



# Leavers Policy

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People Services	2 November 2021	Interim HR Policy and Project Lead
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V1.1	February 2024	Policy reviewed by Head of HR Policy, updated and modernised. Including review by TAFG / HRBP team.
V1.2	March 2024	Policy reviewed and updated by HR Policy Subgroup
V1.3	3 June 2024	Approved by SPF
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V2.1	April 2025	Admin change to Section 9 and Section 11 by Head of HR Policy, People Promise Manager and Head of People and ESR Intelligence
V2.1	12 May 2025	Policy reviewed and updated by HR Policy Subgroup
V2.2	5 June 2025	Approved by SPF
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<b>Recommended at Date</b>	SPF 5 June 2025
<b>Approved at Date</b>	CRG 30 June 2025
<b>Valid Until Date</b>	30 June 2026
<b>Equality Analysis</b>	Completed 11 March 2024
<b>Linked procedural documents</b>	Recruitment and Selection Policy Annual Leave Policy Flexible Retirement Policy
<b>Dissemination requirements</b>	All Trust employees via the intranet
<b>Part of Trust’s publication scheme</b>	Yes

The East of England Ambulance Service NHS Trust has made every effort to ensure this policy does not have the effect of unlawful discrimination on the grounds of the protected characteristics of age, disability, gender reassignment, race, religion/belief, gender, sexual orientation, marriage/civil partnership, pregnancy/maternity. The Trust will not tolerate unfair discrimination on the basis of spent criminal convictions, Trade Union membership or non-membership. In addition, the Trust will have due regard to advancing equality of opportunity between people from different groups and foster good relations between people from different groups.

All Trust policies can be provided in alternative formats.

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## 1. Introduction

- 1.1 Whilst committed to the retention of our employees, EEAST understands that employees will eventually leave and that the end of the employment relationship requires a number of processes to be followed in a timely manner.

## 2. Purpose

- 2.1 This policy aims to:

- provide a framework for the management of the leaver's process and to ensure a consistent approach is followed,
- provide an opportunity for employees to have an exit interview with their manager as soon as possible to establish if the employee can be retained or not,
- enable us to capture the reasons for leaving by encouraging completion of an exit questionnaire,
- improve employee retention by addressing any issues within specific localities or Trust-wide, e.g., improve staff development, career progression, flexible working,
- ensure all Trust equipment is returned appropriately.

## 3. Scope

- 3.1 This policy applies equally to all EEAST employees.
- 3.2 Casual Workers, Agency Workers and volunteers are not within the scope of this policy but should refer to their specific procedures / policies relating to the leaver's process and return of Trust equipment.

## 4. Duties

- 4.1 Line managers are responsible for referring to and completing all actions within the Leavers Management Checklist and Toolkit (POL132-01), including:
- arranging an exit interview at the earliest opportunity with an employee who has voluntarily resigned,
  - acknowledging receipt of the employee's resignation, and encouraging completion of the exit questionnaire,
  - completion of an HR3 form and submitting within time limits to avoid an overpayment situation,
  - ensure that all Trust property is accounted for.

4.2 **Employees** are responsible for:

- submitting their written resignation in a timely manner.
- informing their line manager of their intention to retire with at least 4 months' notice wherever possible.
- attending an exit interview where appropriate to ensure leaving dates, outstanding annual leave and payments are clarified, and any handover of work can be discussed.
- completing an exit questionnaire.
- returning all Trust property.

4.3 **Operational HR** are responsible for analysing monthly leavers reports, highlighting any trends within areas, and taking action as appropriate.

4.4 **Managers, HR and Trade Union Representatives** are responsible for providing advice and guidance on the application of this policy.

## 5. **Resignation / retirement**

5.1 If you choose to leave the Trust, you must provide your line manager with a written resignation letter / email to formally advise us of your intention to leave. This should outline your intended last working day, incorporating any notice period in your Principal Statement of Terms and Conditions of Employment (contract).

5.2 If you are choosing to retire you should provide your manager with at least 4 months' notice wherever possible, so that the payroll paperwork (HR3 form) can be completed and submitted.

*Payroll need at least 3 months' notice before you leave to liaise with NHS Pensions and arrange your pension.*

5.3 Following receipt of your written notice your line manager will:

- invite you to an informal meeting (exit interview) to discuss your reasons for leaving – **see Section 6,**
- acknowledge your resignation using a **Resignation Acknowledgement Letter Template (POL132-02),**

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- discuss any outstanding annual leave and requests to take annual leave during your notice period, referencing the Annual Leave Policy.
- agree your last working day. Where applicable, consideration may be given to a mutually agreeable date outside of your contracted notice period,
- complete an HR3 Leavers Form in accordance with the **Leavers Management Checklist and Toolkit (POL132-01)**,
- make arrangements for the return of all Trust property by your last working day.

### 6. Exit interview

- 6.1 The exit interview is an informal meeting to understand why you are leaving, to seek constructive feedback from your experience working for EEAST and also to provide an opportunity to seek suggestions for retention of employees in the future. The meeting should take place in a room that is private and free from interruptions.
- 6.2 You will be invited to the meeting by your line manager, however in exceptional circumstances, a HR representative may conduct the interview if considered necessary by either yourself or your line manager.
- 6.3 Exit interviews are not usually held as a result of disciplinary, failed probationary period, performance, or capability action, etc.

### 7. Exit questionnaire

- 7.1 Your participation in completion of the exit questionnaire is voluntary but encouraged due to the valuable information you can provide. Your line manager will allow dedicated time during working hours for you to complete this, wherever possible.

### 8. Exit interview / questionnaire information

- 8.1 It is important for us to receive information when an employee chooses to leave, as this supports managers and the People Services Directorate to:

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- gain a better understanding of employee’s reasons for leaving, and their willingness to return,
- establish what steps can be taken to prevent employees from choosing to leave,
- alert management to any issues, e.g., potential discrimination,
- identify strengths and weaknesses of the department and/or EEAST with a view to adjusting and improving the work experience of employees where appropriate and reasonable.

### 9. End of fixed-term contract

9.1 If a contract has been entered into for a fixed period (fixed-term contract), it will end automatically when you reach the agreed end date. The end of a fixed-term contract is classed as a dismissal, and it is essential that this is dealt with in a fair and reasonable manner.

9.2 As a minimum your line manager will consult with an HR representative, and invite you to an informal meeting to:

- discuss the reason for non-renewal,
- seek constructive feedback of your experience working for EEAST,
- see if you have any questions or need any information,
- make arrangements for the return of all Trust property by your last working day.

9.3 Your line manager will:

- write to you to confirm the meeting discussions and the reason for not renewing your contract, using a **Letter confirming end of fixed-term contract template (POL132-03)**,
- complete an HR3 Leavers Form in accordance with the **Leavers Management Checklist and Toolkit (POL132-01)**.

## 10. Return of Trust property

- 10.1 During your employment, you will have been supplied with a number of items to support you in your role or to identify you as a Trust employee. On the termination of your employment, all Trust property must be returned; this includes but is not limited to any ID badges, uniform, mobile phones, IT equipment, data, or documents.
- 10.2 You must make the necessary arrangements to return all Trust property to your line manager, or relevant point of contact, by your last working day.
- 10.3 Failure to return Trust property will be seen as a financial and/or security risk and managed strictly in accordance with the employee contract and/or appropriate Trust policy.

## 11. Electronic payslips

- 11.1 As electronic payslips are only available through ESR Self Service (MyESR) while you are an employee, and for up to three months afterwards, you will need to download any copies of payslips and P60's during this period. Once this period has ended you will no longer be able to access these.

*You must ensure that your 'MyESR' login is up-to-date and working prior to your last day with EEAST. After this date you cannot reset your password and will be unable to access the MyESR Leavers Dashboard.*

## 12. Policy review

- 12.1 This policy will be reviewed initially after two years, followed by on a three yearly basis, or will be amended in the light of new employment legislation and/or relevant case law.

## Appendix A

## Equality Impact Assessment

<b>EIA Cover Sheet</b>	
Name of process/policy	Leavers Policy
Is the process new or existing? If existing, state policy reference number	Existing (POL132)
Person responsible for process/policy	HR
Directorate and department/section	People Services
Name of assessment lead or EIA assessment team members	HR Policy Subgroup
Has consultation taken place? Was consultation internal or external? (please state below):	Internal consultation through HR Policy Subgroup members
The assessment is being made on:	Written policy involving staff and patients X Changes in practice X

Equality Analysis
<p>What is the aim of the policy/procedure/practice/event?</p> <p><b>This policy aims to provide a framework for the management of the leavers process, ensure a consistent approach is followed, ensure the return of all Trust property, and improve employee retention.</b></p>
<p>Who does the policy/procedure/practice/event impact on?</p> <p>Race                      Religion/belief                      Marriage/Civil Partnership                      Gender                      Disability                      Sexual orientation                      Age                      Gender re-assignment                      Pregnancy/maternity</p>
<p>Who is responsible for monitoring the policy/procedure/practice/event? <b>HR</b></p>
<p>What information is currently available on the impact of this policy/procedure/practice/event?</p> <p><b>Leaver’s information is available through ESR and GRS reports. Having reviewed and updated the policy and completed a full consultation process, no negative impact was raised.</b></p>
<p>Do you need more guidance before you can make an assessment about this policy/procedure/ practice/event? <b>No</b></p>
<p>Do you have any examples that show that this policy/procedure/practice/event is having a positive impact on any of the following protected characteristics? Yes/No, if yes please provide evidence/examples: <b>No</b></p> <p>Race                      Religion/belief                      Marriage/Civil Partnership                      Gender                      Disability                      Sexual orientation                      Age</p>

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Gender re-assignment  
Pregnancy/maternity

Please provide evidence:

Are there any concerns that this policy/procedure/practice/event could have a negative impact on any of the following characteristics?

Yes/No, if so, please provide evidence/examples: **No**

Race  
Religion/belief  
Marriage/Civil Partnership  
Gender  
Disability  
Sexual orientation  
Age  
Gender re-assignment  
Pregnancy/maternity

Please provide evidence:

**Having reviewed and updated the policy and completed a full consultation process, no negative impact was raised, and with the evidence available there is no negative impact.**

**Action Plan/Plans – SMART**

Specific  
Measurable  
Achievable  
Relevant  
Time Limited

**Evaluation Monitoring Plan/how will this be monitored?**

Who – see Monitoring Table  
How  
By  
Reported to

Appendix B - Monitoring Table

What	Who	How	Frequency	Evidence	Reporting arrangements	Acting on recommendations	Change in practice and lessons to be shared
Audit of attrition data and Return of Trust Property records.	Head of HR People Partnering / Head of People Services Informatics	Monitor ESR leavers information, including where obtained from exit interviews/questionnaires and monitor the return of all Trust equipment.	Annually	ESR workforce reports / Return of Trust Property records.	Reported to and discussed at People Committee where required	Head of HR People Partnering / Business Excellence Team will address any actions or changes required.	Any change in practice will be identified and: <ul style="list-style-type: none"> <li>• process updated with HR People Partnering team.</li> <li>• HR People Partnering / line manager training implemented.</li> <li>• policy updated where required.</li> </ul>