**Leavers Analysis: October 2020 – April 2021**

1.0   Number of Leavers

1.1   In the period **October 2020 – April 2021** (since the last update report) there have been **371.83 FTE leavers** (437 headcount) *(excluding trainee doctors on rotation, student nurses, TUPE-out and end of fixed term contracts).* The median stability index figure is **86.51** (rolling 12 months).

1.2   A month by month leavers trend is shown in **Chart 1** below *(NB: for 2020/21 data is only available for the first 6 months in the period).* The data shows that there have been fewer leavers during the last 6 months than the previous 2 years (although the monthly pattern follows a similar trend but with the second peak that usually occurs in March being delayed until April). This reduction in leavers is likely to be due to the impact of the second wave of Covid19, therefore it is important that the Trust remains focused on retaining our colleagues as we move into the recovery phase. **Table 1 below** shows the number of starters vs leavers from October 2020 - April 2021. When looking only at substantive posts (and excluding TUPE-out), the Trust has had 34 (Headcount) more leavers than starters in month.

Chart 1: Leavers in Month (FTE)
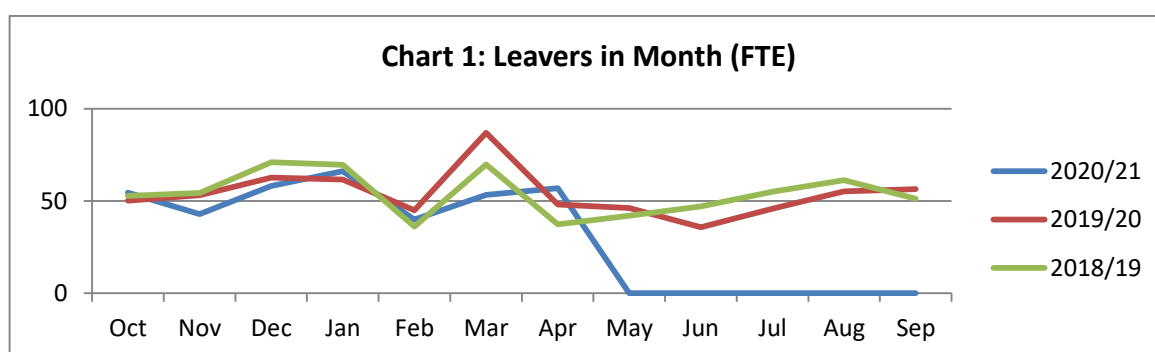
Data excludes trainee doctors on rotation, student nurses, TUPE-out, end of FTCs. 2020/21 data only available until April 2020.

	2020/21	**2019/20**	**2018/19**
Total Leavers (FTE) Oct-Apr	371.83	407.28	390.90

Table 1: Starters v Leavers 12 Months to April 2021 (headcount)

	Oct-20	**Nov-20**	**Dec-20**	**Jan-21**	**Feb-21**	**Mar-21**	**Apr-21**	**Total**
Leavers (All) (excluding Jnr Drs)	69	52	79	86	55	73	169	583
Starters (All)	34	81	31	86	84	69	65	450

	Oct-20	**Nov-20**	**Dec-20**	**Jan-21**	**Feb-21**	**Mar-21**	**Apr-21**	**Total**
Leavers (with exclusions*)	63	50	70	79	48	62	65	437
Starters (excluding students)	34	81	31	76	52	66	63	403

Excludes Jnr Drs, Students, TUPE, FTCs

2.0   Leaver Trends

2.1   **Chart 2** below shows the leavers by Group during the period October 2020 – April 2021. The majority of leavers continue to be from the following staff groups: Nursing & Midwifery (36%), Admin & Clerical (19%) and Additional Clinical Services (13%).

Chart 2: Leavers by Group (Headcount)

Legend:
- Nursing and Midwifery Registered
- Medical and Dental
- Healthcare Scientists
- Estates and Ancillary
- Allied Health Professionals
- Administrative and Clerical
- Additional Clinical Services
- Add Prof Scientific and Technic

Categories: Corporate, Imaging, Medicine & Emergency Care, Primary Care, Community…, Surgical Services, Women & Child Health

2.2   The following trends have also been observed from the data analysis:

a) The **main reason for leaving** the organisation is voluntary resignation (322 HC) followed by retirement (103 HC).

b) The highest number of **leavers by band** was from bands 5, 6, 2 and 3 respectively.

c) A large proportion (**44%**) of leavers had **less than 2 years' service** *(data excludes people on fixed term contracts)*, which is an increase in comparison to the previous 12 months (which was 37%), however it should be noted that this data is based on a shorter time period (plus 9% of these leavers were from YHP). These were predominantly from Nursing & Midwifery (32%), Admin & Clerical (23%) and Additional Clinical Services (16%) staff groups. A breakdown of the main reasons for leaving based on length of service is shown in **Charts 3** and **Table 2** below.
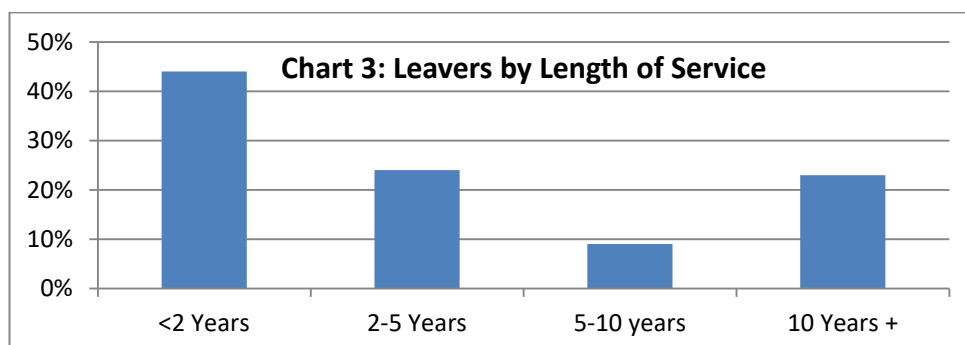
Chart 3: Leavers by Length of Service

Categories: <2 Years, 2-5 Years, 5-10 years, 10 Years +

Table 2: Top Reasons for Leaving by Length of Service

| Length of Service	Top Reasons for Leaving
< 2 Years	Other/Unknown – 43% Career Development – 17% (14% promotion) Work life Balance – 15% Relocation – 13%
Between 2-5 years	Other/Unknown – 39% Career Development – 20% (17% promotion) Work life Balance – 17% Relocation – 9%
Between 5-10 years	Other/Unknown – 22% Career Development – 22% (13% promotion) Relocation – 22% Work life Balance – 13%
>10 Years	Retirement – 61% Other/Unknown – 14% Career Development – 9% (7% promotion)

(Figures shown as % of leavers within each category)

2.3   The **retirement** trajectory for the year has been shared in previous papers. In the 6 month period October 2020 – April 2021, **103 people have retired** against the forecast of 184 retirements for the 12 month period October 2020 – September 2021, equating to approx. 56% of the forecast retirees so far. The majority of retirees have been from the Nursing & Midwifery (25%), Admin & Clerical (25%) and Estates & Ancillary (16%) staff groups. Of the 103 people who retired in the last 6 months, **14.5% utilised the Trust's retire & return procedure**. The retire and return process within the Trust is being reviewed as part of the policy review to make it a more attractive option, whilst still ensuring that decisions to allow staff to retire and return are clearly aligned to workforce plans and value for money.

2.4   A breakdown of the most common **reasons for resignation** is shown in **Chart 4** below (data taken from the information recorded by managers on the termination form in ESR). There are still gaps in the data recorded by managers on ESR. This is partly due to the limited options available within ESR meaning "other" is selected. Work is ongoing to promote the importance of completing this information wherever possible to line managers. However, the data available shows that **Career Development (20%), Work-life Balance (16%) and Relocation (13%)** continue to be the main reasons for leaving.

Chart 4: Reason for Resignation
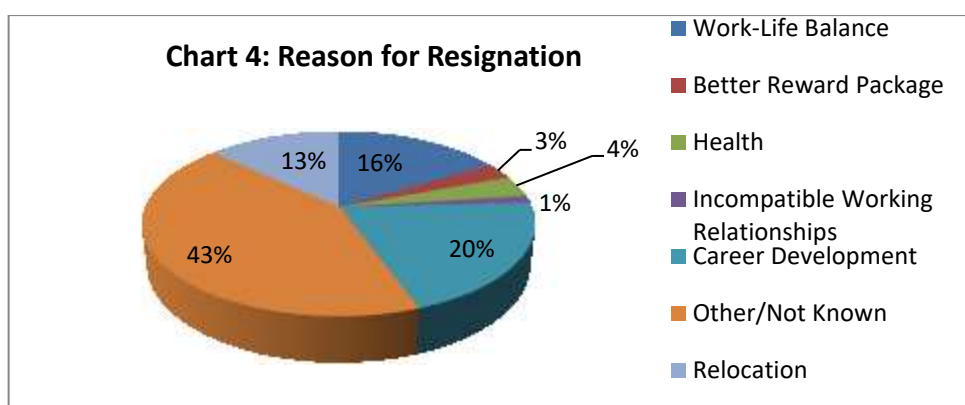
3.0   Protected Characteristics

3.1   **Age**: 48% of leavers were under the age of 40 (24% under 30, 24% 30-39 years old). Whilst it is recognised that this age group are more likely to move organisations, this does represents a risk in terms of succession planning and growing our future workforce, as we need to retain and develop these individuals within the organisation. The main reasons for leaving within these age groups were Other/Unknown (38%), Career Development (23%), Work-life Balance (15%), Relocation (13%).

3.2   **Ethnic Origin**: More people from white ethnic backgrounds left the organisation than any other group (46%), followed by people from Asian backgrounds (21%) and black backgrounds (14%). The main reasons for leaving for staff from Black, Asian and Minority Ethnic backgrounds in this group are consistent with the whole population (Other/Unknown (43%), Career Development (19%), Relocation (11%) and Work-life Balance (9%)).

Chart 5: Leavers by Ethnic Origin (% of leavers)
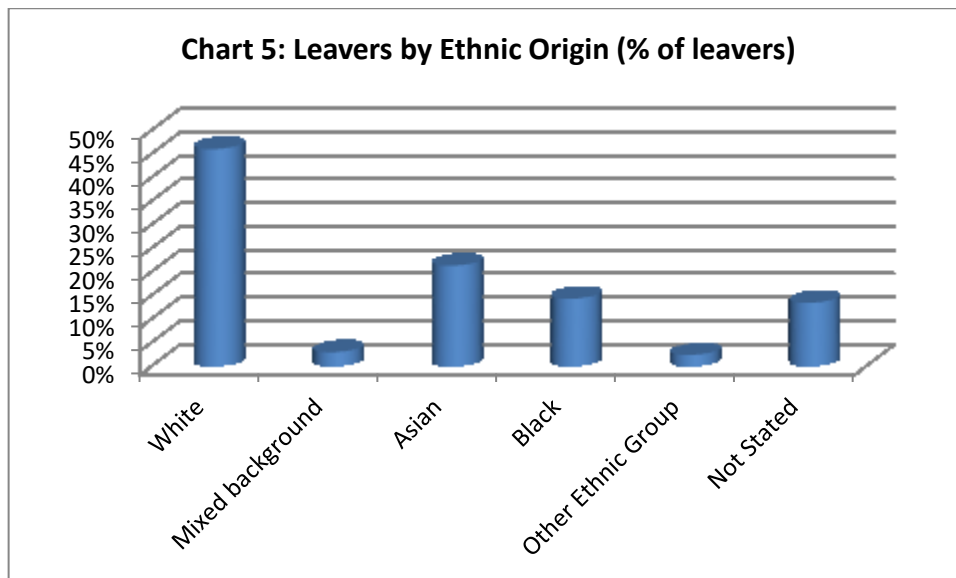
3.3   There were no adverse or notable trends in the data in relation to the other protected characteristics.