



Association  
of Colleges

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# AoC College Workforce Survey 2016

Summary of findings  
March 2017

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## 1. Introduction

This annual AoC survey focuses primarily on the key headline performance indicators and benchmarks that HR departments in colleges frequently report on:

- headcount of college staff and composition
- staff turnover and reasons, voluntary and compulsory redundancies
- vacant posts, hard-to-fill vacancies and reasons for recruitment difficulties
- terms and conditions (contractual working week, annual leave, teaching contact time, closure days, sick pay, statutory and enhanced pay)
- workforce development budget
- pay (2016/17 and 2017/18 pay awards and automatic incremental pay progression)
- sickness absence and reasons.

Colleges were asked to provide information for all staff in colleges as well as to give a breakdown by the following three categories:

- Management staff (incl. leadership teams): this category is defined as full-time and part-time staff (including those on flexible contracts) that are on the management pay spine. This includes teaching staff with management responsibility and senior post holders (e.g. principals, vice/assistant principals and clerks).
- Teaching staff: this category is defined as full-time and part-time/fractional staff (including those on flexible contracts). This includes associate lecturers and also teaching staff employed on an hourly-paid basis. Instructors and demonstrators that fall into this category should be excluded from the teaching staff category and instead included in support staff.
- Support staff: this category is defined as full-time and part-time staff (including those on flexible contracts) who are employed on support terms and conditions, including instructors and demonstrators.

The intelligence gathered will be used as part of AoC's representation work on behalf of members and will also be useful benchmarking data for member colleges.

The AoC College Workforce Survey 2016 was conducted during December 2016 and January 2017. The census period for the majority of the workforce data collection is the period 1 September 2015 - 31 August 2016 (i.e. the last academic year 2015/16). Section 9 focuses on 'pay' and asks questions about 2016/17 and 2017/18 pay awards. For other sections (and some questions within the above) the census date is 1 September 2016 or current practice.

A copy of the notes for completing the survey can be found in **Appendix A** of this report.

## 2. Key findings

- Based on survey responses from 140 colleges in England, we estimate that the total college workforce in England in 2015/16 was 189,000 employees. This is a headcount and excludes agency workers.
- Our estimate is that the college workforce in England includes 76,000 teachers, 15,000 management staff (this includes teaching staff with management responsibility and senior post holders) and 97,000 support staff (including instructors and demonstrators).
- We estimate that there were approximately 14,000 staff in colleges in Wales in 2015/16 – this is based on survey responses from 9 colleges in Wales.
- 63% of college employees in England are female and 36% are male<sup>1</sup>. 56% of managers, 58% of teachers and 69% of support staff are female.
- HR staff make up approximately 1.6% of staff in colleges in England and Wales.
- The survey shows that 97% of colleges use flexible contracts.
- The average college in England employs 8 apprentices. This is approximately 2,500 in the sector as a whole, accounting for 1.3% of college employees.
- 85% of colleges that responded expect that their college will be able to spend its full apprenticeship levy in 2017/18.
- 58% of colleges reported having less than 5% (but greater than zero) of staff from the EU (excluding UK). Just over one-third (36%) said less than 5% (but greater than zero) of their staff were employed on work permits.
- The average college in England has 23 staff from the EU (excluding UK), roughly 7,500 in the sector as a whole, accounting for approximately 4% of total college employees<sup>2</sup>.
- In 2015/16, the average staff turnover was 18.2% across all three categories of staff (15.1% for management staff, 18.2% for teaching staff and 18.0% for support staff). Staff turnover in 2014/15 was 21.0%, though is this not directly comparable to the latest figures due to a change in methodology for 2015/16. Overall, turnover is highest in the south east (23.6% on average) and lowest in the East Midlands (15.1% on average) and Wales (11.8% on average).

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<sup>1</sup> Percentages do not sum to 100% due to rounding

<sup>2</sup> Approximate calculations based on college estimates of the proportion (percentage bands) of total staff from the EU (excluding UK)

- The main reason for turnover in each category of staff was (1) promotion outside the college. For management staff this was followed by (2) retirement and (3) voluntary redundancy, for teaching staff – (2) retirement and (3) personal / family circumstances and for support staff – (2) change of career and (3) personal / family circumstances.
- 70% of colleges reported having voluntary redundancies and 61% reported having compulsory redundancies in 2015/16.
- The average college had 15 vacant posts at the start of the academic year (1 September 2016).
- The top three most difficult to fill posts in 2015/16 were teaching jobs in engineering, mathematics and construction (this was also the case in the previous two surveys).
- The top three reasons for recruitment difficulties across all college staff were lack of necessary specialist skills, looking for more pay than college could offer and no applicants (this was closely followed by insufficient experience).
- The standard full-time contractual working week for all college staff is reported as 37 hours a week. Average standard hours for teaching contact time are 24 hours per week which translates into an average figure of 869 hours per year.
- Average paid holiday time is 33 days a year with 27 days on average for support staff (down to a minimum of 20 days in some colleges) and 41 days for teaching staff (with a range from zero to 67 days).
- The majority (77%) of colleges expect to have 3-5 closure/efficiency days for all staff in 2016/17. In 71% of colleges, closure days are contractual.
- 84% of colleges reported that the maximum occupational sick pay payable to staff was 6 months full pay and 6 months half pay. 90% of colleges use a 12 months rolling period as the reference period to calculate eligibility to occupational sick pay.
- Two-thirds of colleges offer statutory pay for redundancy (65%) and shared parental leave (68%). 85% of colleges offer enhanced pay for maternity, whilst 58% offer it for paternity and 67% offer it for adoption leave.
- Colleges spent an average of £105,000 on workforce development in 2015/16. This ranged from 0% to 3.2% of total income, but in the majority (75%) of colleges it was less than 0.5% of total income.
- 24% of colleges use the AoC harmonised pay spine.



- 57% of colleges reported making a pay award in 2016/17 of which just under half (46%) followed the AoC recommended pay award. Out of the 54% colleges that didn't follow the AoC recommended pay award, the majority (71%) said they awarded 1%.
- 79% of colleges that made a pay award in 2016/17 said that this was consolidated.
- 85% of colleges said that it was too early to say whether or not they would be making any sort of pay award for 2017/18.
- The survey shows that the average annual salary for college lecturers is £30,182.
- The average current minimum hourly rate of pay for apprentices employed by colleges is £4.63.
- 72% of colleges reported operating automatic incremental pay progression.
- The figures from this year's survey show an overall absence rate of 5.8 days per employee and a lost time percentage of 3.1% in 2015/16. The 2014/15 figures (though not directly comparable due to a change in methodology for 2015/16) found an overall absence rate of 7.4 days per employee and a lost time percentage of 3.1%.
- Average support staff absence rates were higher at 6.2% than teaching staff (5.6%) and management staff (4.3%).

### 3. Background information

153 providers responded to this survey – 143 colleges in England; 9 colleges in Wales and 1 independent specialist college. This represents 44% of colleges in England and 64% of colleges in Wales.

Four of the responses from England were for part of a recently merged college (i.e. one member of the group)

Data and summary tables shown are for colleges in England and Wales unless specified otherwise. Not all colleges responded to every question. The number of responses for each question is shown within or under each table/chart.

Responses by college type and region are shown in the tables below. More than half of all general further education colleges responded to the survey compared with only 19% of sixth form colleges.

**Table 1. Response rate by college type**

| Type                              | Number of responses | Number of Colleges in England / Wales | Percent within type | Percentage of total responses in England | Percentage of total responses |
|-----------------------------------|---------------------|---------------------------------------|---------------------|--|-------------------------------|
| General further education college | 116                 | 208                                   | 56%                 | 81%                                      | 76%                           |
| Sixth form college                | 17                  | 90                                    | 19%                 | 12%                                      | 11%                           |
| Specialist college                | 10                  | 26                                    | 38%                 | 7%                                       | 7%                            |
|                                   |                     |                                       |                     |  |                               |
| <b>Total colleges in England</b>  | <b>143</b>          | <b>324</b>                            | <b>44%</b>          | <b>100%</b>                              |                               |
|                                   |                     |                                       |                     |  |                               |
| <b>Total colleges in Wales</b>    | <b>9</b>            | <b>14</b>                             | <b>64%</b>          |  | 6%                            |
| <b>Other</b>                      | <b>1</b>            |                                       |                     |  | 1%                            |
|                                   |                     |                                       |                     |  |                               |
| <b>Total responses</b>            | <b>153</b>          |                                       |                     |  | <b>100%</b>                   |

**Table 2. Response rate by college region**

| <b>Region</b>                    | <b>Number of responses</b> | <b>Number of Colleges in region</b> | <b>Percent within region</b> | <b>Percentage of total responses in England</b> | <b>Percentage of total responses</b> |
|----------------------------------|----------------------------|-------------------------------------|------------------------------|---|--------------------------------------|
| Eastern region                   | 12                         | 33                                  | 36%                          | 8%  | 8%                                   |
| East Midlands                    | 12                         | 20                                  | 60%                          | 8%  | 8%                                   |
| Greater London                   | 28                         | 47                                  | 60%                          | 20%   | 18%                                  |
| North East                       | 9                          | 19                                  | 47%                          | 6%  | 6%                                   |
| North West                       | 19                         | 55                                  | 35%                          | 13%   | 12%                                  |
| South East                       | 21                         | 58                                  | 36%                          | 15%   | 14%                                  |
| South West                       | 11                         | 24                                  | 46%                          | 8%  | 7%                                   |
| West Midlands                    | 13                         | 35                                  | 37%                          | 9%  | 8%                                   |
| Yorkshire and the Humber         | 18                         | 33                                  | 55%                          | 13%   | 12%                                  |
|                                  |                            |                                     |                              |   |                                      |
| <b>Total colleges in England</b> | <b>143</b>                 | <b>324</b>                          | <b>44%</b>                   | <b>100%</b>                                     |                                      |
|                                  |                            |                                     |                              |   |                                      |
| <b>Wales</b>                     | <b>9</b>                   | <b>14</b>                           | <b>64%</b>                   |   | 6%                                   |
| <b>Other</b>                     | <b>1</b>                   |                                     |                              |   | 1%                                   |
|                                  |                            |                                     |                              |   |                                      |
| <b>Total responses</b>           | <b>153</b>                 |                                     |                              |   | <b>100%</b>                          |

## 4. College staff and composition

### 4.1 College employees (excluding agency workers)

The 140 colleges in England that responded to the question employed approximately 81,500 staff (excluding agency workers) during the 2015/16 academic year - an average of 582 staff in each college.

Scaling this up to the total number of colleges in England provides a rough estimate of the total number of staff in colleges in England – approximately 189,000 in 2015/16.

**Table 3. College employee headcount and estimate of college workforce (excluding agency workers) by category of staff, England 2015/16**

| <b>England</b>                 | <b>Number of staff in colleges that responded</b> | <b>Number of responses</b> | <b>Average number of staff</b> | <b>Estimate for total in England</b> | <b>Percent</b> |
|--------------------------------|---|----------------------------|--------------------------------|--------------------------------------|----------------|
| Management staff               | 6,422   | 140                        | 46                             | 14,862                               | 8%             |
| Teaching staff                 | 32,926  | 140                        | 235                            | 76,200                               | 40%            |
| Support staff                  | 42,078  | 140                        | 301                            | 97,381                               | 52%            |
|                                |   |                            |                                |                                      |                |
| <b>Total staff<sup>3</sup></b> | <b>81,531</b>                                     | <b>140</b>                 | <b>582</b>                     | <b>188,687</b>                       | <b>100%</b>    |

The 9 colleges in Wales that responded to the survey employed approximately 9,000 staff (excluding agency workers) during the 2015/16 academic year - an average of 988 staff in each college.

Scaling this up to the total number of colleges in Wales provides a rough estimate of the total number of staff in colleges in Wales – approximately 14,000 in 2015/16.

**Table 4. College employee headcount and estimate of college workforce (excluding agency workers) by category of staff, Wales 2015/16**

| <b>Wales</b>       | <b>Number of staff in colleges that responded</b> | <b>Number of responses</b> | <b>Average number of staff</b> | <b>Estimate for total in Wales</b> | <b>Percent</b> |
|--------------------|---|----------------------------|--------------------------------|------------------------------------|----------------|
| Management staff   | 465   | 9                          | 52                             | 723                                | 5%             |
| Teaching staff     | 3,671   | 9                          | 408                            | 5,710                              | 41%            |
| Support staff      | 4,758   | 9                          | 529                            | 7,401                              | 53%            |
|                    |   |                            |                                |                                    |                |
| <b>Total staff</b> | <b>8,894</b>                                      | <b>9</b>                   | <b>988</b>                     | <b>13,835</b>                      | <b>100%</b>    |

<sup>3</sup> The total number of staff in colleges in England is likely to be an underestimate as the figures are based on incomplete data for two colleges that are part of a 'Group'

The gender breakdown for staff in colleges is shown below. Almost two-thirds of the college workforce in England and Wales is female.

**Table 5. College employee headcount (excluding agency workers) by gender, England 2015/16**

| Staff category     | Male       | Female     |
|--------------------|------------|------------|
| Management staff   | 44%        | 56%        |
| Teaching staff     | 42%        | 58%        |
| Support staff      | 31%        | 69%        |
|                    |            |            |
| <b>Total staff</b> | <b>36%</b> | <b>63%</b> |

Base: 141 colleges

**Table 6. College employee headcount (excluding agency workers) by gender, Wales 2015/16**

| Staff category     | Male       | Female     |
|--------------------|------------|------------|
| Management staff   | 46%        | 54%        |
| Teaching staff     | 44%        | 56%        |
| Support staff      | 34%        | 66%        |
|                    |            |            |
| <b>Total staff</b> | <b>38%</b> | <b>62%</b> |

Base: 9 colleges

## 4.2 HR staff by function

150 colleges provided information on the number of HR staff by function. More than half of the HR staff in these colleges were in a 'HR only' role. HR staff make up approximately 1.6% of staff in colleges in England and Wales.

**Table 7. HR staff by function**

| HR function       | Number of HR staff in colleges that responded | Percent within HR | Percent of total staff |
|-------------------|---|-------------------|------------------------|
| HR                | 815   | 55%               | 0.9%                   |
| Payroll           | 263   | 18%               | 0.3%                   |
| Health and safety | 148   | 10%               | 0.2%                   |
| Staff development | 229   | 16%               | 0.3%                   |
| Other             | 19  | 1%                | 0.0%                   |
|                   |   |                   |                        |
| <b>Total</b>      | <b>1,471</b>                                  | <b>100%</b>       | <b>1.6%</b>            |

Base: 150 colleges

### 4.3 Flexible contracts

97% of colleges that responded use flexible contracts. The average college has 22% of its staff on flexible contracts; the range is shown in the table below.

**Table 8. Proportion of college staff on flexible contracts between 1 September 2015 to 31 August 2016**

| Percent of staff on flexible contracts | Number of responses | Percent     |
|--|---------------------|-------------|
| 0%                                     | 5                   | 3%          |
| Less than 5%                           | 19                  | 13%         |
| 5%-9.9%                                | 22                  | 15%         |
| 10%-14.9%                              | 16                  | 11%         |
| 15%-19.9%                              | 16                  | 11%         |
| 20%-24.9%                              | 23                  | 16%         |
| 25%-29.9%                              | 11                  | 8%          |
| 30%-34.9%                              | 10                  | 7%          |
| 35%-39.9%                              | 10                  | 7%          |
| 40%-44.9%                              | 4                   | 3%          |
| 45%-49.9%                              | 2                   | 1%          |
| 50% or more                            | 7                   | 5%          |
|  |                     |             |
| <b>Total</b>                           | <b>145</b>          | <b>100%</b> |

### 4.4 Apprenticeships

130 of the 153 colleges that responded to the survey employed apprentices during 2015/16 – this is 85% of colleges. The average college in England and Wales employs 7 apprentices.

The average college in England employs 8 apprentices. This is approximately 2,500 in the sector as a whole, accounting for 1.3% of college employees in England.

**Table 9. Average number of apprentices (headcount) employed in England, 2015/16**

| Number of apprentices (headcount) employed in England in 2015/16 |       |
|--|-------|
| Total number of apprentices employed in England                  | 956   |
| Average number of apprentices employed                           | 7.7   |
| Number of responses  | 124   |
|  |       |
| Estimate of total number in colleges in England                  | 2,500 |
| Estimate of percent of college workforce in England              | 1.3%  |

85% of colleges (118 out of 139) that responded to the question expect that their college will be able to spend its full apprenticeship levy in 2017/18.

Colleges provided a range of additional comments on whether or not they would be able to spend the full apprenticeship levy in 2017/18, the key points were:

- “Unknown or may prove difficult due to proposed merger situation”
- “Recruitment plan needed”
- “The way in which the levy operates in Wales is different to that in England making full spend of the levy problematic”
- “It is anticipated that we will be able to spend the full levy in the first year but the following years will be problematic”
- “Lack of suitable jobs for apprentices”

#### 4.5 EU and non EU staff numbers

As shown in the table below, 12% of colleges said they had no staff from the EU (excluding UK). 58% of colleges that responded reported having less than 5% (but greater than zero) of staff from the EU (excluding UK).

59% of colleges that responded did not employ any staff on work permits. Just over one-third (36%) said less than 5% of their staff were employed on work permits.

The average college in England has 23 staff from the EU (excluding UK), roughly 7,500 in the sector as a whole, accounting for approximately 4% of total college employees<sup>4</sup>.

**Table 10. Estimate of college staff that were (a) from the EU (excl. UK) and (b) on work permits in 2015/16**

| <b>Percent of staff</b> | <b>(a) Percent of colleges with staff from EU (excluding UK)</b> | <b>(b) Percent of colleges with staff on work permits</b> |
|-------------------------|--|---|
| 0%                      | 12%  | 59%   |
| 0.1% to 5%              | 58%  | 36%   |
| 6% -10%                 | 6%   | 1%  |
| 11%-15%                 | 1%   | 0%  |
| 16%-20%                 | 1%   | 0%  |
| More than 20%           | 5%   | 0%  |
| Don't know              | 17%  | 5%  |
|                         |  |   |
| <b>Total</b>            | <b>100%</b>  | <b>100%</b>   |

The two common themes in the comments provided by colleges on issues related to EU staff numbers were (1) colleges are extremely concerned about Brexit and it's consequences to foreign workers and (2) some colleges don't collect this data.

<sup>4</sup> Approximate calculations based on college estimates of the proportion (percentage bands) of total staff from the EU (excluding UK)

## 5. Staff turnover

For the purposes of this survey AoC use the following calculations for staff turnover for each category of staff:

$$\frac{\text{Headcount of leavers (excluding any compulsory redundancies in that category) during 2015/16}}{\text{Total headcount of staff employed (in each category) during 2015/16}} \times 100$$

\* To calculate the total headcount of staff employed: ADD the number employed at the start of the period (i.e. 1 September 2015) to any new starters between then and 31 August 2016

### 5.1 Staff turnover by category of staff

The table below shows the trend in staff turnover in each category and overall. Note however that due to a new methodology being applied in 2015/16 this data is not directly comparable with the previous four years.

In 2015/16, the average turnover across all three categories of staff was 18.2%.

**Table 11. Staff turnover by category of staff, 2011/12 - 2015/16**

| Year    | Turnover         |                |               |           |
|---------|------------------|----------------|---------------|-----------|
|         | Management staff | Teaching staff | Support staff | All staff |
| 2011/12 | 13.3%            | 15.7%          | 16.5%         | 15.5%     |
| 2012/13 | 10.0%            | 17.1%          | 17.7%         | 18.2%     |
| 2013/14 | 14.6%            | 16.9%          | 18.4%         | 17.9%     |
| 2014/15 | 18.8%            | 19.5%          | 21.7%         | 21.0%     |
| 2015/16 | 15.1%            | 18.2%          | 18.0%         | 18.2%     |

Note: 2015/16 figures are not directly comparable with the previous four years due to a change in methodology in 2015/16

Base: Varies by staff category and year.

The following table shows a regional breakdown of staff turnover in 2015/16 in each category and overall.



**Table 12. Staff turnover by category of staff and region, 2015/16**

| Region                   | Turnover         |                |               |              |
|--------------------------|------------------|----------------|---------------|--------------|
|                          | Management staff | Teaching staff | Support staff | All staff    |
| Eastern region           | 12.9%            | 18.4%          | 20.0%         | 17.7%        |
| East Midlands            | 12.6%            | 16.7%          | 14.8%         | 15.1%        |
| Greater London           | 17.8%            | 18.4%          | 19.1%         | 19.4%        |
| North East               | 13.8%            | 19.9%          | 14.2%         | 20.5%        |
| North West               | 17.4%            | 18.6%          | 17.6%         | 18.2%        |
| South East               | 17.1%            | 23.8%          | 23.1%         | 23.6%        |
| South West               | 14.1%            | 18.3%          | 21.6%         | 19.2%        |
| West Midlands            | 17.0%            | 20.6%          | 17.4%         | 18.2%        |
| Yorkshire and the Humber | 14.3%            | 16.9%          | 16.7%         | 17.4%        |
| Wales                    | 8.0%             | 11.0%          | 12.8%         | 11.8%        |
|                          |                  |                |               |              |
| <b>Total</b>             | <b>15.1%</b>     | <b>18.2%</b>   | <b>18.0%</b>  | <b>18.2%</b> |
| Number of responses      | 140              | 139            | 139           | 149          |

Base: Varies by region and category.

## 5.2 Reasons for turnover

Colleges were asked to indicate the three main reasons for staff turnover across each category, the responses are shown in Table 13.

The top reason for turnover in each category of staff was promotion outside the college. For management staff this was followed by retirement and voluntary redundancy, for teaching staff - retirement and personal / family circumstances and for support staff - change of career and personal / family circumstances.

Other reasons cited by colleges for staff turnover include: end of fixed term contracts; dismissals; compulsory redundancies; reason for leaving not specified/collected; TUPE transfer; performance management processes; relocation; further study; new job; restructure; lack of career opportunities.

**Table 13. Three main reasons for staff turnover, 2015/16**

| <b>Three main reasons for staff turnover</b> | <b>Management staff</b> | <b>Teaching staff</b> | <b>Support staff</b> |
|--|-------------------------|-----------------------|----------------------|
| Change of career                             | 18%                     | 28%                   | 39%                  |
| Promotion outside the college                | 51%                     | 48%                   | 52%                  |
| Low level of pay compared to schools         | 1%                      | 8%                    | 5%                   |
| Low level of pay compared to private sector  | 3%                      | 13%                   | 24%                  |
| Heavy workload                               | 9%                      | 23%                   | 7%                   |
| Retirement                                   | 42%                     | 34%                   | 26%                  |
| Voluntary redundancy                         | 32%                     | 31%                   | 32%                  |
| Personal / family circumstances              | 30%                     | 32%                   | 35%                  |
| Other  | 49%                     | 54%                   | 54%                  |

Base: 146-152 colleges (depending on category of staff)

## 6.Redundancies

As shown in the table below, 70% of colleges that responded reported having voluntary redundancies and 61% reported having compulsory redundancies in 2015/16.

**Table 14. Voluntary and compulsory redundancies in colleges in 2015/16**

| <b>Redundancies</b>     | <b>Yes</b> | <b>No</b> |
|-------------------------|------------|-----------|
| Voluntary redundancies  | 70%        | 30%       |
| Compulsory redundancies | 61%        | 39%       |

Base: 150 colleges

The key themes in the comments provided by colleges on voluntary or compulsory redundancies were:

- “Most redundancies were due to large restructures”
- “No redundancies in 2015/16 due to a recent restructure”
- “We do not offer voluntary redundancies”
- “We do not distinguish between voluntary severance and compulsory on our systems as they have all been recorded under severance”

The table below shows the average number of voluntary and compulsory redundancies by staff category in the colleges that responded to the survey.

**Table 15. Voluntary and compulsory redundancies in colleges by category of staff in 2015/16**

| <b>Staff category</b> | <b>Redundancy type</b> | <b>Average number of redundancies</b> | <b>Number of responses</b> | <b>Minimum</b> | <b>Maximum</b> |
|-----------------------|------------------------|---------------------------------------|----------------------------|----------------|----------------|
| Management staff      | Voluntary              | 1.4                                   | 145                        | 0              | 16             |
|                       | Compulsory             | 0.6                                   | 143                        | 0              | 7              |
| Teaching staff        | Voluntary              | 4.7                                   | 145                        | 0              | 54             |
|                       | Compulsory             | 1.8                                   | 143                        | 0              | 24             |
| Support staff         | Voluntary              | 4.5                                   | 145                        | 0              | 49             |
|                       | Compulsory             | 2.5                                   | 143                        | 0              | 24             |
| Total staff           | Voluntary              | 10.6                                  | 146                        | 0              | 106            |
|                       | Compulsory             | 4.9                                   | 143                        | 0              | 43             |

## 7. Vacant and hard to fill posts

### 7.1 Vacant posts

The table below shows that the average college had 15 vacant posts at the start of the academic year (1 September 2016).

**Table 16. Vacant posts on 1 September 2016**

| <b>Vacant posts in colleges on 1 September 2016?</b> |       |
|--|-------|
| Total number of vacant posts                         | 2,168 |
| Average number of vacant posts                       | 15    |
| Number of colleges in sample                         | 140   |
| Minimum  | 0     |
| Maximum  | 134   |

### 7.2 Hard to fill vacancies

95% of colleges (145 out of 152) that responded to the question said they had difficulty filling posts during 2015/16.

As shown in Table 17, the top three most difficulty to fill posts in 2015/16 were all in teaching – engineering, mathematics and construction (this was also the case in the previous two surveys)

‘Other’ posts mentioned by colleges as being difficult to fill include: cleaners; catering staff; teaching posts in business; teaching posts in media; teaching posts in agriculture; managerial posts for SEND; teaching posts in motor vehicle/automotive; information technology support staff and assessors in various areas.

**Table 17. Hard to fill posts, 2015/16**

| Posts that have proven most difficult to fill  | Number of responses | Percent | Rank 3 main reasons (with 1 being the most difficult) |        |        |
|--|---------------------|---------|---|--------|--------|
|  |                     |         | Rank 1  | Rank 2 | Rank 3 |
| Management - leadership posts  | 11                  | 8%      | 1   | 6      | 4      |
| Management - management posts  | 18                  | 13%     | 4   | 5      | 9      |
| Teaching - construction  | 55                  | 38%     | 28  | 15     | 12     |
| Teaching - engineering   | 78                  | 54%     | 48  | 23     | 7      |
| Teaching - English   | 28                  | 19%     | 3   | 11     | 14     |
| Teaching - health, social care and public services   | 40                  | 28%     | 7   | 19     | 14     |
| Teaching - information and communication technology  | 18                  | 13%     | 4   | 7      | 7      |
| Teaching - maths   | 67                  | 47%     | 23  | 24     | 20     |
| Teaching - science   | 27                  | 19%     | 11  | 10     | 6      |
| Learning support - technical   | 6                   | 4%      | 1   | 3      | 2      |
| Learning support - teaching  | 6                   | 4%      | 3   | 1      | 2      |
| Other support - professional staff, e.g. librarians, accountants, welfare and guidance staff | 12                  | 8%      | 0   | 3      | 9      |
| Other support - administrative/ clerical staff   | 8                   | 6%      | 1   | 0      | 7      |
| Other  | 27                  | 19%     | 9   | 6      | 12     |
|  |                     |         |   |        |        |
| <b>Total</b>   | <b>144</b>          |         |   |        |        |

### 7.3 Reasons for recruitment difficulties

Colleges were asked to indicate the three main reasons for any recruitment difficulties in all categories of staff during the 2015/16 academic year, the responses are shown in Table 18 below.

The top three reasons were lack of necessary specialist skills, looking for more pay than college could offer and no applicants (this was closely followed by insufficient experience).

**Table 18. Three main reasons for staff recruitment difficulties, 2015/16**

| <b>Top 3 reasons for recruitment difficulties (for all categories of staff)</b> | <b>Number of responses</b> | <b>Percent</b> |
|---|----------------------------|----------------|
| Did not have difficulty recruiting to posts in 2015/16                          | 7                          | 5%             |
| No applicants   | 74                         | 49%            |
| Insufficient experience   | 73                         | 48%            |
| Lack of necessary specialist skills   | 103                        | 68%            |
| Insufficient relevant qualifications  | 52                         | 34%            |
| Looking for more pay than college could offer                                   | 97                         | 64%            |
| Other (please specify)  | 6                          | 4%             |
|   |                            |                |
| <b>Total</b>  | <b>152</b>                 |                |

'Other' reasons given by colleges for any recruitment difficulties experienced in 2015/16 include:

- "Too few applications" (one college mentioned this was because of low local unemployment)
- "Pay is particularly an issue in the 'trades'"
- "GCSE pay rates in schools can be significantly higher than those we are able to offer"
- "Due to large building projects in the area we cannot compete with industry rates of pay in construction and engineering"
- "Candidates are earning more money in industry than we can offer on teaching scales"
- "Recruitment is generally competitive in the area, with a number of other education establishments also looking to recruit"
- "National shortage of computer science teachers"
- "Holiday offering could not compete with schools"
- "Each of these difficult to fill posts was problematic because they were mid year and contractual notice clauses/lack of offer of permanent position made them unattractive"

## 8. Terms and conditions

### 8.1 Contractual working week

The table below shows the average, minimum and maximum standard full-time contractual working week (in hours) per category of staff in colleges at the census date of 1 September 2016.

**Table 19. Standard full-time contractual working week, 1 September 2016**

| <b>Standard full-time contractual working week (in hours) per category of staff</b> | <b>Average</b> | <b>Minimum</b> | <b>Maximum</b> | <b>Number of responses</b> |
|---|----------------|----------------|----------------|----------------------------|
| Management staff  | 36.8           | 32.0           | 52.1           | 147                        |
| Teaching staff  | 36.0           | 23.8           | 39.0           | 147                        |
| Support staff   | 36.9           | 35.0           | 52.1           | 148                        |
| All staff   | 36.6           | 33.5           | 39.0           | 142                        |

The following table shows the average, minimum and maximum standard hours for teaching contact time in the colleges that responded.

**Table 20. Average standard hours for teaching contact time, 1 September 2016**

| <b>Average standard hours for teaching contact time</b> | <b>Average</b> | <b>Minimum</b> | <b>Maximum</b> | <b>Number of responses</b> |
|---|----------------|----------------|----------------|----------------------------|
| Standard hours per week                                 | 24             | 16             | 37             | 142                        |
| Standard hours per annum                                | 869            | 555            | 1,656          | 144                        |

### 8.2 Paid holiday entitlement

The following table shows the average, minimum and maximum contractual paid holiday entitlement per year (exclusive of bank/public holidays and closure days) for new staff in each category at the census data of 1 September 2016.

**Table 21. Contractual paid holiday entitlement, 1 September 2016**

| <b>Current contractual paid holiday entitlement per year (exclusive of bank/public holidays and closure days) for new staff in each category</b> | <b>Average</b> | <b>Minimum</b> | <b>Maximum</b> | <b>Number of responses</b> |
|--|----------------|----------------|----------------|----------------------------|
| Management staff   | 35.2           | 25             | 65             | 144                        |
| Teaching staff   | 40.6           | 0              | 67             | 143                        |
| Support staff  | 26.9           | 20             | 35             | 148                        |
| All staff  | 33.4           | 20             | 56             | 109                        |

### 8.3 Closure/efficiency days

As shown in the tables below, the majority (77%)<sup>5</sup> of colleges expect to have between three and five closure/efficiency days for all staff in 2016/17, with the average being 4 closure/efficiency days.

71% of colleges (105 out of 147) that responded to the question said that closure/efficiency days are contractual. The majority of colleges that provided further comments on this said one of two things (1) Christmas closure days have to be deducted out of annual holiday entitlement or (2) efficiency/closure are additional to annual leave entitlement. Some colleges said that there are a different number of closure/efficiency days for support staff and teaching staff.

**Table 22. Number of closure/efficiency days, 2016/17**

| <b>Number of closure/efficiency days expected for all staff</b> | <b>Number of responses</b> | <b>Percent</b> |
|---|----------------------------|----------------|
| 0   | 6                          | 4%             |
| 1   | 1                          | 1%             |
| 2   | 7                          | 5%             |
| 3   | 59                         | 39%            |
| 4   | 17                         | 11%            |
| 5   | 38                         | 25%            |
| 6   | 5                          | 3%             |
| 7   | 8                          | 5%             |
| 8   | 3                          | 2%             |
| 9   | 2                          | 1%             |
| 10+   | 2                          | 1%             |
| Other   | 2                          | 1%             |
|   |                            |                |
| <b>Total</b>  | <b>150</b>                 | <b>100%</b>    |

**Table 23. Average number of closure/efficiency days for all staff, 2016/17**

| <b>Number of closure/efficiency days for all staff</b> |     |
|--|-----|
| Average number of closure/efficiency days              | 4   |
| Minimum  | 0   |
| Maximum  | 10  |
| Number of responses                                    | 148 |

<sup>5</sup> This percentage includes 'Other' where colleges indicated a range of 3-5



## 8.4 Occupational sick pay

The table below shows the maximum occupational sick pay payable to staff at colleges. The majority (84%) of colleges said this was 6 months full pay and 6 months half pay. In those colleges that answered 'Other' this was a varied combination of x months/days full pay and x months/days half pay.

**Table 24. Maximum occupational sick pay payable to staff**

| Maximum occupational sick pay payable to staff | Number of responses | Percent     |
|--|---------------------|-------------|
| 2 months half pay                              | 0                   | 0%          |
| 3 months half pay                              | 0                   | 0%          |
| 4 months half pay                              | 0                   | 0%          |
| 5 months half pay                              | 0                   | 0%          |
| 6 months half pay                              | 1                   | 1%          |
| 2 months full pay                              | 0                   | 0%          |
| 3 months full pay                              | 0                   | 0%          |
| 4 months full pay                              | 1                   | 1%          |
| 5 months full pay                              | 1                   | 1%          |
| 6 months full pay                              | 2                   | 1%          |
| 2 months full pay and 2 months half pay        | 1                   | 1%          |
| 3 months full pay and 3 months half pay        | 3                   | 2%          |
| 4 months full pay and 4 months half pay        | 0                   | 0%          |
| 5 months full pay and 5 months half pay        | 2                   | 1%          |
| 6 months full pay and 6 months half pay        | 127                 | 84%         |
| Other  | 13                  | 9%          |
|  |                     |             |
| <b>Total</b>                                   | <b>151</b>          | <b>100%</b> |

As shown in the table below, 90% of colleges use a 12 months rolling period as the reference period to calculate eligibility to occupational sick pay. In those colleges that answered 'Other' the responses were "less than 6 months" and "academic/teaching staff from start of academic year or financial year".

**Table 25. Rolling period used as the reference period to calculate eligibility to occupational sick pay**

| Rolling period used as the reference period to calculate eligibility to occupational sick pay | Number of responses | Percent     |
|---|---------------------|-------------|
| 12 months   | 133                 | 90%         |
| 24 months   | 9                   | 6%          |
| 36 months   | 1                   | 1%          |
| Other   | 4                   | 3%          |
|   |                     |             |
| <b>Total</b>  | <b>147</b>          | <b>100%</b> |

## 8.5 Statutory and enhanced pay

The following table shows the number and proportion of colleges that offer statutory or enhanced pay for redundancy, maternity, shared parental leave, paternity and adoption. Two-thirds of colleges offer statutory pay for redundancy (65%) and shared parental leave (68%). 85% of colleges offer enhanced pay for maternity, whilst 58% offer it for paternity and 67% offer it for adoption leave.

**Table 26. Statutory or enhanced pay for each of the following**

| <b>Whether college offers statutory or enhanced pay for each of the following</b> | <b>Statutory pay</b> | <b>Enhanced pay</b> | <b>Number of responses</b> |
|---|----------------------|---------------------|----------------------------|
| Redundancy  | 95                   | 52                  | 147                        |
| Maternity   | 22                   | 128                 | 150                        |
| Shared parental leave   | 100                  | 46                  | 146                        |
| Paternity   | 63                   | 86                  | 149                        |
| Adoption  | 49                   | 99                  | 148                        |
|   | <b>Statutory pay</b> | <b>Enhanced pay</b> | <b>Number of responses</b> |
| Redundancy  | 65%                  | 35%                 | 100%                       |
| Maternity   | 15%                  | 85%                 | 100%                       |
| Shared parental leave   | 68%                  | 32%                 | 100%                       |
| Paternity   | 42%                  | 58%                 | 100%                       |
| Adoption  | 33%                  | 67%                 | 100%                       |

88 colleges provided details (where offered) of the 'enhanced pay' for redundancy, maternity, shared parental leave, paternity and adoption. However the responses received were too varied to pull together any meaningful summary.

## 9. Workforce development budget

As shown in the tables below colleges spent an average of £105,000 on workforce development in 2015/16. This ranged from 0% to 3.2% of total income, but in the majority (75%) of colleges it was less than 0.5% of total income.

**Table 27. College income allocated to workforce development in 2015/16**

|  | <b>Total</b> | <b>Average</b> | <b>Minimum</b> | <b>Maximum</b> | <b>Number of responses</b> |
|--|--------------|----------------|----------------|----------------|----------------------------|
| Spending on workforce development                              | £13,091,773  | £104,734       | 0              | £579,564       | 125                        |
| Workforce development spending as a percentage of total income |              |                | 0.0%           | 3.2%           | 119                        |

**Table 28. Workforce development spending as a percentage of total income in 2015/16**

| <b>Workforce development spending as a percentage of total income</b> | <b>Number of responses</b> | <b>Percent</b> |
|---|----------------------------|----------------|
| Less than 0.5%  | 83                         | 70%            |
| 0.5% to less than 1%  | 26                         | 22%            |
| 1% or more  | 10                         | 8%             |
|   |                            |                |
| <b>Total</b>  | <b>119</b>                 | <b>100%</b>    |

## 10. Pay

### 10.1 AoC harmonised pay spine

24% of colleges (36 out of 148) that responded to the question said they use the AoC harmonised pay spine.

### 10.2 2016/17 pay awards

The tables below summarise the pay awards made or planned for 2016/17. Note the AoC recommended pay award for 2016/17 was 1% applied to all salaries or £250 where this is more beneficial (typically for salaries of less than £25,000)

57% of colleges made a pay award in 2016/17 of which just under half (46%) followed the AoC recommended pay award and out of the 54% colleges that didn't follow the AoC recommended pay award, the majority (71%) said they awarded 1%.

79% of colleges (59 out of 75) that made a pay award and answered this question said the 2016/17 pay award was consolidated.

**Table 29. Did colleges make or plan to make a pay award in 2016/17?**

| <b>Has your college made or does it plan to make a pay award in 2016/17?</b> | <b>Number of responses</b> | <b>Percent</b> |
|--|----------------------------|----------------|
| Yes  | 85                         | 57%            |
| No   | 26                         | 17%            |
| Not yet decided  | 38                         | 26%            |
|  |                            |                |
| <b>Total</b>   | <b>149</b>                 | <b>100%</b>    |

**Table 30. Did colleges follow the AoC recommended pay award in 2016/17?**

| <b>If 'Yes', did your college follow the AoC recommended<sup>6</sup> pay award in 2016/17?</b> | <b>Number of responses</b> | <b>Percent</b> |
|--|----------------------------|----------------|
| Yes  | 39                         | 46%            |
| No   | 46                         | 54%            |
|  |                            |                |
| <b>Total</b>   | <b>85</b>                  | <b>100%</b>    |

<sup>6</sup> AoC recommendation: 1% applied to all salaries or £250 where this is more beneficial (typically for salaries of less than £25,000)

**Table 31. Pay awards by colleges that didn't follow the AoC recommended pay award in 2016/17**

| <b>If 'No', please provide details of the percentage and/or cash uplift that your college awarded in 2016/17</b> | <b>Minimum</b> | <b>Maximum</b> | <b>Number of responses</b> |
|--|----------------|----------------|----------------------------|
| % uplift:  | 0.2%           | 3.3%           | 42                         |
| cash uplift:   | 150            | 500            | 6                          |

**Table 32. Percentage uplift awarded by colleges that didn't follow the AoC recommended pay award in 2016/17**

| <b>If 'No', please provide details of the percentage uplift that your college awarded in 2016/17</b> | <b>Number of responses</b> | <b>Percent</b> |
|--|----------------------------|----------------|
| Less than 1%   | 6                          | 14%            |
| 1%   | 30                         | 71%            |
| More than 1%   | 6                          | 14%            |
|  |                            |                |
| <b>Total*</b>  | <b>42</b>                  | <b>100%</b>    |

**Table 33. Consolidated or unconsolidated pay awards in 2016/17**

| <b>Was the 2016/17 pay award consolidated or not?</b> | <b>Number of responses</b> | <b>Percent</b> |
|---|----------------------------|----------------|
| Consolidated  | 59                         | 79%            |
| Unconsolidated  | 16                         | 21%            |
|   |                            |                |
| <b>Total</b>  | <b>75</b>                  | <b>100%</b>    |

### **10.3 2017/18 pay awards**

The tables below summarise information provided on pay awards planned for 2017/18.

85% of colleges (127 out of 149) that responded to the question said it was too early to say whether or not they would be making any sort of pay award for 2017/18. Out of the small number that said they anticipate making an award the majority (67%) said they were budgeting 1%.

Just over one-third of colleges said the award for 2017/18 would most likely be decided between February and August 2017, another 18% said it would be October to December 2017 and 10% said it would be in line with sector recommendations. A further 21% of colleges said it was not known when pay awards for 2017/18 would be decided with some of these saying it would be dependent on mergers and financial stability of colleges.

**Table 34. Do colleges anticipate making any sort of pay award for 2017/18?**

| <b>Does the college anticipate making any sort of pay award for 2017/18?</b> | <b>Number of responses</b> | <b>Percent</b> |
|--|----------------------------|----------------|
| Yes  | 14                         | 9%             |
| No   | 8                          | 5%             |
| Too early to say   | 127                        | 85%            |
|  |                            |                |
| <b>Total</b>   | <b>149</b>                 | <b>100%</b>    |

**Table 35. What are colleges budgeting for 2017/18 pay awards?**

| <b>If 'Yes', what is the college budgeting for 2017/18?</b> | <b>Number of responses</b> | <b>Percent</b> |
|---|----------------------------|----------------|
| 1%  | 8                          | 67%            |
| 1.5%  | 1                          | 8%             |
| AoC Recommendation  | 1                          | 8%             |
| Subject to Welsh Colleges guidance                          | 1                          | 8%             |
| Too early to say  | 1                          | 8%             |
|   |                            |                |
| <b>Total</b>  | <b>12</b>                  | <b>100%</b>    |

**Table 36. When will 2017/18 pay awards be decided?**

| <b>If 'Too early to say', when will 2017/18 pay awards be decided?</b> | <b>Number of responses</b> | <b>Percent</b> |
|--|----------------------------|----------------|
| February 2017  | 1                          | 1%             |
| March, April 2017  | 7                          | 6%             |
| May, June, July 2017   | 27                         | 24%            |
| Aug 2017   | 6                          | 5%             |
| Oct, Nov, Dec 2017   | 20                         | 18%            |
| 2017   | 1                          | 1%             |
| 2017/18  | 2                          | 2%             |
| Mid Year Financial Review  | 1                          | 1%             |
| Following AoC recommendation for 2017/18                               | 5                          | 4%             |
| In line with SFCA guidance   | 5                          | 4%             |
| Subject to Welsh Colleges guidance                                     | 1                          | 1%             |
| Jan, Feb, March, April 2018  | 9                          | 8%             |
| 2018   | 1                          | 1%             |
| 2018/19  | 1                          | 1%             |
| September 2018   | 1                          | 1%             |
| Not known  | 24                         | 21%            |
|  |                            |                |
| <b>Total</b>   | <b>112</b>                 | <b>100%</b>    |

## 10.4 Average salary for lecturers

The average annual salary for college lecturers (based on responses from 137 colleges) is £30,182; the range is shown in the table below.

**Table 37. Average annual salary for lecturers in colleges**

| <b>Average annual salary for lecturers in colleges</b>               |         |
|--|---------|
| Average current average annual salary for a lecturer in your college | £30,182 |
| Minimum  | £21,832 |
| Maximum  | £41,668 |
| Number of colleges in sample   | 137     |

## 10.5 Average pay for apprentices

The average current minimum hourly rate of pay for apprentices employed by colleges (based on responses from 120 colleges) is £4.63; the range is shown in the table below.

**Table 38. Current minimum hourly rate of pay for apprentices employed by colleges**

| <b>Current minimum hourly rate of pay for apprentices employed by colleges</b>      |        |
|---|--------|
| Average current minimum hourly rate of pay for apprentices employed by your college | £4.63  |
| Minimum   | £3.30  |
| Maximum   | £12.15 |
| Number of colleges in sample  | 120    |

## 10.6 Automatic incremental pay progression

72% of colleges (108 out of 150) that responded to the question said they operate automatic incremental pay progression.

**Table 39. Automatic incremental pay progression in colleges**

| <b>Q34. Do you operate automatic incremental pay progression in your college?</b> | <b>Number of responses</b> | <b>Percent</b> |
|---|----------------------------|----------------|
| Yes   | 108                        | 72%            |
| No  | 42                         | 28%            |
|   |                            |                |
| <b>Total</b>  | <b>150</b>                 | <b>100%</b>    |

The proportion of college staff eligible for automatic incremental pay progression in each category of staff is shown in Table 40.

**Table 40. Percentage of college staff eligible for automatic incremental pay progression, by category of staff**

| <b>Staff category</b> | <b>0%</b> | <b>1-25%</b> | <b>26-50%</b> | <b>51-75%</b> | <b>76-99%</b> | <b>100%</b> | <b>Number of responses</b> |
|-----------------------|-----------|--------------|---------------|---------------|---------------|-------------|----------------------------|
| Management staff      | 66        | 20           | 5             | 7             | 13            | 15          | 126                        |
| Teaching staff        | 37        | 18           | 16            | 9             | 12            | 38          | 130                        |
| Support staff         | 37        | 13           | 20            | 12            | 11            | 34          | 127                        |
| Total staff           | 31        | 13           | 21            | 10            | 20            | 14          | 109                        |
|                       | <b>0%</b> | <b>1-25%</b> | <b>26-50%</b> | <b>51-75%</b> | <b>76-99%</b> | <b>100%</b> | <b>Number of responses</b> |
| Management staff      | 52%       | 16%          | 4%            | 6%            | 10%           | 12%         | 100%                       |
| Teaching staff        | 28%       | 14%          | 12%           | 7%            | 9%            | 29%         | 100%                       |
| Support staff         | 29%       | 10%          | 16%           | 9%            | 9%            | 27%         | 100%                       |
| Total staff           | 28%       | 12%          | 19%           | 9%            | 18%           | 13%         | 100%                       |

### **10.7 General comments on pay**

The colleges that provided further comments on pay generally focused on incremental pay progression, but there were some additional points:

- A large number of colleges said that whilst they had incremental pay progression, this is subject to satisfactory performance throughout the year (i.e. successful appraisal outcome) and therefore not 'automatic'
- "Automatic incremental increases until top of pay band is reached"
- "A large number of staff have reached the top increment of their grade"
- "Rates used for apprentices is the minimum wage dependent on age"
- Some colleges reported appointing management and support staff posts on a spot point salary to minimise the annual increase pay costs, though some said whilst management are usually on a 'spot salary' they have an automated pay spine for teachers and support staff.



## 11. Sickness absence

Sickness absence includes all absences attributed to sickness, including all long-term sickness absence of employees irrespective of length, absences due to industrial injury and absences of less than one day. Sickness absence excludes authorised absences for medical appointments, dental appointments, and maternity leave. It also excludes emergency leave, parental/dependents leave and compassionate leave.

AoC uses the following calculations when reporting on the absence data:

Lost time percentage (LTP): This shows the percentage of the total time available which has been lost because of sickness absence from all causes in a given period:

$$\frac{\text{Total number of days of sickness absence in 2015/16}}{\text{Total possible working days in the period}} \times 100$$

Absence rate (AR): This shows the average number of working days lost due to sickness absence per employee:

$$\frac{\text{Total number of days of sickness absence in 2015/16}}{\text{Total headcount of employees during the period}}$$

Employee numbers are calculated using headcounts. (Following feedback from colleges, this has been changed from previous years' full-time equivalent (FTE) measure).

### 11.1 Overall absence rates and lost time

The absence rate is a measure of the average number of days of absence per employee during the year, while the lost time percentage is a measure of the proportion of available working time lost due to absence during the year.

The figures from this year's survey show an overall absence rate of 5.8 days per employee and a lost time percentage of 3.1% in 2015/16. The table below shows the trend in absence rates and lost time percentages. Note however that due to a new methodology being applied in 2015/16 this data is not directly comparable with the previous four years.

**Table 41. Absence rate and lost time percentage, 2011/12 – 2015/16**

| <b>Year</b> | <b>Absence rate</b> | <b>Lost time %</b> |
|-------------|---------------------|--------------------|
| 2011/12     | 8.0 days            | 3.7%               |
| 2012/13     | 8.4 days            | 3.8%               |
| 2013/14     | 8.1 days            | 3.7%               |
| 2014/15     | 7.4 days            | 3.1%               |
| 2015/16     | 5.8 days            | 3.1%               |

Note: 2015/16 figures are not directly comparable with the previous four years due to a change in methodology in 2015/16

Base: Varies by staff category and year.

The following tables show the average, minimum and maximum absence rates (days per employee) and lost time percentages by category of staff in the colleges that responded in 2015/16.

**Table 42. Absence rate by category of staff, 2015/16**

| <b>Staff category</b> | <b>Average</b>  | <b>Minimum</b>  | <b>Maximum</b>   | <b>Number of responses</b> |
|-----------------------|-----------------|-----------------|------------------|----------------------------|
| Management staff      | 4.3 days        | 0.0 days        | 55.5 days        | 123                        |
| Teaching staff        | 5.6 days        | 0.1 days        | 18.2 days        | 124                        |
| Support staff         | 6.2 days        | 0.3 days        | 24.3 days        | 124                        |
|                       |                 |                 |                  |                            |
| <b>Total staff</b>    | <b>5.8 days</b> | <b>0.1 days</b> | <b>20.1 days</b> | <b>139</b>                 |

**Table 43. Lost time percentage by category of staff, 2015/16**

| <b>Staff category</b> | <b>Average</b> | <b>Minimum</b> | <b>Maximum</b> | <b>Number of responses</b> |
|-----------------------|----------------|----------------|----------------|----------------------------|
| Management staff      | 1.5%           | 0.1%           | 6.1%           | 100                        |
| Teaching staff        | 3.0%           | 0.2%           | 11.0%          | 103                        |
| Support staff         | 3.1%           | 0.1%           | 10.7%          | 102                        |
|                       |                |                |                |                            |
| <b>Total staff</b>    | <b>3.1%</b>    | <b>0.0%</b>    | <b>19.3%</b>   | <b>114</b>                 |

The two tables below show the regional breakdown in absence rates and lost time percentages by category of staff in the colleges that responded in 2015/16. Note that there will be small samples sizes for the regional breakdowns.

**Table 44. Absence rate by category of staff and region, 2015/16**

| Region                   | Absence rate (days per employee) |                |               |             |
|--------------------------|----------------------------------|----------------|---------------|-------------|
|                          | Management staff                 | Teaching staff | Support staff | Total staff |
| Eastern region           | 4.4                              | 4.6            | 5.3           | 5.1         |
| East Midlands            | 2.9                              | 5.3            | 5.7           | 5.5         |
| Greater London           | 4.9                              | 4.1            | 5.2           | 4.5         |
| North East               | 5.7                              | 7.9            | 7.0           | 6.4         |
| North West               | 3.3                              | 6.7            | 5.9           | 6.3         |
| South East               | 4.6                              | 3.8            | 5.0           | 4.7         |
| South West               | 5.4                              | 5.7            | 7.3           | 6.2         |
| West Midlands            | 4.8                              | 5.9            | 6.4           | 6.0         |
| Yorkshire and the Humber | 4.2                              | 6.6            | 6.6           | 6.4         |
| Wales                    | 2.9                              | 7.6            | 8.2           | 7.0         |
|                          |                                  |                |               |             |
| <b>Total</b>             | <b>4.3</b>                       | <b>5.6</b>     | <b>6.2</b>    | <b>5.8</b>  |
| Number of responses      | 123                              | 124            | 124           | 139         |

Note: Small samples sizes for regional breakdowns

Base: Varies by region and category.

**Table 45. Lost time percentage by category of staff and region, 2015/16**

| Region                   | Lost time percentage |                |               |             |
|--------------------------|----------------------|----------------|---------------|-------------|
|                          | Management staff     | Teaching staff | Support staff | Total staff |
| Eastern region           | 2.3%                 | 3.1%           | 3.6%          | 3.2%        |
| East Midlands            | 1.6%                 | 3.4%           | 3.4%          | 3.3%        |
| Greater London           | 1.7%                 | 2.1%           | 2.0%          | 2.0%        |
| North East               | 1.1%                 | 1.7%           | 1.5%          | 2.8%        |
| North West               | 1.2%                 | 3.7%           | 3.0%          | 3.2%        |
| South East               | 2.1%                 | 2.2%           | 3.0%          | 2.8%        |
| South West               | 0.8%                 | 2.5%           | 3.5%          | 3.4%        |
| West Midlands            | 2.0%                 | 3.5%           | 3.2%          | 3.2%        |
| Yorkshire and the Humber | 1.8%                 | 3.7%           | 3.8%          | 3.5%        |
| Wales                    | 1.2%                 | 3.9%           | 4.1%          | 3.9%        |
|                          |                      |                |               |             |
| <b>Total</b>             | <b>1.5%</b>          | <b>3.0%</b>    | <b>3.1%</b>   | <b>3.1%</b> |
| Number of responses      | 100                  | 103            | 102           | 114         |

Note: Small samples sizes for regional breakdowns

Base: Varies by region and category.

## 11.2 Reasons for sickness absence

The three main reasons for sickness absence in 2015/16 were minor illness (94% of colleges), stress and mental ill-health (74% of colleges) and back pain and musculoskeletal injuries (48% of colleges).

A few colleges gave 'other' reasons for sickness absence, these included - ear, nose and throat (ENT); dental; unknown reasons (i.e. not listed in HR software look up list); different classifications in their recording tool.

**Table 46. Three main reasons for sickness absence, 2015/16**

| Top three reasons for sickness absence   | Number of responses | Percent | Rank 3 reasons (with 1 being the main reason) |        |        |
|--|---------------------|---------|---|--------|--------|
|  |                     |         | Rank 1  | Rank 2 | Rank 3 |
| Minor illness (includes colds, flu, stomach upsets, headaches, asthma, angina and allergies) | 137                 | 94%     | 107   | 14     | 16     |
| Back pain and musculoskeletal injuries   | 70                  | 48%     | 1   | 35     | 34     |
| Stress and mental ill-health (e.g. clinical depression and anxiety)                          | 108                 | 74%     | 24  | 48     | 36     |
| Acute medical conditions (i.e. stroke, heart attack and cancer)                              | 35                  | 24%     | 5   | 18     | 12     |
| Injuries/accidents not related to work   | 8                   | 5%      | 0   | 4      | 4      |
| Work-related injuries/accidents  | 1                   | 1%      | 0   | 1      | 0      |
| Operations and recovery time   | 64                  | 44%     | 6   | 21     | 37     |
| Other  | 12                  | 8%      | 2   | 4      | 6      |
|  |                     |         |   |        |        |
| <b>Total</b>   | <b>146</b>          |         |   |        |        |

## 12. Other comments and clarification of college responses

A few colleges provided additional comments and/or further clarification on their response to the survey:

Staff categories:

- "Management questions difficult to answer as there are not separate contracts (except Principal and Deputy Principal) - we generally report by academic and support staff"

Casual and flexible contracts:

- "A number of casual staff that assist with events at set times of the year"
- "Variable hours staff we have listed includes a large amount that are only employed for summer events and are employed for a period of 4 - 8 weeks only"
- "Q8 flexible contracts - some of these employees only worked a few hours over the whole year so this figure looks much higher than it actually was"

Staff turnover:

- "When reporting on staff turnover we would not normally include fixed term contracts and maternity cover contracts in the calculation for our turnover figure. We would usually include staff that have left through resignation, voluntary redundancy, dismissal and failure of probation. We would report on fixed term and maternity cover contracts separately"

Sickness absence:

- "Sickness absence calculations are difficult"
- "The absence questions were difficult to answer with the system we have, so are indicative based on our own sickness absence data"
- "We are not able to provide the sickness data in the format requested"
- "College absence reporting and monitoring is based on using full-time equivalent (FTE) figures."

## Appendix A – notes for completion

### AoC Workforce Survey December 2016 – Guidance notes for completion

December 2016

#### 1. Census period

The census period for the majority of the workforce data collection is the period 1 September 2015 - 31 August 2016 (i.e. 2015/16 academic year).

Section 9 focuses on 'pay' and asks questions about 2016/17 and 2017/18 pay awards.

For other sections (and some questions within the above) the census date is 1 September 2016 or current practice.

#### 2. Categories of staff & contract types (excluding agency workers), 2015/16

All staff numbers within the survey should be specified as headcounts

**Management staff (incl. leadership teams):** this category is defined as full-time and part-time staff (including those on flexible contracts) that are on the management pay spine. This includes teaching staff with management responsibility and senior post holders (e.g. principals, vice/assistant principals and clerks).

**Teaching staff:** this category is defined as full-time and part-time/fractional staff (including those on flexible contracts). This includes associate lecturers and also teaching staff employed on an hourly-paid basis. If instructors and demonstrators fall into this category for your college, please exclude them from the teaching staff category and include them in support staff.

**Support staff:** this category is defined as full-time and part-time staff (including those on flexible contracts) who are employed on support terms and conditions, including instructors and demonstrators.

**Flexible contracts:** this category comprises contracts typically referred to as fixed-term, zero-hours and variable hours contracts. It does not include agency workers.

**Apprenticeship contracts:** this terminology refers to apprentices employed by the college under an apprenticeship contract. The college may also be the training provider in this context but the number of apprentices that should be reported, for survey purposes, is the number of apprentices actually employed by the college.

**Further clarification on staff headcount:**

Employees with multiple contracts should be counted as 'one' and included in the category where they are performing the most number of hours. Where an employee is engaged on two contracts both at the same number of hours, we recommend that you add them to the relevant headcount category based on the seniority of the role.

### 3. Staff turnover (2015/16)

For the purposes of this survey, AoC use the following calculations for staff turnover for each category of staff:

$$\frac{\text{Headcount of leavers (excluding any compulsory redundancies in that category) during 2015/16}}{\text{Total headcount of staff employed (in each category) during 2015/16}} \times 100$$

Headcount of leavers (excluding any compulsory redundancies in that category) during 2015/16 **DIVIDED BY** total headcount of staff employed (in each category) during the 1 September 2015 to 31 August 2016 period\* **MULTIPLIED BY** 100

\* To calculate the total headcount of staff employed: ADD the number employed at the start of the period (i.e. 1 September 2015) to any new starters between then and 31 August 2016

**EXAMPLE:**

25 staff left the college during 2015/16, of which 5 were compulsory redundancies  
→ total leavers = 25-5 = 20  
100 staff employed on 1 September 2015 and 10 new starters between then and 31 August 2016 → total staff in 2015/16 = 100+10 = 110  
Turnover = (20/110)\*100 = 18%

### 4. Sickness absence (2015/16)

**Sickness absence:** this includes all absences attributed to sickness, including all long-term sickness absence of employees irrespective of length, absences due to industrial injury and absences of less than one day. Sickness absence excludes authorised absences for medical appointments, dental appointments, and

maternity leave. It also excludes emergency leave, parental/dependents leave and compassionate leave.

Any half-day absence should be recorded on a pro-rata basis, i.e. 0.5 days.

**Number of employees:** employee numbers should be calculated using HEADCOUNTS. (Following feedback from colleges, this has been changed from previous years' full-time equivalent (FTE) measure). Note - for clarification: if an employee started or left part way through the year, they should still be counted as 'one'.

**Sum of total possible working days:** you will need to add up the total possible working days in 2015/16 for each employee and add this up to give an overall total for all staff in each category. Note you will need to pro-rata the days for any staff that started or left part way through the year:

- e.g. for each full-time employee who worked 5 days per week, this would be:  
365 calendar days – 104 weekend days = 261
- e.g. for someone employed 4 days a week, this would be 365 calendar days - 104 weekend days - 52 weekdays not worked = 209
- e.g. for a full-time employee that started half way through the year, this would be 183 calendar days – 52 weekend days = 131

## **5. Further information on sickness absence calculations (not required for survey completion):**

AoC uses the following calculations when reporting on the absence data:

- **Lost time percentage (LTP)**

This shows the percentage of the total time available which has been lost because of sickness absence from all causes in a given period:

$$\frac{\text{Total number of days of sickness absence in 2015/16}}{\text{Total possible working days in the period}} \times 100$$

- **Absence rate (AR)**

The absence rate shows the average number of working days lost due to sickness absence per employee:

$$\frac{\text{Total number of days of sickness absence in 2015/16}}{\text{Total headcount of employees during the period}}$$





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