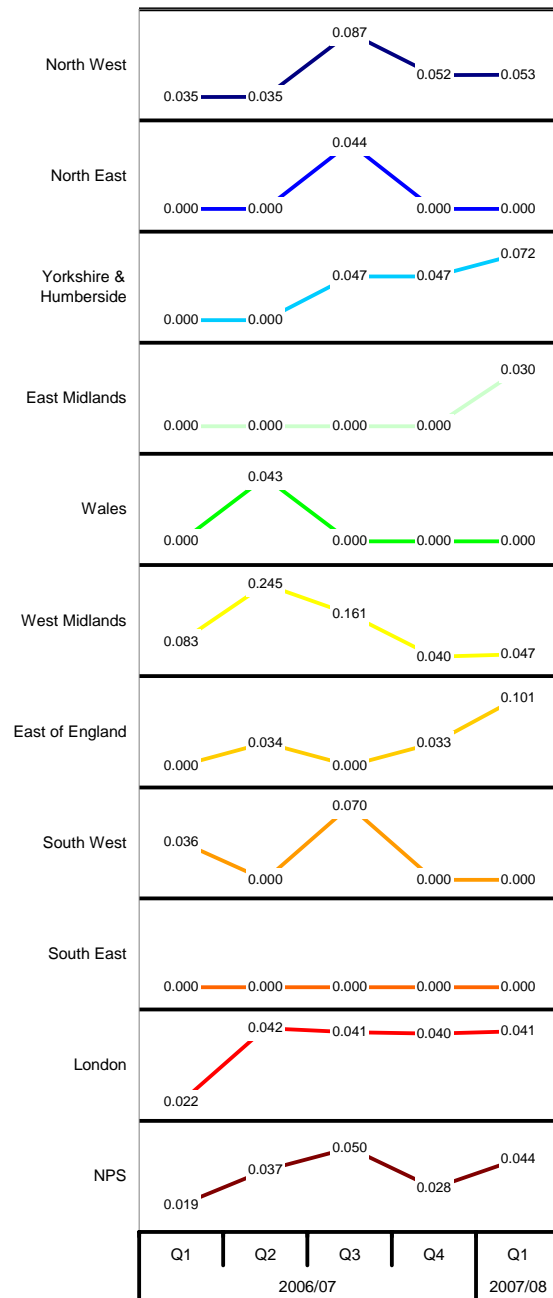
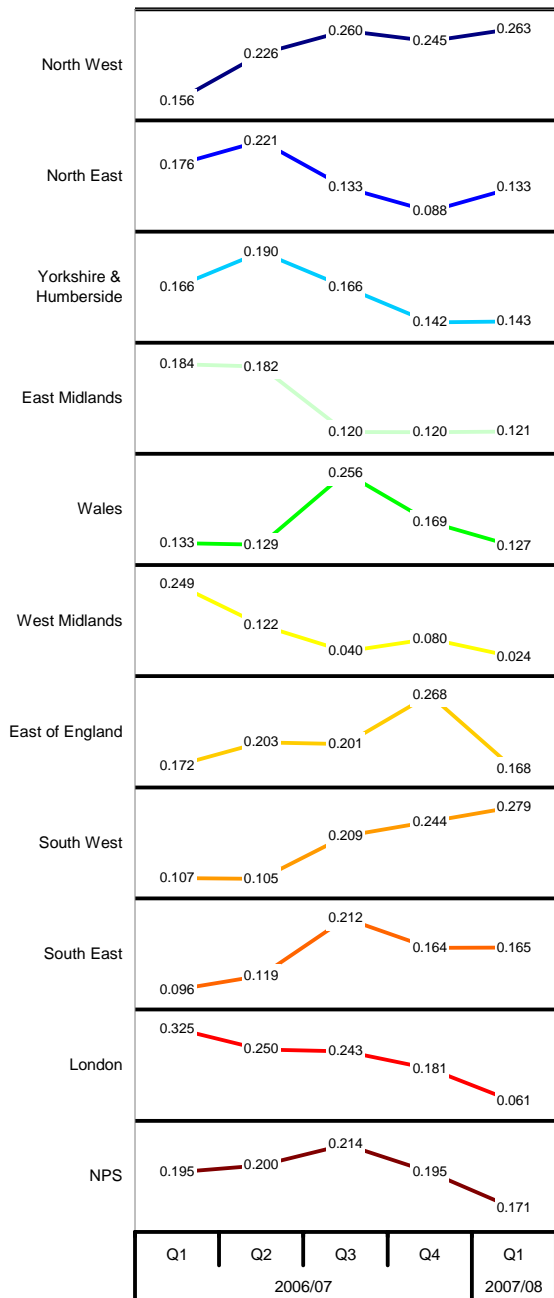
North Yorkshire has recorded the highest increase in this category up by 0.250, having been zero last quarter. They were followed by Teesside with a rate of 0.170, again having been zero last quarter.

The 3 day lost time accident frequency rate has decreased in each of the last four quarters in London Region, starting at 0.325 a year ago to a rate of 0.061 at the end of this quarter. The rate in most of the other Regions is variable with no consistent pattern to speak of.

The overall frequency rate for 1-3 day lost time accidents in the NPS has increased marginally this quarter (up 0.016) to stand at 0.044.

The highest frequency rate for 1-3 day lost time accidents occurs in Northamptonshire at 0.234, having been zero at the end of the previous quarter. This also represents the largest increase in the rate for 1-3 day lost time accidents between the quarters.

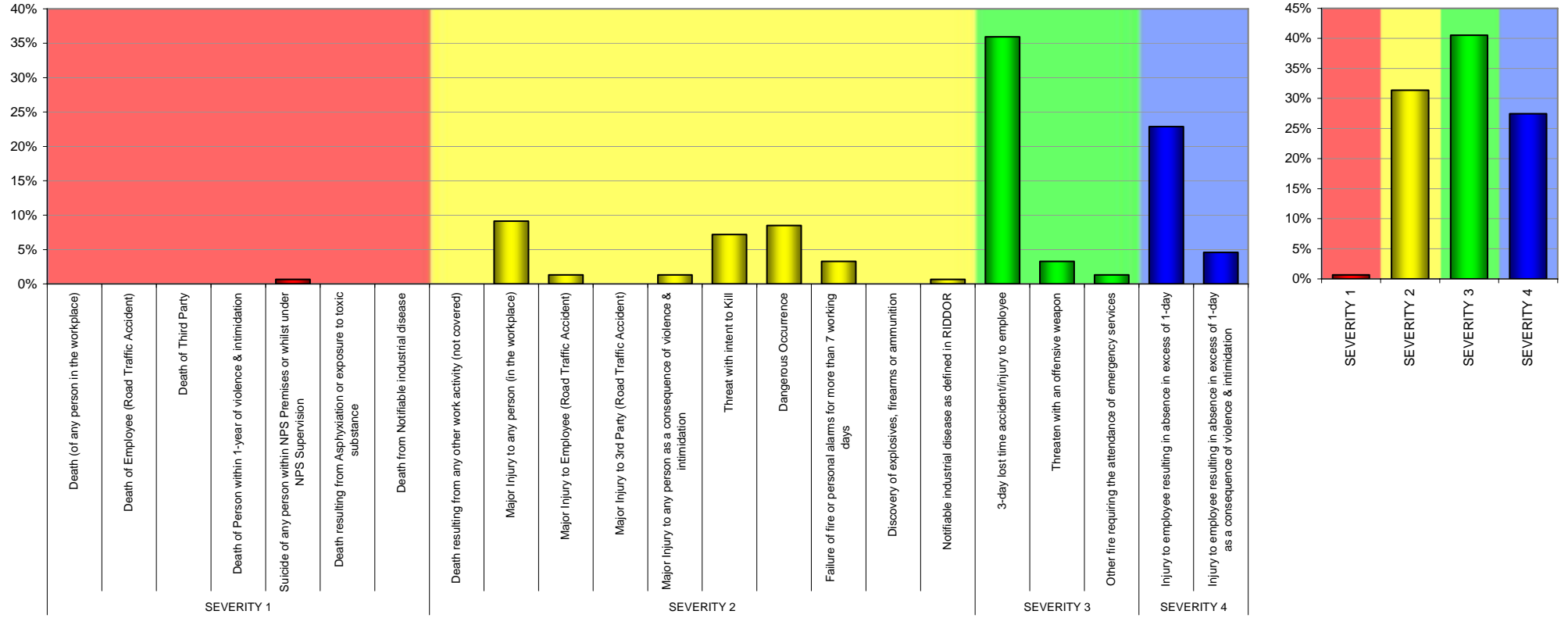
**Chart 16 & 17 – 3 Day Lost Time (Left) & 1-3 Day Lost Time (Right) Accident Frequency Rate by Region (Quarterly Time Series)**



**Table 13 – Accident & Incident Summary by Severity**

	Severity 1	Severity 2	Severity 3	Severity 4	Total Accidents / Incidents	3DLT Accident Frequency Rate*	Change on Quarter	1-3DLT Accident Frequency Rate*	Change on Quarter
Cumbria	0.00	2.00	0.00 (0.00)	0.00 (0.00)	2.0	0.000	0.000	0.000	0.000
Cheshire	0.00	0.00	1.00 (1.00)	0.00 (0.00)	1.0	0.152	▲ 0.152	0.000	0.000
Greater Manchester	0.00	3.00	2.00 (2.00)	0.00 (0.00)	5.0	0.124	▲ 0.083	0.000	0.000
Lancashire	0.00	2.00	0.00 (0.00)	0.00 (0.00)	2.0	0.305	▼ 0.197	0.204	▲ 0.003
Merseyside	0.00	1.00	3.00 (3.00)	0.00 (0.00)	4.0	0.615	▲ 0.012	0.077	▲ 0.001
<b>North West</b>	<b>0.00</b>	<b>8.00</b>	<b>6.00 (6.00)</b>	<b>0.00 (0.00)</b>	<b>14.0</b>	<b>0.263</b>	<b>▲ 0.019</b>	<b>0.053</b>	<b>0.000</b>
Durham	0.00	0.00	0.00 (0.00)	0.00 (0.00)	0.0	0.395	▲ 0.007	0.000	0.000
Northumbria	0.00	0.00	0.00 (0.00)	0.00 (0.00)	0.0	0.000	0.000	0.000	0.000
Teesside	0.00	0.00	2.00 (1.00)	0.00 (0.00)	2.0	0.170	▲ 0.170	0.000	0.000
<b>North East</b>	<b>0.00</b>	<b>0.00</b>	<b>2.00 (1.00)</b>	<b>0.00 (0.00)</b>	<b>2.0</b>	<b>0.133</b>	<b>▲ 0.044</b>	<b>0.000</b>	<b>0.000</b>
Humberside	0.00	0.00	0.00 (0.00)	0.00 (0.00)	0.0	0.000	0.000	0.000	0.000
North Yorkshire	0.00	0.00	1.00 (1.00)	0.00 (0.00)	1.0	0.250	▲ 0.250	0.000	0.000
South Yorkshire	0.00	0.00	0.00 (0.00)	0.00 (0.00)	0.0	0.000	0.000	0.000	0.000
West Yorkshire	0.00	0.00	0.00 (0.00)	1.00 (1.00)	1.0	0.273	▼ 0.051	0.164	▲ 0.056
<b>Yorkshire &amp; Humberside</b>	<b>0.00</b>	<b>0.00</b>	<b>1.00 (1.00)</b>	<b>1.00 (1.00)</b>	<b>2.0</b>	<b>0.143</b>	<b>▲ 0.001</b>	<b>0.072</b>	<b>▲ 0.024</b>
Derbyshire	0.00	0.00	0.00 (0.00)	0.00 (0.00)	0.0	0.000	0.000	0.000	0.000
Leicestershire	0.00	0.00	1.00 (1.00)	0.00 (0.00)	1.0	0.117	▲ 0.117	0.000	0.000
Lincolnshire	0.00	0.00	0.00 (0.00)	0.00 (0.00)	0.0	0.466	▲ 0.005	0.000	0.000
Northamptonshire	0.00	0.00	0.00 (0.00)	1.00 (1.00)	1.0	0.000	▼ 0.444	0.234	▲ 0.234
Nottinghamshire	0.00	0.00	1.00 (1.00)	0.00 (0.00)	1.0	0.101	▲ 0.101	0.000	0.000
<b>East Midlands</b>	<b>0.00</b>	<b>0.00</b>	<b>2.00 (2.00)</b>	<b>1.00 (1.00)</b>	<b>3.0</b>	<b>0.121</b>	<b>▲ 0.001</b>	<b>0.030</b>	<b>▲ 0.030</b>
Dyfed Powys	0.00	0.00	0.00 (0.00)	0.00 (0.00)	0.0	0.000	0.000	0.000	0.000
Gwent	0.00	0.00	0.00 (0.00)	0.00 (0.00)	0.0	0.000	0.000	0.000	0.000
North Wales	0.00	0.00	0.00 (0.00)	0.00 (0.00)	0.0	0.661	▼ 0.230	0.000	0.000
South Wales	0.00	1.00	0.00 (0.00)	0.00 (0.00)	1.0	0.000	0.000	0.000	0.000
<b>Wales</b>	<b>0.00</b>	<b>1.00</b>	<b>0.00 (0.00)</b>	<b>0.00 (0.00)</b>	<b>1.0</b>	<b>0.127</b>	<b>▼ 0.042</b>	<b>0.000</b>	<b>0.000</b>
Staffordshire	0.00	0.00	0.00 (0.00)	0.00 (0.00)	0.0	0.000	0.000	0.000	0.000
Warwickshire	0.00	0.00	0.00 (0.00)	0.00 (0.00)	0.0	0.000	0.000	0.000	0.000
West Mercia	0.00	0.00	0.00 (0.00)	0.00 (0.00)	0.0	0.000	0.000	0.000	0.000
West Midlands	0.00	0.00	0.00 (0.00)	1.00 (1.00)	1.0	0.041	▼ 0.039	0.081	▲ 0.041
<b>West Midlands</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00 (0.00)</b>	<b>1.00 (1.00)</b>	<b>1.0</b>	<b>0.024</b>	<b>▼ 0.024</b>	<b>0.047</b>	<b>▲ 0.023</b>
Bedfordshire	0.00	0.00	0.00 (0.00)	0.00 (0.00)	0.0	0.000	▼ 0.276	0.000	0.000
Cambridgeshire	0.00	0.00	0.00 (0.00)	0.00 (0.00)	0.0	0.232	▲ 0.004	0.232	▲ 0.004
Essex	0.00	0.00	0.00 (0.00)	1.00 (1.00)	1.0	0.000	0.000	0.123	▲ 0.123
Hertfordshire	0.00	0.00	0.00 (0.00)	0.00 (0.00)	0.0	0.718	▼ 0.222	0.000	0.000
Norfolk	0.00	0.00	0.00 (0.00)	1.00 (1.00)	1.0	0.185	▼ 0.192	0.185	▲ 0.185
Suffolk	0.00	0.00	0.00 (0.00)	0.00 (0.00)	0.0	0.000	0.000	0.000	0.000
<b>East of England</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00 (0.00)</b>	<b>2.00 (2.00)</b>	<b>2.0</b>	<b>0.168</b>	<b>▼ 0.100</b>	<b>0.101</b>	<b>▲ 0.067</b>
Avon & Somerset	0.00	0.00	1.00 (1.00)	0.00 (0.00)	1.0	0.106	▲ 0.106	0.000	0.000
Devon & Cornwall	0.00	0.00	0.00 (0.00)	0.00 (0.00)	0.0	0.580	▲ 0.018	0.000	0.000
Dorset	0.00	0.00	0.00 (0.00)	0.00 (0.00)	0.0	0.494	▼ 0.011	0.000	0.000
Gloucestershire	0.00	0.00	0.00 (0.00)	0.00 (0.00)	0.0	0.000	0.000	0.000	0.000
Wiltshire	0.00	0.00	0.00 (0.00)	0.00 (0.00)	0.0	0.000	0.000	0.000	0.000
<b>South West</b>	<b>0.00</b>	<b>0.00</b>	<b>1.00 (1.00)</b>	<b>0.00 (0.00)</b>	<b>1.0</b>	<b>0.279</b>	<b>▲ 0.035</b>	<b>0.000</b>	<b>0.000</b>
Hampshire	0.00	0.00	0.00 (0.00)	0.00 (0.00)	0.0	0.000	▼ 0.096	0.000	0.000
Kent	0.00	0.00	2.00 (2.00)	0.00 (0.00)	2.0	0.576	▲ 0.119	0.000	0.000
Surrey	0.00	0.00	0.00 (0.00)	0.00 (0.00)	0.0	0.000	0.000	0.000	0.000
Sussex	0.00	0.00	0.00 (0.00)	0.00 (0.00)	0.0	0.000	0.000	0.000	0.000
Thames Valley	0.00	5.00	0.00 (0.00)	0.00 (0.00)	5.0	0.174	▼ 0.001	0.000	0.000
<b>South East</b>	<b>0.00</b>	<b>5.00</b>	<b>2.00 (2.00)</b>	<b>0.00 (0.00)</b>	<b>7.0</b>	<b>0.165</b>	<b>▲ 0.000</b>	<b>0.000</b>	<b>0.000</b>
London	0.00	0.00	0.00 (0.00)	0.00 (0.00)	0.0	0.061	▼ 0.119	0.041	▲ 0.001
<b>NPS</b>	<b>0.00</b>	<b>14.00</b>	<b>14.00 (13.00)</b>	<b>5.00 (5.00)</b>	<b>33.0</b>	<b>0.171</b>	<b>▼ 0.024</b>	<b>0.044</b>	<b>▲ 0.016</b>

Chart 18 – Accident & Incident Summary by Severity



# 5 EMPLOYEE RELATIONS

Data on the number and type of discipline, grievance, and employment tribunal cases in the NPS has now been collected over four quarters enabling the data to be analysed to a greater degree.

As this information is being collected in addition to normal quarterly workforce data, the initial template was designed to capture broad information and minimise the administrative burden of completing it. As a result, ethnicity data has been grouped to simply split staff into 'White' and 'Black & Minority Ethnic' categories. This is instead of using the 16+1 ethnicity categories used in the national census.

The data presented here only represents the turnover of cases during the reporting period. The data collection process will continue to be refined over time to meet reporting needs.

The analysis presented is at a general level in order to prevent the inadvertent identification of any individual cases.

Tables 14 through 16 on the following pages present data for Quarter 1 07/08 but do not include appeals. Appeals are however included in charts numbered 19 to 24.

## Disciplinary Cases

There were 130 disciplinary cases during Quarter 1 07/08 (a 19.25% decrease on the 161 cases during Quarter 4 06/07). Of those, 62 were completed during the quarter (47.69%), leaving 68 cases outstanding (52.31%).

The Region with the most disciplinary cases was the East of England with 23 (17.69% of total cases), closely followed by London with 22 (16.92%). The West Midlands were the Region with the lowest amount of cases with 3 (2.31% of total cases).

North West Region completed the most cases during the quarter with 12 (66.67% of their 18 cases). The East of

**Table 14 – Disciplinary Activity Summary**

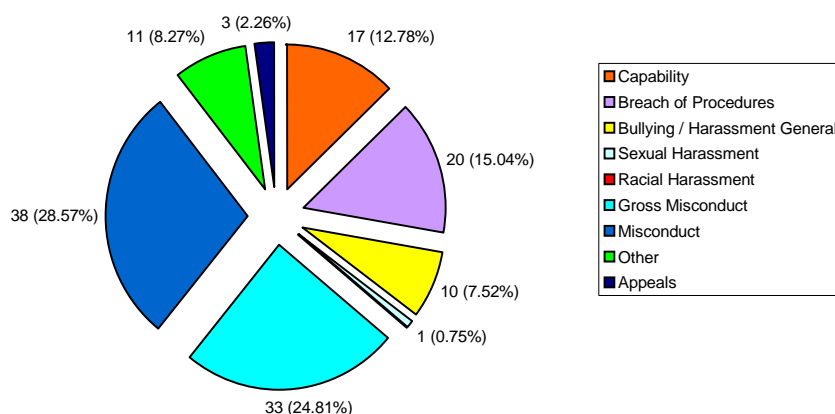
Disciplinary	Number of Cases During Quarter	Number of Cases Completed During Quarter	Outstanding at Close of Quarter
North West	18	12	6
North East	7	2	5
Yorkshire & Humberside	13	8	5
East Midlands	8	5	3
Wales	7	4	3
West Midlands	3	2	1
East of England	23	11	12
South West	14	10	4
South East	15	7	8
London	22	1	21
<b>NPS Total</b>	<b>130</b>	<b>62</b>	<b>68</b>

England were next, completing 11 of their 23 cases (47.83%). London Region completed the lowest amount with just 1 of their 22 cases (4.55%)

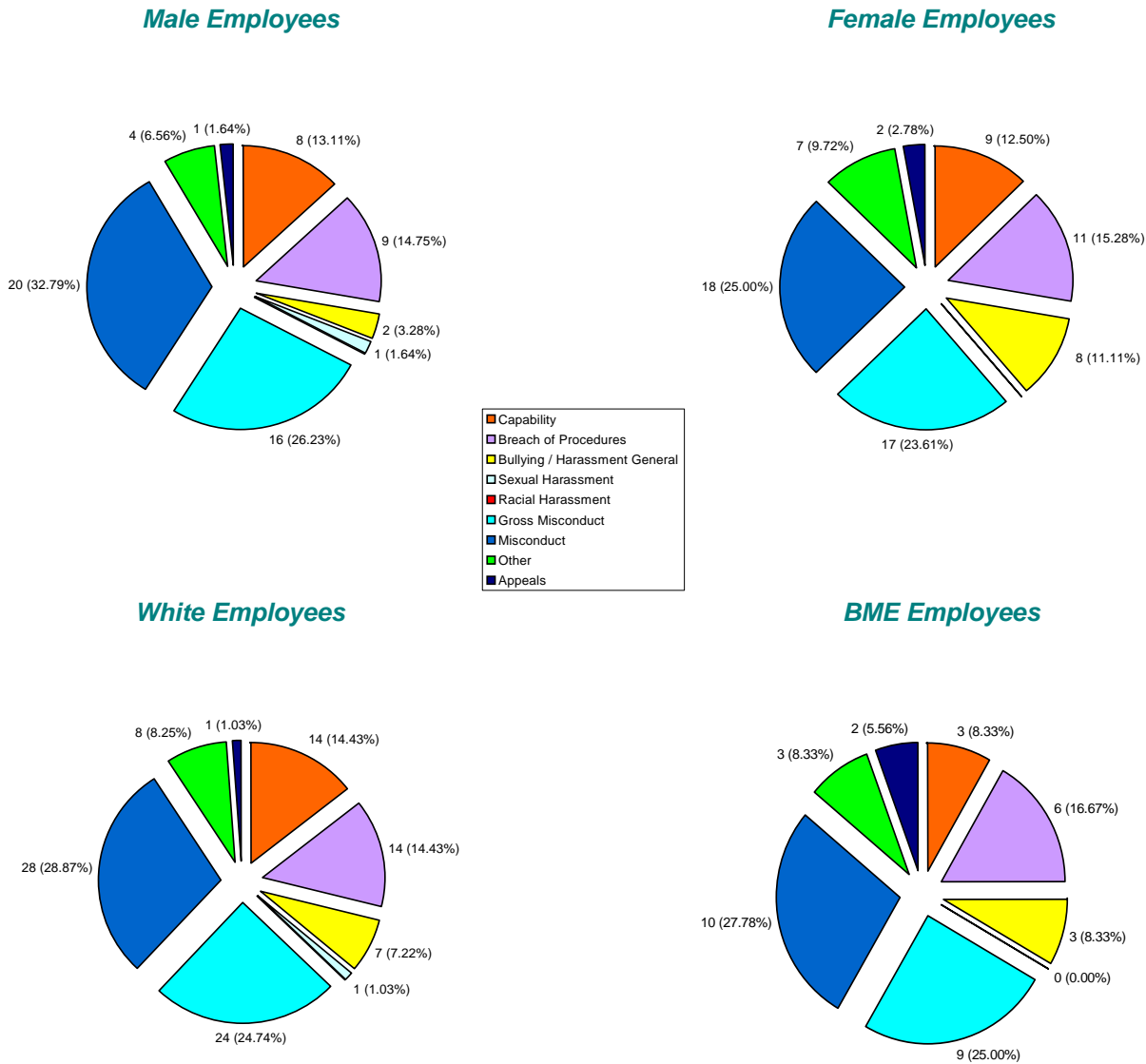
South West Region were able to complete the largest proportion of cases during the quarter (71.43%) leaving just 4 cases outstanding from an initial 14. London completed the smallest proportion (4.55%).

The Region with the lowest amount of outstanding cases at the end of the Quarter was the West Midlands with 1 case, although there were only 3 cases in the Region during the period. Wales and East Midlands Regions were next with 3 cases outstanding from an initial 7 and 8 cases respectively.

**Chart 19 – Breakdown of Disciplinary Cases by Type**



**Chart 20 – Breakdown of Disciplinary Cases by Type and (1) Gender and (2) Ethnicity**



Allegations of misconduct and gross misconduct were the predominant reasons for disciplinary cases for the NPS as a whole during the quarter, with 38 cases (28.57% of all cases) and 33 cases (24.81%) respectively. They were followed by breach of procedures with 20 cases (15.04%).

There were decreases in 7 of the 9 categories compared to Quarter 4 06/07, with appeals falling by the largest amount, down 13 cases to just 3 during the quarter. Cases concerning allegations of misconduct also fell by a significant amount to account for 38 cases compared to 50 during the previous quarter.

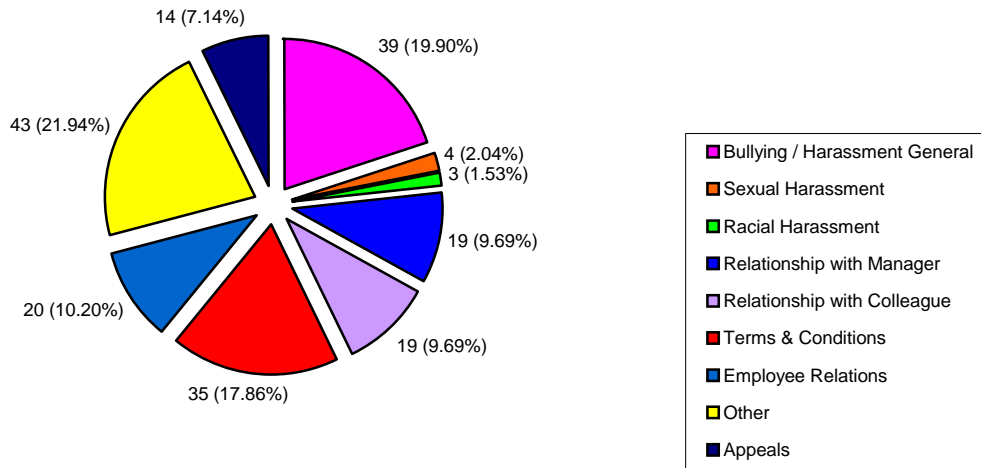
The situation is similar when the data is divided by gender, where allegations of misconduct and gross misconduct are also the most frequent reasons for males and females to face disciplinary action with 20 and 16 cases respectively for males and 18 and 17 cases for females.

Even though the majority of categories have shown a decrease in the number of disciplinary cases for males and females when compared to the previous quarter, there was an increase in the number of cases concerning allegations of bullying/harassment against females,

**Table 15 – Grievance Activity Summary – Quarter 1 07/08**

Grievance	Number of Cases During Quarter	Number of Cases Completed During Quarter	Outstanding at Close of Quarter
North West	41	20	21
North East	5	1	4
Yorkshire & Humberside	40	18	22
East Midlands	10	2	8
Wales	7	0	7
West Midlands	7	6	1
East of England	18	7	11
South West	16	13	3
South East	16	11	5
London	22	3	19
<b>NPS Total</b>	<b>182</b>	<b>81</b>	<b>101</b>

**Chart 21 – Breakdown of Grievance Cases by Type**



where the number increased from 5 cases during the last quarter to 8 cases this quarter.

The picture is similar when the information is grouped by ethnicity. The disciplinary issues white employees faced the most were allegations of misconduct and gross misconduct, accounting for 52 cases, which was 53.61% of all cases in the group, including appeals.

The greatest number of cases involving black and minority ethnic employees concerned allegations of misconduct with 10 cases (27.78% of all cases in the group, including appeals). The next 2 most common involved allegations of gross misconduct with 9 cases

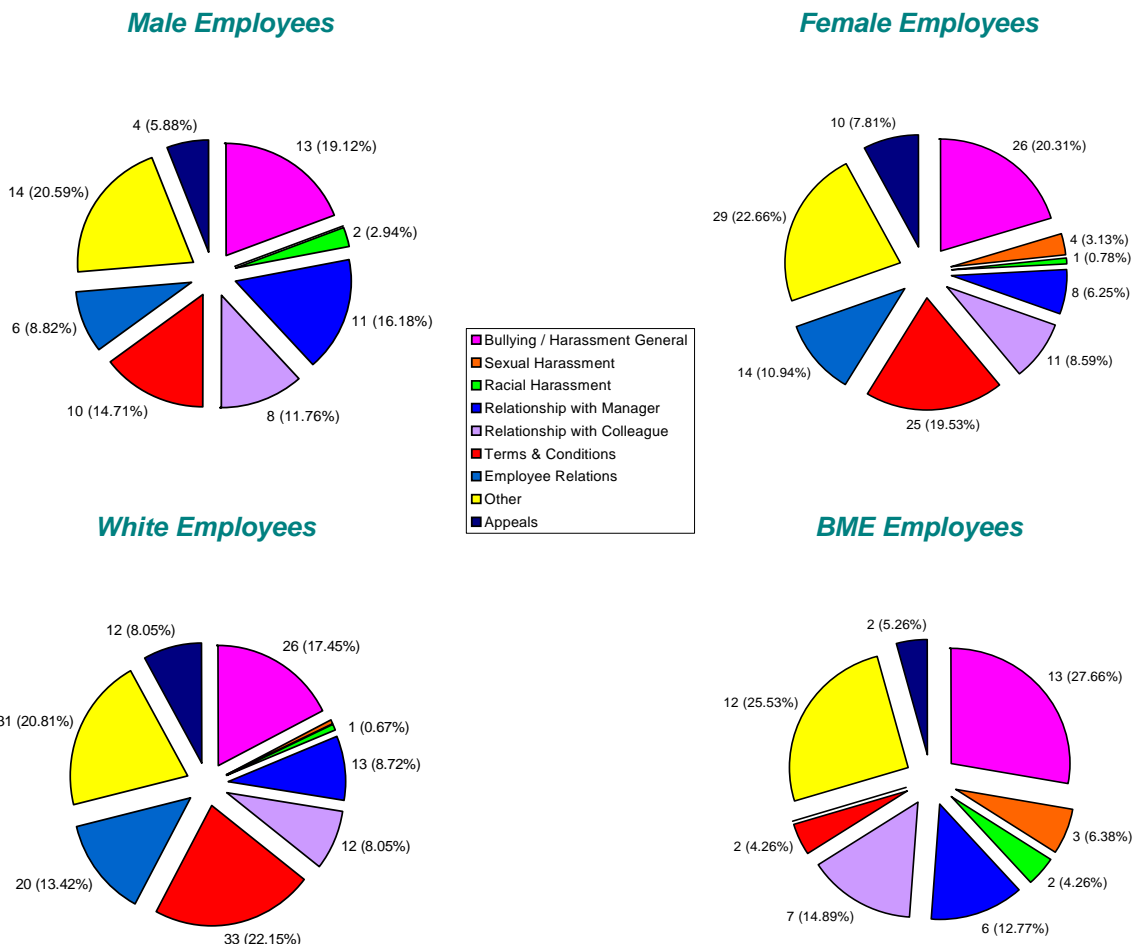
(25.00%) and breach of procedures with 6 cases (16.67%).

There were no significant differences in the number of cases involving black and minority ethnic employees in each category when compared with Quarter 4 06/07.

**Grievance Cases**

There were 182 grievance cases during Quarter 1 07/08. This was an increase of 4 compared to the previous quarter. Of those, 81 were completed before the end of the quarter (44.51%), leaving 101 cases outstanding (45.49%).

**Chart 22 – Breakdown of Grievance Cases by Type and (1) Gender and (2) Ethnicity**



The Regions with the most grievance cases during the quarter were the North West with 41 cases (22.53% of all cases) and Yorkshire and Humberside with 40 cases (21.98%). They were however able to complete 20 (48.78%) and 18 cases (45.00%) respectively over the period. London were next with 22 cases (12.09%) although they were only able to complete 3 of them (13.64%)

North East Region had the lowest amount of grievance cases during the period, with 5 (2.75%); completing only 1 of these (20%). Wales and the West Midlands were next with only 7 cases each (3.85%). Wales were unable to complete any of their cases whilst the West Midlands completed 6 (85.71%).

The West Midlands had the least amount of grievance cases outstanding at the end of the quarter with just 1 case. The South West were next with only 3 cases outstanding having been able to complete 13 of their 16 cases (81.25%).

The main category of grievance cases in the NPS this quarter was 'Other' with 43 cases (21.94% of all cases, including appeals). This was an increase of 7 compared with quarter 4 06/07. Allegations of bullying/harassment were next in line with 39 cases (as in Quarter 4 06/07), which amounted to 19.90% of all cases, including appeals.

The situation is the same when the data is separated by gender. The categories 'Other' and 'Bullying/Harassment' are also the main categories of grievance for both male and female employees with 14 and 13 cases respectively for males (20.59% and 19.12%) and 29 and 26 cases for females (22.66% and 20.31%).

The overall figures show that females are far more likely to take out a grievance with 128 cases (including appeals) during Quarter 1 (65.31%), compared to 68 cases from males (34.69%).

Females were more likely to take out a grievance in 7 of the 9 categories. Males did however take out a grievance more often than females in the 'Relationship with their Manager' category (11 cases, against 8) and the 'Racial Harassment' category (2 cases, against 1)

**Table 16 – Employment Tribunal Activity Summary**

Employment Tribunal	Number of Cases During Quarter	Number of Cases Completed During Quarter	Outstanding at Close of Quarter
North West	7	1	6
North East	2	0	2
Yorkshire & Humberside	6	1	5
East Midlands	1	0	1
Wales	2	0	2
West Midlands	12	0	12
East of England	9	1	8
South West	2	0	2
South East	5	0	5
London	4	0	4
<b>NPS Total</b>	<b>50</b>	<b>3</b>	<b>47</b>

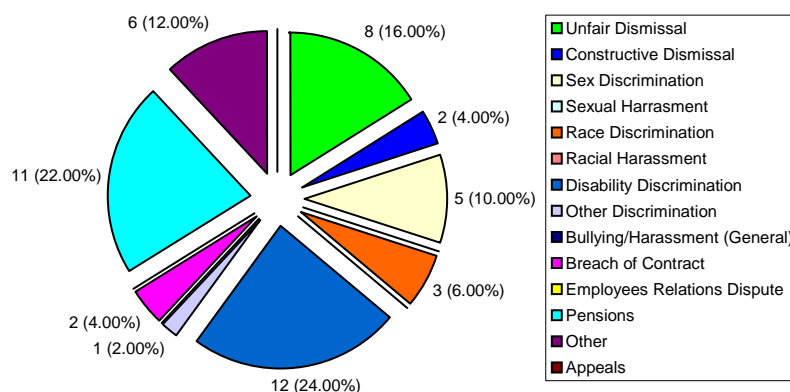
When the data is split by ethnic origin the same pattern applies when it comes to white employees, with the main types of grievance being in the category of 'Other' (31 cases, 20.81%). However, the 'Sexual Harassment' category came next with 33 cases (22.15%).

The category with the highest number of grievance cases brought by black and minority employees was 'Bullying/Harassment' with 13 cases (27.66%). The only category where black and minority employees brought more cases than white employees came in the 'Racial Harassment' category with 2 cases against 1.

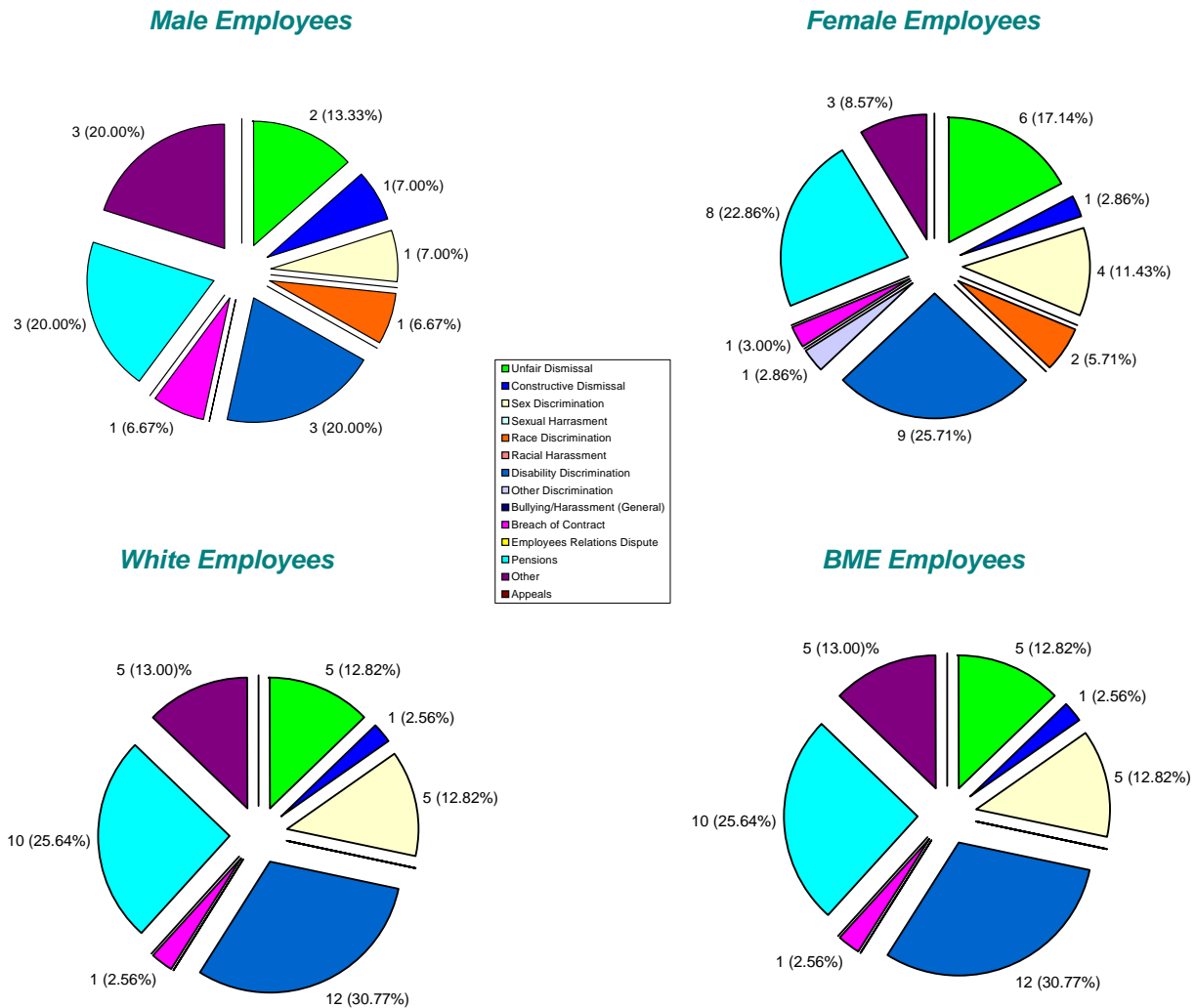
**Employment Tribunal Cases**

The number of Employment Tribunals increased this quarter from 38 cases to 50 cases (up 31.58%). Only 3 however were brought to a conclusion (6.00%) leaving 47 cases outstanding at the end of the quarter.

**Chart 23 – Breakdown of Employment Tribunal Cases by Type**



**Chart 24 – Breakdown of Employment Tribunal Cases by Type and (1) Gender and (2) Ethnicity**



West Midlands held the most employment tribunals over the period with 12 cases (24.00%) but were unable to complete any of them. The East Midlands held the least with just 1 case (2.00%).

The major share of active cases in the NPS during the quarter were 'Disability Discrimination' cases, accounting for 12 cases (24.00%). They were closely followed by 'Pension' related cases with 11 cases (22.00%).

When the data is broken down into gender it shows that female employees were involved in the most employment tribunal cases with 35 cases, including appeals (70.00%), compared to 15 for male employees (30%). This was consistent with the previous quarter.

'Disability Discrimination' and 'Pension disputes' were the also the main reason for tribunal cases involving

females with 9 and 8 cases respectively (25.71% and 22.86%). 'Disability Discrimination', Pension disputes and 'Other' were the categories most common involving males with 3 cases each (20.00%).

The story is the same for 'white' employees when the information is broken down into ethnic origin, with 'Disability Discrimination' and 'Pension' disputes the most common with 12 and 10 cases respectively (30.77% and 25.64% of all cases in the group).

There were 11 cases involving 'black and minority' employees with 3 cases concerning 'Unfair Dismissal' and the same number concerning 'Race Discrimination'.