Appendix 1 – Contract Types

A1.1 Directorates: Staff by Contract Type (Grouped)

Directorates	Permanent Mar-25	Permanent Mar-26	Temporary Mar-25	Temporary Mar-26	Fixed-term Mar-25	Fixed-term Mar-26	CRSS Mar-25	CRSS Mar-26
ASCH	91.4%	**90.5%**	0.0%	**0.0%**	2.9%	**3.1%**	5.7%	**6.4%**
CED	88.0%	**95.9%**	0.2%	**0.0%**	10.9%	**3.7%**	0.9%	**0.4%**
CYPE	82.9%	**85.8%**	0.0%	**0.0%**	4.9%	**5.0%**	12.0%	**9.2%**
DCED	95.6%	**87.2%**	0.0%	**0.0%**	4.4%	**12.1%**	0.0%	**0.7%**
GET	83.6%	**82.9%**	0.0%	**0.0%**	4.3%	**4.3%**	12.1%	**12.8%**

Appendix 2 – Turnover

A2.1 Non-Schools Workforce: Turnover (12 Month Rolling Average)

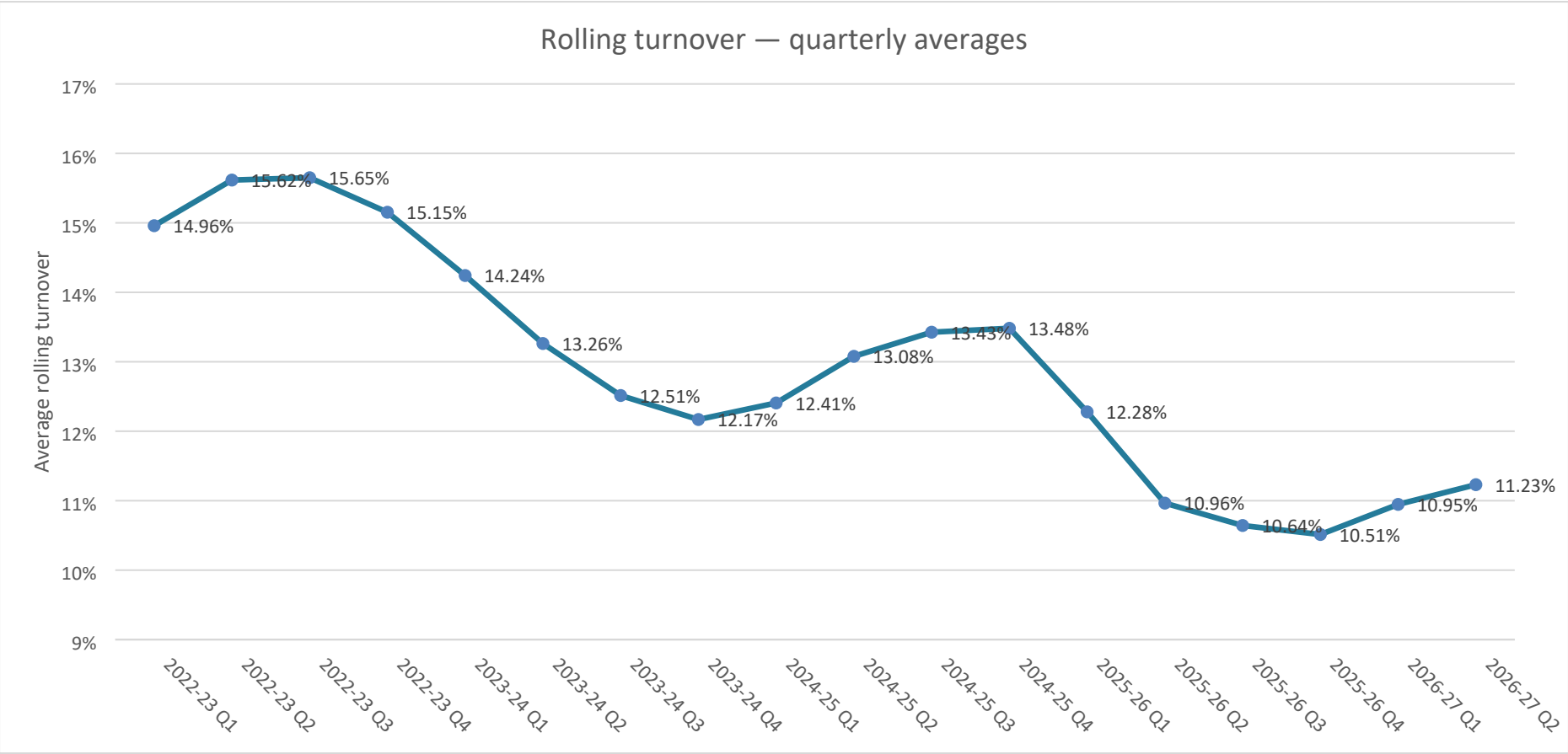
	Apr-25	May-25	Jun-25	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	Dec-25	Jan-26	Feb-26	Mar-26
Including CRSS	13.9%	13.3%	12.8%	12.7%	12.4%	12.3%	12.3%	12.0%	11.8%	11.8%	11.8%	**12.0%**
Excluding CRSS	12.9%	12.3%	11.6%	11.2%	10.9%	10.9%	10.9%	10.6%	10.4%	10.5%	10.4%	**10.7%**
Excluding CRSS and excluding Compulsory*	12.0%	11.5%	11.0%	10.9%	10.6%	10.6%	10.6%	10.3%	10.1%	10.2%	10.1%	**10.3%**

** The following leaving reasons have been excluded: Compulsory Redundancy, Employee Transfer, School Closure resulting from Academy conversion, School Closure, and TUPE Transfer.*

A2.2 Historical Rolling Turnover

FY	Qtr	Month	Rolling Turnover
2022-23	Q1	Apr	14.62%
2022-23	Q1	May	15.14%
2022-23	Q1	Jun	15.12%
2022-23	Q2	Jul	15.41%
2022-23	Q2	Aug	15.66%
2022-23	Q2	Sep	15.78%
2022-23	Q3	Oct	15.73%
2022-23	Q3	Nov	15.63%
2022-23	Q3	Dec	15.60%
2022-23	Q4	Jan	15.21%
2022-23	Q4	Feb	15.19%
2022-23	Q4	Mar	15.06%
2023-24	Q1	Apr	14.52%
2023-24	Q1	May	14.02%
2023-24	Q1	Jun	14.19%
2023-24	Q2	Jul	13.74%
2023-24	Q2	Aug	13.17%
2023-24	Q2	Sep	12.88%
2023-24	Q3	Oct	12.57%
2023-24	Q3	Nov	12.48%
2023-24	Q3	Dec	12.49%
2023-24	Q4	Jan	12.50%
2023-24	Q4	Feb	12.16%
2023-24	Q4	Mar	11.85%
2024-25	Q1	Apr	12.09%
2024-25	Q1	May	12.49%
2024-25	Q1	Jun	12.65%
2024-25	Q2	Jul	12.96%

FY	Qtr	Month	Rolling Turnover
2024-25	Q2	Aug	13.15%
2024-25	Q2	Sep	13.12%
2024-25	Q3	Oct	13.24%
2024-25	Q3	Nov	13.44%
2024-25	Q3	Dec	13.60%
2024-25	Q4	Jan	13.60%
2024-25	Q4	Feb	13.45%
2024-25	Q4	Mar	13.40%
2025-26	Q1	Apr	12.93%
2025-26	Q1	May	12.29%
2025-26	Q1	Jun	11.61%
2025-26	Q2	Jul	11.15%
2025-26	Q2	Aug	10.88%
2025-26	Q2	Sep	10.86%
2025-26	Q3	Oct	10.89%
2025-26	Q3	Nov	10.65%
2025-26	Q3	Dec	10.39%
2025-26	Q4	Jan	10.45%
2025-26	Q4	Feb	10.41%
2025-26	Q4	Mar	10.67%
2026-27	Q1	Apr	10.67%
2026-27	Q1	May	10.98%
2026-27	Q1	Jun	11.19%
2026-27	Q2	Jul	11.37%
2026-27	Q2	Aug	11.27%
2026-27	Q2	Sep	11.05%


Rolling turnover — quarterly averages
Average rolling turnover
17%
16%
15%
14%
13%
12%
11%
10%
9%
14.96%
15.62%
15.65%
15.15%
14.24%
13.26%
12.51%
12.17%
12.41%
13.08%
13.43%
13.48%
12.28%
10.96%
10.64%
10.51%
10.95%
11.23%
2022-23 Q1
2022-23 Q2
2022-23 Q3
2022-23 Q4
2023-24 Q1
2023-24 Q2
2023-24 Q3
2023-24 Q4
2024-25 Q1
2024-25 Q2
2024-25 Q3
2024-25 Q4
2025-26 Q1
2025-26 Q2
2025-26 Q3
2025-26 Q4
2026-27 Q1
2026-27 Q2

A2.3 Directorates: Turnover (12 Month Rolling Average – Including CRSS Staff)

	Apr-25	May-25	Jun-25	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	Dec-25	Jan-26	Feb-26	Mar-26
ASCH	12.4%	11.7%	11.6%	10.6%	9.9%	10.1%	9.9%	9.8%	9.4%	9.5%	9.6%	9.9%
CED	7.8%	7.4%	7.8%	7.8%	7.9%	8.7%	8.4%	8.3%	8.0%	8.6%	8.6%	8.7%
CYPE	16.6%	16.2%	15.2%	15.8%	15.8%	15.4%	15.4%	14.9%	14.8%	14.7%	14.6%	15.1%
DCED	10.8%	10.5%	10.0%	9.2%	8.4%	9.0%	9.8%	9.6%	10.0%	10.5%	10.3%	11.2%
GET	13.2%	12.5%	12.2%	11.9%	11.4%	11.2%	11.1%	11.2%	10.9%	10.6%	10.7%	10.3%

A2.4 Directorates: Turnover (12 Month Rolling Average – Excluding CRSS Staff)

	Apr-25	May-25	Jun-25	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	Dec-25	Jan-26	Feb-26	Mar-26
ASCH	12.1%	11.4%	11.2%	10.2%	9.6%	9.7%	9.6%	9.4%	9.0%	9.1%	9.3%	9.5%
CED	7.8%	7.4%	7.8%	7.8%	8.0%	8.7%	8.4%	8.3%	8.0%	8.6%	8.7%	8.7%
CYPE	15.3%	14.7%	13.2%	12.8%	12.8%	12.5%	12.7%	12.2%	12.0%	12.0%	11.9%	12.4%
DCED	10.8%	10.5%	10.0%	9.2%	8.4%	9.0%	9.8%	9.6%	9.9%	10.5%	10.3%	11.2%
GET	11.9%	11.2%	11.0%	11.1%	10.7%	10.5%	10.5%	10.5%	10.2%	10.0%	9.9%	9.6%

Appendix 3 – Leavers Listed by Leaving Reason

The analysis of leaving reasons relates solely to employees who have left the authority.

A3.1 Detailed Leaving Reasons

Leaving Reason	Grouping	Total
Resignation - New Employment	Resignation	336
Resignation - Other	Resignation	264
Retirement - Normal	Retirement	151
Voluntary Redundancy	Redundancy	83
Compulsory Redundancy	Redundancy	81
End of Fixed Term Contract	Other	55
Resignation - Personal /Domestic Reasons	Resignation	53
Resignation - Career Development	Resignation	33
Mutual Termination	Other	23
Contract Terminated within Probation	Dismissal	19
Resignation - During formal process	Resignation	16
Unknown	Other	14
Resignation - Nature of Work	Resignation	12
Dismissal - SOSR	Dismissal	9
Deceased	Other	8
Dismissal - Capability - Performance	Dismissal	7
Voluntary Early Retirement	Retirement	7
Resignation - Conditions of employment	Resignation	6
Resignation - Pay	Resignation	5
PR/Casual - Not Claimed in the last 12 months	Other	4
Early Retirement - Ill Health (Tier 1)	Retirement	4
Resignation - Competition from other employers	Resignation	4
End of Temporary Contract	Other	2
Early Retirement - Ill Health (Tier 3)	Retirement	1
Termination of Supply/Sessional Staff	Dismissal	1
Dismissal - Conduct	Dismissal	1
Early Retirement - Efficiency of the Service	Retirement	1
Dismissal - Capability - Statutory Prohibition/Ban	Dismissal	1
	Total	**1,201**

A3.2 Leaving Reasons by Group

Grouping	Headcount	Proportion
Dismissal	38	3.2%
Redundancy	164	13.7%
Resignation	729	60.7%
Retirement	164	13.7%
Other	106	8.8%
Total	**1,201**	**100.0%**