

Appendix B

Reason for leaving	January – March 2016	April - June 2016	July to September 2016	October to December 2016
Retirement	32	35	26	11
Retirement Ill Health	11	7	9	6
Death in Service	2	0	1	3
Dismissal Conduct	4	0	3	0
Dismissal Capability including absence	1	6	2	5
Failed Probation	1	0	1	0
Mutually agreed termination	0	1	0	0
End Fixed Term Contract	4	6	7	4
Redundancy Compulsory	19	75	1	1
Redundancy Voluntary	17	35	5	2
Resignation	121	153	161	135
	212	318	216	167
Average (Mean) headcount over the quarter	8811	8164	7542	7533

Turnover percentage for Q3 **8.87%**

Turnover for last 12 months **11.39%**