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Tel: 0300 123 0999
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9th June 2026
Internal Reference: 260507
Email:

Dear ,

Thank you for your request for information, which we received on **08/05/2026**.
We have considered your request under the Freedom of Information Act 2000.
Please ensure you quote the Internal Reference number above in any future correspondence.

Your Request and our Formal Response

Under the Freedom of Information Act 2000, I am requesting workforce information relating to ambulance service control room staff. For the purposes of this request, *control room staff* should be interpreted as staff whose substantive role is based within an Emergency Operations Centre (EOC) or equivalent, including call handling, dispatch, and control room leadership functions. Unless otherwise stated, please provide data for the most recent three full financial years available.

1. Control room staff groups and bands

Please confirm whether your organisation records the following control room staff groups as distinct roles for workforce reporting purposes:

- Call handlers
- Senior call handlers
- Dispatchers
- Senior dispatchers
- Clinical control room roles (e.g. clinicians' desk, clinical support)
- Control room supervisors, managers, or team leaders



For each group where data is held, please provide headcount broken down by:

- Agenda for Change band (Bands 3 to 7 only)
- Clinical or non-clinical classification

If roles are not recorded in this way, please describe how control room roles are grouped.

Our Response

The Trust records staff using standard NHS role groupings within Electronic Staff Record (ESR). However, these do not directly align to the specific control room staff groups listed in the request. For the purposes of this response, Position Title has therefore been used as the closest available match to map relevant control room roles to the requested categories.

The tables below provide the mapped Position Titles, clinical/non-clinical classification, Agenda for Change banding, and headcount.

Headcounts as of 31st March 2026:

Your Groups	Position Title	Clinical/non-clinical	AfC Band	Headcount
Call handlers	Emergency Medical Advisor	Non-clinical	3	285
Senior call handlers	Senior Emergency Medical Advisor	Non-clinical	4	51
Dispatchers	Resource Dispatcher	Non-clinical	4	110
Dispatchers	Response Desk Coordinator	Non-clinical	3	10
Clinical control room roles	Clinical Supervisor	Clinical	6	71
Clinical control room roles	Mental Health Clinical Supervisor	Clinical	6	3
Clinical control room roles	Mental Health Practitioner	Clinical	6	4
Clinical control room roles	Urgent Care Practitioner	Clinical	7	1
Control room supervisors, managers or team leaders	Clinical Safety Navigator	Clinical	7	15
Control room supervisors, managers or team leaders	Dispatch Team Leader	Non-clinical	5	40
Control room supervisors, managers or team leaders	Emergency Medical Advisor Team Leader	Non-clinical	5	30
Control room supervisors, managers or team leaders	EOC Manager	Non-clinical	7	18

Headcounts as of 31st March 2025:

Your Groups	Position Title	Clinical/Non-clinical	AfC Band	Headcount
Call handlers	Emergency Medical Advisor	Non-clinical	3	278



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Senior call handlers	Senior Emergency Medical Advisor	Non-clinical	4	60
Dispatchers	Resource Dispatcher	Non-clinical	4	128
Dispatchers	Response Desk Coordinator	Non-clinical	3	9
Clinical control room roles	Clinical Supervisor	Clinical	6	80
Clinical control room roles	Mental Health Clinical Supervisor	Clinical	6	4
Clinical control room roles	Mental Health Practitioner	Clinical	6	5
Clinical control room roles	Urgent Care Practitioner	Clinical	7	3
Control room supervisors, managers or team leaders	Clinical Safety Navigator	Clinical	7	15
Control room supervisors, managers or team leaders	Dispatch Team Leader	Non-clinical	5	42
Control room supervisors, managers or team leaders	Emergency Medical Advisor Team Leader	Non-clinical	5	29
Control room supervisors, managers or team leaders	EOC Manager	Non-clinical	7	18

Headcounts as of 31st March 2024:

Your Groups	Position Title	Clinical/Non-clinical	AfC Band	Headcount
Call handlers	Emergency Medical Advisor	Non-clinical	3	254
Senior call handlers	Senior Emergency Medical Advisor	Non-clinical	4	49
Dispatchers	Resource Dispatcher	Non-clinical	4	126
Dispatchers	Response Desk Coordinator	Non-clinical	3	8
Clinical control room roles	Clinical Supervisor	Clinical	6	83
Clinical control room roles	Mental Health Clinical Supervisor	Clinical	6	5
Clinical control room roles	Mental Health Practitioner	Clinical	6	6
Clinical control room roles	Senior Mental Health Practitioner	Clinical	7	1
Clinical control room roles	Urgent Care Practitioner	Clinical	7	3
Control room supervisors, managers or team leaders	Clinical Safety Navigator	Clinical	7	14
Control room supervisors, managers or team leaders	Dispatch Team Leader	Non-clinical	5	43
Control room supervisors, managers or team leaders	Emergency Medical Advisor Team Leader	Non-clinical	5	30
Control room supervisors, managers or team leaders	EOC Manager	Non-clinical	7	18

Please note that the groupings in the first column of each table reflect the categories requested in the FOI and have been mapped locally from ESR Position Title. They should not be interpreted as formal ESR role classifications.



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2. Control room leavers

For the same period, please provide the number of leavers from control room roles, broken down by:

- Staff group (using the role groups above, or nearest equivalent)
- Clinical vs non-clinical
- Agenda for Change band (Bands 3 to 7)
- Financial year

Our Response

As set out in response to Question 1, Position Title has been used as the closest available match to map relevant control room roles to the requested groupings.

The tables below show leavers by requested staff group, Position Title, clinical/non-clinical classification, Agenda for Change band, and headcount for each financial year requested.

Leavers during year ending 31st March 2026:

Your Groups	Position Title	Clinical/Non-clinical	AfC Band	Count
Control room supervisors, managers or team leaders	Clinical Safety Navigator	Clinical	7	2
Clinical control room roles	Clinical Supervisor	Clinical	6	17
Control room supervisors, managers or team leaders	Dispatch Team Leader	Non-clinical	5	4
Call handlers	Emergency Medical Advisor	Non-clinical	3	171
Control room supervisors, managers or team leaders	EOC Manager	Non-clinical	7	1
Clinical control room roles	Mental Health Clinical Supervisor	Clinical	6	1
Clinical control room roles	Mental Health Practitioner	Clinical	6	1
Dispatchers	Resource Dispatcher	Non-clinical	4	18
Dispatchers	Response Desk Coordinator	Non-clinical	3	1
Senior call handlers	Senior Emergency Medical Advisor	Non-clinical	4	4
Clinical control room roles	Urgent Care Practitioner	Clinical	7	2

Leavers during year ending 31st March 2025:

Your Groups	Position Title	Clinical/Non-clinical	AfC Band	Count
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Control room supervisors, managers or team leaders	Clinical Safety Navigator	Clinical	7	3
Clinical control room roles	Clinical Supervisor	Clinical	6	9
Control room supervisors, managers or team leaders	Dispatch Team Leader	Non-clinical	5	1
Call handlers	Emergency Medical Advisor	Non-clinical	3	232
Control room supervisors, managers or team leaders	Emergency Medical Advisor Team Leader	Non-clinical	5	2
Clinical control room roles	Mental Health Clinical Supervisor	Clinical	6	1
Clinical control room roles	Mental Health Practitioner	Clinical	6	1
Dispatchers	Resource Dispatcher	Non-clinical	4	14
Senior call handlers	Senior Emergency Medical Advisor	Non-clinical	4	7
Clinical control room roles	Senior Mental Health Practitioner	Clinical	7	1
Clinical control room roles	Urgent Care Practitioner	Clinical	7	1

Leavers during year ending 31st March 2024:

Your Groups	Position Title	Clinical/Non-clinical	AfC Band	Count
Control room supervisors, managers or team leaders	Clinical Safety Navigator	Clinical	7	1
Clinical control room roles	Clinical Supervisor	Clinical	6	6
Control room supervisors, managers or team leaders	Dispatch Team Leader	Non-clinical	5	7
Call handlers	Emergency Medical Advisor	Non-clinical	3	209
Control room supervisors, managers or team leaders	Emergency Medical Advisor Team Leader	Non-clinical	5	3
Control room supervisors, managers or team leaders	EOC Manager	Non-clinical	7	3
Clinical control room roles	Mental Health Practitioner	Clinical	6	1
Dispatchers	Resource Dispatcher	Non-clinical	4	39
Dispatchers	Response Desk Dispatcher	Non-clinical	3	2
Senior call handlers	Senior Emergency Medical Advisor	Non-clinical	4	3

3. Turnover reporting

Please advise whether your organisation calculates turnover rates specifically for control room staff.



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If yes:

- Please provide annual turnover rates for control room staff (Bands 3 to 7)

If no:

- Please confirm that this is not routinely calculated

Our Response

The Trust routinely reports an overall annual rolling turnover rate for the Emergency Operations Centre, recalculated monthly. This is not routinely broken down by Agenda for Change pay band at this time.

For the purposes of this FOI, turnover rates for Bands 3–7 control room staff have been calculated using the following methodology: (Leavers Headcount / Average Headcount) × 100

An overall turnover rate for Bands 3–7 control room staff has also been included for each financial year requested.

Financial Year	Band 3	Band 4	Band 5	Band 6	Band 7	Overall (Bands 3–7)
25/26	57.53%	12.54%	4.62%	24.20%	15.38%	32.87%
24/25	81.98%	11.57%	4.02%	13.33%	15.91%	39.83%
23/24	82.15%	26.67%	11.30%	12.21%	11.49%	45.33%

During 2023–2025, turnover within Band 3 Control Room roles was influenced by several factors including post-pandemic movement of staff back to previous employment sectors, including the airline industry, as those industries recovered. Additionally, organisational changes such as the relocation of one of the Trust's emergency operations centres to Medway coincided with an increase in staff leaving during that period. Overall, turnover levels have remained broadly consistent, with typical seasonal variations year-on-year.

4. Reasons for leaving

Please provide the aggregated number of control room leavers by reason for leaving, using your locally recorded ESR or workforce categories.

Where possible, please group responses under the following high-level headings:

- Resignation



- Health-related leaving
- Dismissal or capability
- Failed probation or training
- Retirement
- Redundancy
- Other

No personal or identifiable information is requested.

Our Response

The Trust records leaving reasons using standard ESR leaving reason categories. For the purposes of this response, these have been grouped into the requested high-level categories where possible.

Voluntary resignations recorded for health reasons have been included within the “Health related leaving” category. Cases relating to failed probation or training are not routinely recorded as a separate ESR leaving reason and would ordinarily be captured within “Dismissal – Capability”. “Other” includes leavers recorded as leaving to undertake further education or training.

The tables below show aggregated control room leavers by grouped reason for leaving and financial year.

Financial Year	Resignation	Health Related Leaving	Dismissal or Capability	Failed Probation or Training	Retirement	Redundancy	Other
25/26	121	30	63	0	5	0	4
24/25	126	41	104	0	0	1	4
23/24	120	37	98	0	6	15	4

5. Reporting and definitions

Please confirm:

- Whether control room leavers are reported separately from wider Trust leavers
- Whether internal moves out of the control room are recorded as leavers, transfers, or excluded
- Which system(s) are used to report control room leavers (e.g. ESR, local HR systems, workforce dashboards)

Our Response

A locally designed Power BI dashboard has recently been developed for the 999 Emergency Operations Centre workforce. The dashboard is used to monitor workforce metrics including staff in post, joiners, and leavers, enabling Emergency



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Operations Centre workforce data to be reported separately from wider Trust workforce reporting.

Internal moves out of the control room are excluded from leaver reporting where employment within the Trust continues and would ordinarily be treated as internal transfers.

The Trust uses ESR Staff Movements dashboards to report workforce leaver data, alongside the locally developed Power BI dashboard for Emergency Operations Centre workforce reporting.

6. Data limitations

Please outline any known limitations that should be applied when interpreting your control room leaver data, for example:

- Training-stage attrition not recorded
- ESR-only reporting
- Changes in role definitions over time

Our Response

The data provided within this response has been extracted from ESR workforce data.

The specific control room staff groupings requested within the FOI are not held as standard ESR workforce categories and have therefore been mapped locally using Position Title as the closest available match.

Failed probation or training is not routinely recorded as a separate ESR leaving reason category and is captured within “Dismissal – Capability”. Internal transfers out of the Emergency Operations Centre are excluded from leaver reporting where employment within the Trust continues.

There have been no significant changes to relevant role definitions during the period requested.

Next steps

Some information held by the Trust is routinely published on our [website](#) and may be of assistance.

If you are dissatisfied with the Trust's response to your request, you have the right to ask for an internal review.

Requests for an internal review should be submitted within **40 working days** of the date of this response and should be sent to:

Richard Banks, Head of Corporate Governance at FOI@secamb.nhs.uk

The internal review will be conducted by an individual who was not directly involved in handling your original request, ordinarily the Trust's Data Protection Officer. We aim to complete internal reviews within **20 working days** of receipt.

If you remain dissatisfied following the outcome of the internal review, you may complain to the Information Commissioner's Office (ICO). The ICO generally expects complaints to be raised promptly following the completion of an internal review.

The easiest way to raise a complaint is via the ICO's website:

www.ico.org.uk/foicomplaints

Alternatively, you may write to:
Information Commissioner's Office
Wycliffe House
Water Lane
Wilmslow
SK9 5AF

Yours sincerely,

Corporate Governance Team
South East Coast Ambulance Service NHS Foundation Trust



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