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**Chair of the UK Statistics Authority, Andrew Dilnot CBE**

Bernard Jenkin MP  
Chair, Public Administration Select Committee  
House of Commons  
LONDON  
SW1A 0AA

1 August 2012

Dear Bernard

**THE WORK OF THE OFFICE FOR NATIONAL STATISTICS**

Thank you for your letter dated 18 June, inviting the Statistics Authority to respond to the Committee's questions about the work of the Office for National Statistics (ONS).

The Committee asked seven questions about the work of the Office for National Statistics. The Authority's response is set out below and some supplementary operational information about the relocation of ONS staff is provided in the attached Annex.

**1. Senior management change in ONS**

In January 2010, ONS finalised a new strategic vision to improve effectiveness and capability, in particular further improving the quality of ONS statistics, establishing strength in innovation, continuing to deliver value for money, enhancing ONS leadership and skills, and improving delivery. In March 2010, the National Statistician published her statement "Statistics Matter" which set out a number of challenges to the ONS and Government Statistical Service in respect of developing a better understanding of the needs of users of official statistics, exemplary leadership, inspiring innovation in statistical work, and effective planning and prioritisation.

In 2011, the Authority became concerned about the ways in which ONS managed change, and in respect of some areas of ONS's performance more generally. There had been some high-profile ONS delivery failures, and resulting criticism from ONS's stakeholders. These included difficulties in deploying improvements to the ONS website on time, delay in the publication of Blue Book 2011, and errors in the published estimates for output in the construction sector. The Authority Board was concerned at the impact of these delivery failures, the resulting potential for reputational damage, and the need for greater robustness in ONS's control framework.

In September 2011, the Authority Board invited the National Statistician and Director General of ONS to lead work on planning for sustainable and rapid change within ONS over a period

of six months. This programme of work focused on four principal areas of change: leadership, accountability, capability, and culture. The Authority Board received fortnightly reports from the change programme team, and the programme concluded at the end of March 2012. As a result of the change programme, the organisational design of ONS was reviewed, and the structure and roles of the ONS's senior management team were adjusted to reflect this. A new ONS Executive Leadership Team is now in place, and the Authority believes that these new structures are starting to work effectively.

Following an open recruitment exercise, the Authority Board expects the post of Director General of ONS to be filled shortly, as a result of the planned retirement of the current postholder in late September 2012. The appointee, as chief executive officer of ONS, will continue to have day-to-day operational management of ONS, reporting directly to the National Statistician.

## **2. Responsibilities of various post-holders in relation to ONS**

Under the *Statistics and Registration Service Act 2007*, the UK Statistics Authority has statutory responsibility for (i) governance and oversight of the Office for National Statistics and (ii) independent scrutiny of the production and publication of all UK official statistics, wherever they are produced, and ensuring good practice in relation to the use of official statistics. As Chair of the Statistics Authority, I am responsible for the ways in which the Authority exercises those statutory functions. The National Statistician is the Authority's chief executive and Principal Accounting Officer, and the Head of Assessment is responsible for the Authority's regulatory functions in relation to the assessment and re-assessment of official statistics as provided for in sections 12 and 14 of the 2007 Act.

The Authority has two deputy chairs who report to me; one with particular responsibility for governance and oversight of the work of ONS, and the second for the Authority's work in the area of the wider official statistics system. On its establishment in 2008, the Authority Board convened the Authority's ONS Board and a Committee for Official Statistics as sub-committees of the main Authority Board, each chaired by the relevant Deputy Chair with responsibility for that area of the Authority's work and with a membership including other non-executive members of the Authority. The role of the ONS Board is to agree and monitor the annual ONS budget and work programme, and to report to the Authority as appropriate, thus ensuring that the Authority discharges its responsibility in respect of governance of ONS and that ONS meets its objectives and targets. The Authority believes that these structures, responsibilities, and accountabilities both encourage, and effectively provide for, sufficient separation between the dual 'production' and 'regulatory' roles given to the Authority under the 2007 Act, and the ONS Board provides effective oversight of the management and direction of ONS.

The Act provides for executive management of the Office to be the responsibility of the National Statistician, and since 2009 the day to day operational management of the Office has been the responsibility of the Director General of ONS reporting to the National Statistician. The Director General has been appointed as Secondary Accounting Officer, in respect of ONS, and reports regularly to the ONS Board, in addition to his accountability to the National Statistician.

Detailed accounts of these activities have been published in our successive annual reports since 2008.

The Authority believes that the ONS is generally operating in a highly professional way in many complex and challenging statistical fields, from measuring economic activity, inflation and employment, to their social and demographic work, most notably in the 2011 Census.

In the Authority's regulatory role, we treat ONS on exactly the same basis as any other producer of official statistics. For example, in 2009 we commented on, and made recommendations in relation to, an ONS statistical release on the nationality of foreign-born workers in employment in the UK, which was the subject of political controversy. This case was the subject of an inquiry by your predecessor Committee and helped, we believe, to demonstrate that the complex statutory regime is functioning properly. Furthermore, in August 2011 my predecessor, Sir Michael Scholar, wrote publicly to the ONS Director General regarding the need for ONS to develop further the commentary within its statistical releases on estimates of Gross Domestic Product, and issues about the presentation of analysis of contextual factors behind GDP estimates. Sir Michael's letter also raised concerns, on behalf of the Authority, following errors in ONS's published estimates of output in the construction sector. Subsequently, the Authority undertook a review of the circumstances leading to these errors, and published its report on 30 September 2011.

Following concerns expressed about the public availability of statistics and related analysis provided by ONS in response to ad-hoc requests, the Statistics Authority Board instructed ONS to ensure that responses to ad-hoc requests from the media and other bodies engaged in public debate should be made available on the ONS website at the time the data and analysis is released. The National Statistician is also preparing related guidance for the wider Government Statistical Service. The Board has also asked ONS to consider how *all* responses to ad-hoc requests can best be made available in a cost-effective and accessible way for the benefit of all users and ONS has undertaken to maintain a published list of all analyses provided on an ad-hoc basis and to make those freely available on request.

The Authority is also currently reviewing the extent of compliance with the requirement in the Code of Practice to publish statistical releases at 9.30am, including compliance by ONS in this regard.

### **3. Organisation information**

Organisation charts for the UK Statistics Authority and Office for National Statistics are published on the Authority and ONS websites respectively. Organisation information is also now available on the [www.data.gov.uk](http://www.data.gov.uk) website.

### **4. Costs and benefits of ONS relocation out of London**

Following the Lyons Review, decisions in respect of relocating staff from London to Newport and Titchfield were taken by ONS senior management during 2004. This was prior to the coming into force of the *Statistics and Registration Service Act 2007* and the establishment of the Authority in April 2008. The relocation programme began in 2004, with the first posts relocating in 2005, and ran until 2010. The Authority is aware that these decisions were controversial and some commentators have suggested that the relocation has adversely affected ONS's capacity and delivery of timely outputs.

In 2009, my predecessor, Sir Michael Scholar, wrote to the President of the Royal Statistical Society on a range of issues raised by the RSS, including in respect of relocation of staff to Newport. The Authority noted the RSS's concern about the pressures on ONS and the potential loss of expertise which might arise as a consequence of the relocation of posts out

of London. The Authority was, and remains, aware of the risks from such relocation, and we told the RSS that these issues were being actively managed by ONS with a view to finding the right balance between the drive for efficiency and innovation on the one hand, and the need to maintain expertise and standards of service on the other. The National Statistician, the ONS Board and the Authority Board all continue to share responsibility collectively for oversight of these issues. While the relocation programme formally ended in 2010, the Statistics Authority continues to monitor all relevant issues relating to that relocation programme.

Further information about the relocation of ONS work from London to Newport and Titchfield, including ONS's assessment of the costs and benefits of that relocation programme, is provided in the attached Annex.

### **5. ONS skills and capacity, including in IT**

The Statistics Authority Board and its ONS Board receive regular reports from ONS senior management about ONS skills and capacity issues, including in the area of IT. ONS has developed a skills strategy for the period 2012-15, drawing on the findings of consultation on ONS's Statistical Business Strategy 2011-20. The skills strategy sets out the key development priorities for ONS. The consultation exercise identified current and future skills shortages and ONS seeks to address these in a supporting action plan. A steering group has been established to ensure the priorities in the action plan are addressed and to provide corporate direction in the area of organisational skills and capability. The priorities of the action plan are:

- *Leadership* – to ensure ONS has effective leaders with the behaviours, characteristics, capability and confidence to lead and manage change;
- *Portfolio, Programme and Project management* – to strengthen expertise and improve the management of projects and programmes;
- *Statistical analysis* – to further develop the ability to understand, analyse and report ONS statistics; and,
- *Statistical and business processing* – to improve the ability to build and manage processes, both statistical and non-statistical.

Within the area of IT, skills and capacity issues are being addressed by the engagement of contractors to assist in taking forward major IT programmes where that was necessary in the short-term, and in the longer-term to replace contractors with permanent staff as quickly as possible. ONS is also investing in targeted training and professional accreditation to develop and maximise skills in this area particularly for project management, information architects and information assurance specialists.

### **6. Budget reductions**

In order to meet the budget reductions arising out of the 2010 Spending Review (SR10), it was forecast for ONS to make 3 per cent efficiency savings per year in the ONS's total resource budget over the SR10 period. These amounted to £2.4m in 2011/12. A programme of work was in place for ONS to monitor its progress against the delivery of these savings, for example through business process re-engineering, and redesigning statistical outputs and surveys. To meet the total resource expenditure reductions, a comprehensive analysis of ONS's statistical services and outputs was undertaken and some services and outputs were discontinued. A public consultation exercise helped ONS to identify from its stakeholders which outputs were used and the impact any cuts would have on them.

Based on the results of that consultation, the core responsibilities of ONS and its future strategy, ONS implemented savings designed to minimise the impact on users, changed the way ONS produces its statistical outputs, focused on the most relevant outputs and allowed ONS to continue investing in its core business. Savings were made in four areas:

- *Statistical Compendia and Journals* - a change in reporting by replacing the suite of hardcopy compendia and journals, such as Social, Regional and Population Trends, with a web based approach to dissemination.
- Some *reductions to statistical outputs* have been made beyond ONS's core economic and demographic statistics as a result of the 2010 Spending Review. These include a significant reduction in Health Analysis where ONS is refocusing work towards reporting on mortality, data required to meet EU regulations (e.g. disability) and areas such as cancer analysis and health inequalities. However, ONS has maintained key health datasets (such as healthy and disability-free life expectancy) and ONS is working closely with other providers of health statistics and analysis to reduce the volume of analysis in this area. ONS also significantly reduced (beyond what is required by European law) work in the area of the Knowledge Economy.
- Refocusing the *ONS analysis programme* and scaling back work on measuring Public Service Productivity. ONS is no longer developing methodology in the area of public service productivity and has sought to introduce more efficient production methods for estimates of total Public Service Productivity and annual estimates of education and health productivity. ONS has also moved away from existing regional analysis and some published analysis of the labour market, consistent with the consultation responses. This enabled ONS to make savings and focus its analysis programme on priority areas
- *Statistical Services and Support* – ONS is delivering savings on the operational costs of the Virtual Micro-data Laboratory by further developing collaborative arrangements with the Economic and Social Research Council's Secure Data Service.

ONS's capital expenditure budget was reduced by approximately 40 per cent (£5.9 million) as a result of SR10 which has significantly affected ONS's investment programme, particularly in the area of infrastructure development where some plans are either being scaled back, or some programmes being cancelled or deferred; for example, slowing down the exploitation of the Common ONS Repository for Data (CORD) systems.

### **7. Setting ONS's strategic priorities**

ONS periodically conducts full scale consultation exercises on its priorities. In 2007 ONS consulted on priorities for 2008/09 to 2011/12. This provided information on how ONS statistics are used, feedback on the statistics and views on how they should be developed and reduced in scope. In November 2010 ONS consulted again on its work programme for 2011/12 to 2014/15, asking how ONS statistics are used and seeking feedback on the effect of possible reductions in the work programme. Both these consultations were linked to the periods of the Spending Reviews, and the results of each are published on the ONS website.

In between these consultations, ONS priorities are informed by regular feedback from users. ONS maintains close working relationships with major users in government and invites formal feedback on performance and priorities on an annual basis. ONS supports user

groups in each of its main statistical areas, meeting with them to understand their needs and brief them on statistical developments. ONS is an active contributor to StatUserNet, the website hosted by the RSS, using this as a means of interaction with users. In addition to formal consultations publicised on the ONS website (18 in the last 12 months), ONS hosts a series of user meetings, seminars and workshops.

At a working level, regular feedback from users informs the day-to-day operation of the ONS business plan. More formally ONS undertakes annual horizon scanning which provides the opportunity to bring together user feedback and uses this to inform early thinking about each year's business plan. User engagement has shown that the total demand for government statistics often exceeds what ONS can afford to produce. ONS prioritises user needs according to statutory requirements given that a number of ONS statistics are required under EU and UK legislation and according to ONS's strategic priorities which are published in its business plan. ONS focuses on delivering these as efficiently and effectively as possible within a climate of budgetary restraint.

The ONS investment programme supports the delivery of its business priorities. An annual prioritisation exercise is undertaken. The priorities take account of:

- the amount of investment funding available;
- the specific skills required;
- the risk profile of projects;
- ONS strategic priorities;
- an analysis of benefits - financial savings, cost avoidance and user benefit;
- timing of implementation; and,
- statutory requirements.

ONS senior management provides the Authority's ONS Board (and main Authority Board, as required) with regular reports in this area.

I and my colleagues would be pleased to elaborate further on these or any other matters as the Committee would like.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Andrew Dilnot', written in a cursive style.

**Andrew Dilnot CBE**

## **ANNEX: Supplementary information from the Office for National Statistics**

Further information about the costs and benefits of the relocation of ONS staff out of London is provided below. This Annex has been prepared by ONS officials.

### **4. Costs and benefits of ONS relocation out of London**

#### **(a) Projected and actual cost savings**

A comparison between projected and actual cost savings in respect of relocation is provided in the table below

	<b>Projected £m</b>	<b>Actual £m</b>
Total cost 2005/06 to 2007/08	49.9	46.6
Savings p.a. from 2008/09	4.2	* 12.5

*\* includes savings identified through the relocation of work and other ONS-wide efficiency savings; including property savings of £8m per annum.*

#### **(b) staff turnover**

The attached tables provide further information about ONS staff turnover by grade during the period October 2004 to March 2009.

Comparable data before October 2004 is not available due to the implementation of a new administrative finance/HR system in Autumn 2004.

Turnover is calculated using the industry standard methodology (developed by the Chartered Institute of Personnel and Development), and as used by the Cabinet Office. The number of leavers during the period is expressed as a percentage of the average staff number over the period.

#### **(c) contractor and consultant costs**

Data for 2003/04 are not available. A new financial system was implemented in 2006. Prior to 2010, figures for fees and consultancy included the cost of long term contracts.

Expenditure data for 2010/11 expenditure are set out in the table below:

	<b>£k</b>
Contractors: IT	10,754
Contractors: non IT	1,737
Consultants	1,956
Total	14,447

#### **(d) staff surveys**

ONS internal staff perception surveys in 2004 and 2006 are not directly comparable to the Civil Service-wide People Surveys undertaken within ONS in 2009, 2010 and 2011. There is only one question that can be directly compared across this period – that is, "I am proud to tell others I work for ONS" (or slight variations). The proportion of staff agreeing with this statement was 42 per cent in 2004, falling to 27 per cent in 2006 (possibly due to staff views about the ONS relocation programme), improving to 49 per cent in the People Survey

undertaken in 2011. ONS undertook a further internal staff survey in 2012, where the proportion of staff agreeing with this statement was 59 per cent. The 2012 Civil Service People Survey will be undertaken during Autumn of this year. The headline results of staff surveys over the period between 2004 and 2011 are provided in the table below:

<i>% positive</i>	<b>2011</b>	<b>2010</b>	<b>2009</b>	<b>2006</b>	<b>2004</b>
I am proud when I tell others I am part of ONS	49	50	46	27	42
I would recommend ONS as a great place to work	49	52	48	n/a	n/a
I feel a strong personal attachment to ONS	40	40	36	n/a	n/a
ONS inspires me to do the best in my job	35	37	32	n/a	n/a
ONS motivates me to help it achieve its objectives	32	34	30	n/a	n/a
<b>Engagement Index</b>	<b>56</b>	<b>57</b>	<b>55</b>	n/a	n/a

Action taken as a direct result of staff response to these surveys has generally been at a directorate or divisional level within ONS, and no central record has been held of these actions.



## **TABLES: Staff turnover for the period April 2005 to March 2012**

### **Notes**

1. Starters are those recruited from outside the organisation; leavers are those leaving the organisation.
2. Percentage turnover is calculated as the number of leavers for the period *divided* by the average number of staff for the period *multiplied* by 100.
3. In some cases staff were recruited for short periods (i.e. less than a year). In these cases there will be multiple leavers for the same post, adding to the turnover rates.
4. Staff numbers at the beginning of each year do not equal equivalent numbers for the previous year plus starters less leavers due to:
  - retrospective changes after the year end;
  - movements between grades due to promotion, temporary promotion and reversion;
  - movements between sites due to relocation; and,
  - movements between the three sites and other sites not included in this data (i.e. field staff and a former ONS site at Southport).

**Summary table: Staff turnover for the period April 2005 to March 2012**

	<b>2005/06</b>	<b>2006/07</b>	<b>2007/08</b>	<b>2008/09</b>	<b>2009/10</b>	<b>2010/11</b>	<b>2011/12</b>
	%	%	%	%	%	%	%
London	29	29	44	38	46	89	27
Newport	13	15	14	9	7	8	6
Titchfield	20	10	13	6	8	7	23
<b>Total</b>	<b>20</b>	<b>17</b>	<b>19</b>	<b>11</b>	<b>10</b>	<b>10</b>	<b>12</b>

April 2005 – March 2006

Location	Grade Group	Start of Period Apr 05	Starters in the Year	Leavers in the Year	Average Headcount	Turnover %
London	AA/AO	129	16	57	108.5	53
	EO	236	7	49	215.0	23
	AS	12	1	3	11.0	0
	EA	1	0	1	0.5	200
	HEO	278	11	62	252.5	25
	SEO	149	5	32	135.5	24
	Grade 7	150	0	38	131.0	29
	Grade 6	31	3	13	26.0	50
	SCS	35	0	6	32.0	19
<b>London Total</b>		<b>1021</b>	<b>43</b>	<b>261</b>	<b>912.0</b>	<b>29</b>
Newport	AA/AO	658	83	136	631.5	22
	EO	342	8	28	332.0	8
	AS	4	1	0	4.5	0
	EA	0	0	0	0.0	0
	HEO	230	11	8	231.5	3
	SEO	72	9	4	74.5	5
	Grade 7	82	4	6	81.0	7
	Grade 6	21	1	1	21.0	5
	SCS	17	2	2	17.0	12
<b>Newport Total</b>		<b>1426</b>	<b>119</b>	<b>185</b>	<b>1393.0</b>	<b>13</b>
Titchfield	AA/AO	277	17	104	233.5	45
	EO	198	1	17	190.0	9
	AS	3	0	0	3.0	0
	EA	0	0	0	0.0	0
	HEO	218	7	21	211.0	10
	SEO	103	0	12	97.0	12
	Grade 7	75	0	9	70.5	13
	Grade 6	12	0	1	11.5	9
	SCS	6	0	0	6.0	0
<b>Titchfield Total</b>		<b>892</b>	<b>25</b>	<b>164</b>	<b>822.5</b>	<b>20</b>
<b>Grand Total</b>		<b>3339</b>	<b>187</b>	<b>610</b>	<b>3127.5</b>	<b>20</b>

April 2006 to March 2007

Location	Grade Group	Start of Period Apr 06	Starters in the Year	Leavers in the Year	Average Headcount	Turnover %
London	AA/AO	81	11	24	74.5	32
	EO	175	7	49	154.0	32
	AS	8	3	5	7.0	71
	EA	0	2	0	1.0	0
	HEO	200	3	49	177.0	28
	SEO	127	2	35	110.5	32
	Grade 7	113	2	22	103.0	21
	Grade 6	22	0	3	20.5	15
	SCS	30	0	10	25.0	40
<b>London Total</b>		<b>756</b>	<b>30</b>	<b>197</b>	<b>672.5</b>	<b>29</b>
Newport	AA/AO	566	135	122	572.5	21
	EO	326	6	20	319.0	6
	AS	6	1	0	6.5	0
	EA	0	0	0	0.0	0
	HEO	224	27	33	221.0	15
	SEO	81	5	10	78.5	13
	Grade 7	87	9	7	88.0	8
	Grade 6	22	1	2	21.5	9
	SCS	17	3	3	17.0	18
<b>Newport Total</b>		<b>1329</b>	<b>187</b>	<b>197</b>	<b>1324.0</b>	<b>15</b>
Titchfield	AA/AO	181	25	25	181.0	14
	EO	3	0	1	2.5	40
	AS	181	5	14	176.5	8
	EA	0	0	0	0.0	0
	HEO	206	10	12	205.0	6
	SEO	93	2	12	88.0	14
	Grade 7	61	2	4	60.0	7
	Grade 6	12	1	1	12.0	8
	SCS	6	0	1	5.5	18
<b>Titchfield Total</b>		<b>743</b>	<b>45</b>	<b>70</b>	<b>730.5</b>	<b>10</b>
<b>Grand Total</b>		<b>2828</b>	<b>262</b>	<b>464</b>	<b>2727.0</b>	<b>17</b>

April 2007 to 2008

Location	Grade Group	Start of Period Apr 07	Starters in the Year	Leavers in the Year	Average Headcount	Turnover %
London	AA/AO	67	9	53	45.0	118
	EO	129	0	44	107.0	41
	AS	6	0	2	5.0	40
	EA	6	0	2	5.0	40
	HEO	148	1	49	124.0	40
	SEO	94	1	24	82.5	29
	Grade 7	101	2	34	85.0	40
	Grade 6	20	0	4	18.0	22
	SCS	19	2	5	17.5	29
<b>London Total</b>		<b>590</b>	<b>15</b>	<b>217</b>	<b>489.0</b>	<b>44</b>
Newport	AA/AO	552	139	122	560.5	22
	EO	334	17	28	328.5	9
	AS	5	3	1	6.0	17
	EA	0	0	0	0.0	0
	HEO	238	60	25	255.5	10
	SEO	100	23	10	106.5	9
	Grade 7	114	27	7	124.0	6
	Grade 6	23	3	2	23.5	9
	SCS	22	2	0	23.0	0
<b>Newport Total</b>		<b>1388</b>	<b>274</b>	<b>195</b>	<b>1427.5</b>	<b>14</b>
Titchfield	AA/AO	172	10	32	161.0	20
	EO	181	15	19	179.0	11
	AS	2	0	0	2.0	0
	EA	0	0	0	0.0	0
	HEO	218	24	26	217.0	12
	SEO	91	8	9	90.5	10
	Grade 7	64	3	7	62.0	11
	Grade 6	14	1	2	13.5	15
	SCS	6	0	0	6.0	0
<b>Titchfield Total</b>		<b>748</b>	<b>61</b>	<b>95</b>	<b>731.0</b>	<b>13</b>
<b>Grand Total</b>		<b>2726</b>	<b>350</b>	<b>507</b>	<b>2647.5</b>	<b>19</b>

April 2008 to March 2009

Location	Grade Group	Start of Period Apr 08	Starters in the Year	Leavers in the Year	Average Headcount	Turnover %
London	AA/AO	26	0	16	18.0	89
	EO	73	2	16	66.0	24
	AS	4	0	0	4.0	0
	EA	5	0	5	2.5	200
	HEO	90	1	30	75.5	40
	SEO	68	1	27	55.0	49
	Grade 7	63	6	17	57.5	30
	Grade 6	18	1	5	16.0	31
	SCS	15	1	1	15.0	7
<b>London Total</b>		<b>362</b>	<b>12</b>	<b>117</b>	<b>309.5</b>	<b>38</b>
Newport	AA/AO	529	130	76	556.0	14
	EO	323	13	13	323.0	4
	AS	7	3	2	7.5	27
	EA	2	0	0	2.0	0
	HEO	299	41	25	307.0	8
	SEO	140	13	11	141.0	8
	Grade 7	155	15	11	157.0	7
	Grade 6	27	0	0	27.0	0
	SCS	24	1	1	24.0	4
<b>Newport Total</b>		<b>1506</b>	<b>216</b>	<b>139</b>	<b>1544.5</b>	<b>9</b>
Titchfield	AA/AO	145	20	22	144.0	15
	EO	173	12	6	176.0	3
	AS	1	0	0	1.0	0
	EA	0	0	0	0.0	0
	HEO	203	40	8	219.0	4
	SEO	113	10	5	115.5	4
	Grade 7	73	6	2	75.0	3
	Grade 6	13	1	0	13.5	0
	SCS	8	0	0	8.0	0
<b>Titchfield Total</b>		<b>729</b>	<b>89</b>	<b>43</b>	<b>752.0</b>	<b>6</b>
<b>Grand Total</b>		<b>2597</b>	<b>317</b>	<b>299</b>	<b>2606.0</b>	<b>11</b>

April 2009 to March 2010

Location	Grade Group	Start of Period Apr 09	Starters in the Year	Leavers in the Year	Average Headcount	Turnover %
London	AA/AO	11	0	6	8.0	75
	EO	55	0	21	44.5	47
	AS	4	0	1	3.5	29
	EA	0	0	0	0.0	0
	HEO	51	1	19	42.0	45
	SEO	42	0	20	32.0	63
	Grade 7	52	1	16	44.5	36
	Grade 6	15	0	3	13.5	22
	SCS	14	0	6	11.0	55
<b>London</b>		<b>244</b>	<b>2</b>	<b>92</b>	<b>199.0</b>	<b>46</b>
Newport	AA/AO	514	119	66	540.5	12
	EO	335	20	10	340.0	3
	AS	9	0	1	8.5	12
	EA	4	0	1	3.5	29
	HEO	321	49	12	339.5	4
	SEO	156	10	9	156.5	6
	Grade 7	169	13	9	171.0	5
	Grade 6	33	5	4	33.5	12
	SCS	27	3	1	28.0	4
<b>Newport Total</b>		<b>1568</b>	<b>219</b>	<b>113</b>	<b>1621.0</b>	<b>7</b>
Titchfield	AA/AO	178	51	35	186.0	19
	EO	185	26	12	192.0	6
	AS	1	1	0	1.5	0
	EA	0	0	0	0.0	0
	HEO	242	48	18	257.0	7
	SEO	123	11	2	127.5	2
	Grade 7	84	4	5	83.5	6
	Grade 6	17	2	1	17.5	6
	SCS	9	1	0	9.5	0
<b>Titchfield Total</b>		<b>839</b>	<b>144</b>	<b>73</b>	<b>874.5</b>	<b>8</b>
<b>Grand Total</b>		<b>2651</b>	<b>365</b>	<b>278</b>	<b>2694.5</b>	<b>10</b>

April 2010 to March 2011

Location	Grade Group	Start of Period Apr 10	Starters in the Year	Leavers in the Year	Average Headcount	Turnover %
London	AA/AO	3	0	2	2.0	100
	EO	24	0	25	11.5	217
	AS	2	0	1	1.5	67
	EA	0	0	0	0.0	0
	HEO	27	0	17	18.5	92
	SEO	15	1	8	11.5	70
	Grade 7	31	0	12	25.0	48
	Grade 6	11	0	7	7.5	93
	SCS	8	0	3	6.5	46
<b>London Total</b>		<b>121</b>	<b>1</b>	<b>75</b>	<b>84.0</b>	<b>89</b>
Newport	AA/AO	516	50	73	504.5	14
	EO	354	2	8	351.0	2
	AS	7	1	1	7.0	14
	EA	4	7	2	6.5	31
	HEO	370	9	15	367.0	4
	SEO	188	7	9	187.0	5
	Grade 7	178	7	19	172.0	11
	Grade 6	40	1	3	39.0	8
	SCS	31	0	2	30.0	7
<b>Newport Total</b>		<b>1688</b>	<b>84</b>	<b>132</b>	<b>1664.0</b>	<b>8</b>
Titchfield	AA/AO	188	74	27	211.5	13
	EO	207	35	11	219.0	5
	AS	2	3	0	3.5	0
	EA	0	0	0	0.0	0
	HEO	272	33	20	278.5	7
	SEO	146	12	7	148.5	5
	Grade 7	90	1	4	88.5	5
	Grade 6	22	2	0	23.0	0
	SCS	10	0	1	9.5	11
<b>Titchfield Total</b>		<b>937</b>	<b>160</b>	<b>70</b>	<b>982.0</b>	<b>7</b>
<b>Grand Total</b>		<b>2746</b>	<b>245</b>	<b>277</b>	<b>2730.0</b>	<b>10</b>



April 2011 to March 2012

Location	Grade Group	Start of Period Apr 2011	Starters in the Year	Leavers in the Year	Average Headcount	Turnover %
London	AA/AO	1	0	1	0.5	200
	EO	5	0	1	4.5	22
	AS	1	1	1	1.0	100
	EA	0	0	0	0.0	0
	HEO	11	0	2	10.0	20
	SEO	8	0	2	7.0	29
	Grade 7	16	1	4	14.5	28
	Grade 6	4	0	0	4.0	0
	SCS	4	0	1	3.5	29
<b>London Total</b>		<b>50</b>	<b>2</b>	<b>12</b>	<b>45.0</b>	<b>27</b>
Newport	AA/AO	494	34	36	493.0	7
	EO	337	4	13	332.5	4
	AS	9	4	2	10.0	20
	EA	17	3	3	17.0	18
	HEO	362	10	17	358.5	5
	SEO	188	1	9	184.0	5
	Grade 7	175	3	10	171.5	6
	Grade 6	38	0	2	37.0	5
	SCS	29	3	5	28.0	18
<b>Newport Total</b>		<b>1649</b>	<b>62</b>	<b>97</b>	<b>1631.5</b>	<b>6</b>
Titchfield	AA/AO	213	18	71	186.5	38
	EO	230	8	52	208.0	25
	AS	4	3	1	5.0	20
	EA	0	0	0	0.0	0
	HEO	302	22	61	282.5	22
	SEO	161	6	25	151.5	17
	Grade 7	94	2	6	92.0	7
	Grade 6	21	1	1	21.0	5
	SCS	11	0	2	10.0	20
<b>Titchfield Total</b>		<b>1036</b>	<b>60</b>	<b>219</b>	<b>956.5</b>	<b>23</b>
<b>Grand Total</b>		<b>2735</b>	<b>124</b>	<b>328</b>	<b>2633.0</b>	<b>12</b>