



ASSOCIATION  
OF COLLEGES

# AoC College Workforce Survey

**Summary of findings - 2018/19**

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## 1. Introduction

Welcome to AoC's annual College Workforce Survey for the academic year 2018/19. AoC is the national organisation for colleges and the employer organisation for FE colleges. We collect and publish employment data on colleges, including this publication. 141 colleges in England completed the survey this year, which is more than half (58%) of the sector. The survey is not a statistical sample but based on these responses, we estimate that colleges employ 182,000 people (some part-time), that 64% of college employees are female, that each college employs 10 apprentices on average, that 4% of college staff come from the European Union (excluding UK) and that staff turnover in the last 12 months has averaged 18.2%. There is much more information in the rest of the report. I hope you find it useful.

The survey focuses primarily on the key headline performance indicators and benchmarks that HR departments in colleges frequently report on and keep under review:

- staff composition, headcount and FTE
- staff turnover
- difficulties with recruitment
- key terms and conditions
- workforce development budget
- sickness absence
- trade union recognition
- HR system.

The survey questions are broadly the same as last year's report. The information complements that gathered in the Education and Training Foundation [Data Insights report](#) to provide a more comprehensive view of the FE sector workforce.

In addition to the data collated being useful benchmarking data for member colleges, it will also be used to support AoC's work representing colleges.

The AoC College Workforce Survey was conducted in spring 2020. The census period for the majority of the workforce data collection is the period 1 September 2018 - 31 August 2019 (i.e. the 2018/19 academic year). For other sections the census date is 1 September 2019 or current practice.

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

If you have any suggestions for improving the survey or questions about any of the data, please contact [Geeta Halai](#), AoC's Research Officer.

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## 2. Key findings

These key findings are based on responses from 141 colleges in England (of 244 – a response rate of 58%; an increase on 2017/18 with a 49% response rate).

### 2.1 Workforce composition and headcount

We estimate that the total college workforce headcount (excluding agency workers) in England in 2018/19 was 182,000 employees. This comprises an estimated 70,000 teachers, 14,000 management staff (including teaching staff with management responsibility, senior post holders and senior management teams) and 99,000 support staff (including instructors and demonstrators). This is almost identical to 2017/18.

We calculate a full-time equivalent (FTE) figure of 128,000 staff in colleges in England in 2018/19 (14,000 management staff, 48,000 teaching staff and 66,000 support staff – and again little change to 2017/18)

There has been a 1% increase in the number of female employees at 64% (36% are male). 57% of managers (a 1% increase on the 2017/18 data), 58% of teachers and 70% of support staff are female.

The survey shows that 98% of colleges use flexible contracts and the average college has 19% of its staff on flexible contracts. This is a decrease of 1% on both counts.

The average college in England employs 10 apprentices. This is approximately 2,400 in the sector as a whole, accounting for 1.3% of college employees.

36% of colleges that responded expect that their college will be able to spend its full apprenticeship levy in 2019/20. This compares with 51% in the previous survey.

A significantly higher number of colleges estimated spending a larger proportion of the levy on support staff, with 19% of colleges anticipated spending 100%. In fact, 27% of colleges did not expect to spend any of the levy on management training, and 32% expected the same for Teaching staff.

66% of colleges reported having less than 5% (but greater than zero) of staff from the EU (excluding UK). There were regional variations – for example in London 13% of colleges reported having less than 5% (but greater than zero) of staff from the EU (excluding UK), 53% reported having 6%-10% and 13% reported having 11%-15%.

Almost half (46%) of colleges said less than 5% (but greater than zero) of their staff were employed on work permits or visas.

The average college in England has 28 staff from the EU (excluding UK), roughly 7,000 in the sector as a whole, accounting for approximately 3.8% of total college employees.

## 2.2 Staff turnover and reasons

Staff turnover was reported to be the same for overall staff in 2018/19 compared with 2017/18, but lower in each of the three staff categories; management, teaching and support.

In 2018/19, the average staff turnover for all staff was 18.2% (12.8% for management staff, 17.0% for teaching staff and 19.0% for support staff). In comparison, overall staff turnover in 2017/18 was 18.2% (15.0% for management staff, 17.4% for teaching staff and 19.7% for support staff).

Overall, turnover is highest in the South East (21.7% on average) and lowest in the North West (15.8% on average).

The main reason for turnover in each of the three categories of staff (management staff, teaching staff and support staff) was 'resignation – reason not known'.

68% of colleges reported having voluntary redundancies and 60% reported having compulsory redundancies in 2018/19.

## 2.3 Recruitment difficulties

96% of colleges reported having difficulty filling posts in 2018/19. The average college had 18 vacant posts at the start of the academic year (1 September 2019).

The top two most difficult to fill posts in 2018/19 were teaching jobs - in construction and engineering. The third category was 'teaching - maths'.

The top three reasons for recruitment difficulties across all college staff were: looking for more pay than the college could offer, a lack of necessary specialist skills and no applicants. This follows a similar pattern to last year's survey.

## 2.4 Terms and conditions

The average 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 866 hours per year, however the median hours are 860 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), 41 days for teaching staff (with a range from 25 to 66 days) and 35 days for management staff.



The majority (66%) of colleges expect to have 3-5 closure/efficiency days for all staff in 2019/20. In 65% of colleges, closure days are contractual. 86% of colleges reported that the maximum occupational sick pay payable to staff was 6 months full pay and 6 months half pay. 80% of colleges use a 12 months rolling period as the reference period to calculate eligibility to occupational sick pay.

Over three-quarters of colleges offer statutory pay for redundancy (76%) and over two-thirds offer statutory pay for shared parental leave (68%). 88% of colleges offer enhanced pay for maternity, whilst 56% offer it for paternity and 71% offer it for adoption leave.

98% of colleges offer an employee assistance programme or counselling service for staff. 74% of these colleges indicated that college governors can also access it.

99% of colleges use an Occupation Health service, with almost three-quarters of colleges saying that this is managed with a contract with an external Occupational Health provider. The main reasons for use of these services are "sickness absence issues", "supporting return to work" and "pre-employment screening".

Colleges spent an average of £131,000 on workforce development in 2018/19. This ranged from 0% to 7.0% of total income, but in the majority (63%) of colleges it was less than 0.5% of total income.

## 2.5 Sickness absence

The figures from this year's survey show an overall absence rate of 5.4 days per employee and a lost time percentage of 3.0% in 2018/19 (this compares to 5.5 days and 2.4% respectively in 2017/18)

Average support staff absence rates were higher at 5.8 days than teaching staff (5.1 days) and management staff (4.3 days).

## 2.6 Trade Union recognition

91% of colleges recognise UCU for teaching staff and 98% recognise Unison for support staff. The main issues that colleges consult with trade unions on are "redundancies and reorganisations" (95%), "TUPE transfers" (84%), "health and safety issues" (81%) and "Disciplinary, Grievance and Capability procedures" (81%). The main issues the colleges negotiate with trade unions on are "terms and conditions of employment" (48%), "pay, including pay structures" (43%) and "subsequent changes to terms and conditions of employment" (40%).

## 2.7 HR IT system

97% of colleges that responded to the survey have an HR IT system in place.

### 3. Background information

142 providers in England responded to the survey. 141 were colleges in England, of 244 – a response rate of 58%.

The other response was from a school sixth form that converted to academy status.

In addition, two of the responses from England were for part of recently merged colleges (i.e. one member of the group and therefore incomplete data for the newly merged colleges).

Data and summary tables shown are for colleges in England. 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 and specialist colleges in England responded to the survey compared with only 18% of sixth form colleges.

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

Type	Number of responses	Number of colleges in England	Percent within type	Percentage of total responses
General further education college	118	168	70%	83%
Sixth form college	9	51	18%	6%
Specialist college	14	25	56%	10%
<b>Total England</b>	<b>141</b>	<b>244</b>	<b>58%</b>	<b>99%</b>
Academy (school sixth form conversion)	1			1%
<b>Total survey responses</b>	<b>142</b>			<b>100%</b>

**Table 2. Response rate by region**

Region	Number of responses	Number of colleges in region	Percent within region	Percentage of total responses
Eastern region	19	23	83%	13%
East Midlands	11	15	73%	8%
Greater London	15	34	44%	11%
North East	8	14	57%	6%
North West	23	42	55%	16%
South East	21	39	54%	15%
South West	12	24	50%	8%
West Midlands	17	25	68%	12%
Yorkshire and the Humber	15	28	54%	11%
<b>Total England</b>	<b>141</b>	<b>244</b>	<b>58%</b>	<b>99%</b>
Academy (school sixth form conversion)	1			1%
<b>Total survey responses</b>	<b>142</b>			<b>100%</b>

## 4. College staff and composition

### 4.1 College employees (excluding agency workers) - headcount

The 141 colleges in England that responded to the question employed approximately 105,000 staff (excluding agency workers) during the 2018/19 academic year – an average of 746 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 182,000 in 2018/19.

**Table 3. College employee headcount and estimate of college workforce (excluding agency workers) by category of staff, England 2018/19**

England	Number of staff in colleges that responded	Number of responses	Average number of staff	Estimate for total in England	Percent
Management staff	8,051	141	57	13,931	8%
Teaching staff	40,192	141	285	69,552	38%
Support staff	56,991	141	404	98,622	54%
<b>Total staff</b>	<b>105,209</b>	<b>141</b>	<b>746</b>	<b>182,064</b>	<b>100%</b>

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

**Table 4. College employee headcount (excluding agency workers) by gender, England 2018/19**

Staff category	Male	Female
Management staff	43%	57%
Teaching staff	42%	58%
Support staff	30%	70%
<b>Total staff</b>	<b>36%</b>	<b>64%</b>

Base: 137 colleges

### 4.2 College employees – full-time equivalent (FTE)

139 colleges provided data on full-time equivalent staff numbers. Scaling this up to the total number of colleges in England, we calculate a full-time equivalent figure of 128,000 staff in colleges in England in 2018/19 (14,000 management staff, 48,000 teaching staff and 66,000 support staff).

**Table 5. College employee full-time equivalent (FTE) and estimate of college workforce (excluding agency workers) by category of staff, England 2018/19**

England	FTE staff in colleges that responded	Number of responses	Average number of FTE staff	Estimate for total FTE in England	Percent
Management staff	7,700	139	55	13,517	11%
Teaching staff	27,223	139	196	47,788	37%
Support staff	37,740	139	272	66,249	52%
<b>Total staff FTE</b>	<b>72,672</b>	<b>139</b>	<b>523</b>	<b>127,568</b>	<b>100%</b>

### 4.3 Flexible contracts

98% of colleges that responded use flexible contracts. This category comprises contracts typically referred to as fixed-term, zero-hours and variable hours contracts. It does not include agency workers. The average college has 19% of its staff on flexible contracts; the range is shown in the table below.

**Table 6. Proportion of college staff on flexible contracts between 1 September 2018 to 31 August 2019**

Proportion of college staff on flexible contracts	Number of responses	Percent
0	2	1%
Less than 5%	8	6%
5%-9.9%	25	18%
10%-14.9%	23	17%
15%-19.9%	20	15%
20%-24.9%	19	14%
25%-29.9%	15	11%
30%-34.9%	10	7%
35%-39.9%	7	5%
40%-44.9%	3	2%
45%-49.9%	1	1%
50% or more	3	2%
<b>Total</b>	<b>136</b>	<b>100%</b>

### 4.4 Apprenticeships

130 of the 141 colleges that responded to the survey employed apprentices during 2018/19 – this is 92% of colleges.

The average college in England employs 10 apprentices. This is approximately 2,400 in the sector as a whole, accounting for 1.3% of college employees in England.

**Table 7. Average number of apprentices (headcount) employed in England, 2018/19**

Number of apprentices (headcount) employed in England in 2018/19	
Total number of apprentices employed in colleges in England (that responded to survey)	1,292
Average number of apprentices employed in these colleges	9.7
Number of responses	133
Estimate of total number of apprentices employed in colleges in England	2,370
Estimate of percent of college workforce in England	1.3%

36% of colleges (50 out of 138) that responded to the question expect that their college will be able to spend its full apprenticeship levy in 2019/20.

Colleges provided a range of additional comments on why they would not be able to spend the full apprenticeship levy in 2019/20, the key points were:

- "Difficulty recruiting"
- "Limited number of frameworks available"
- "Reduction in staff numbers"
- "Unsuitability for organisations needs"
- "Change in funding."

A significantly higher number of colleges estimated spending a larger proportion of the levy on support staff, with 19% of colleges anticipated spending 100%. In fact, 27% of colleges did not expect to spend any of the levy on management training, and 32% expected the same for Teaching staff.

**Table 8. Anticipated apprenticeship levy spend for each category of staff in 2019/20**

Estimate of your anticipated apprenticeship levy spend for each category of staff in 2019/20	Management Staff	Teaching Staff	Support Staff
0%	27%	32%	2%
Less than 10%	9%	3%	3%
10%-19.9%	6%	5%	5.5%
20%-29.9%	10%	6%	12%
30%-39.9%	5%	2%	3.5%
40%-49.9%	1%	1%	8%
50%-59.9%	2%	4%	4.5%
60%-69.9%	2%	3%	2%
70%-79.9%	0%	2%	3%
80%-89.9%	0%	0%	4.5%
90%-99.9%	0%	0%	6%
100%	0%	1%	19%
Unlikely to be committed	12%	14%	2%
Don't know	26%	27%	26%
<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

Base: 103-111 colleges (varies by category of staff)

#### 4.5 EU and non-EU staff numbers

As shown in the table below, 11% of colleges said they had no staff from the EU (excluding UK). 66% of colleges that responded reported having less than 5% (but greater than zero) of staff from the EU (excluding UK).

46% of colleges that responded did not employ any staff on work permits and 46% said that less than 5% of their staff were employed on work permits.

The average college in England has 28 staff from the EU (excluding UK), roughly 6,900 in the sector as a whole, accounting for approximately 4% of total college employees<sup>1</sup>.

<sup>1</sup> Approximate calculations based on college estimates of the proportion (percentage bands) of total staff from the EU (excluding UK)

**Table 9. Estimate of college staff that were (a) from the EU (excl. UK) and (b) on work permits in 2018/19**

Percent of staff	(a) Percent of colleges with staff from EU (excluding UK)	(b) Percent of colleges with staff on work permits or visas
0%	11%	46%
1% - 5%	66%	46%
6% -10%	9%	1%
11%-15%	2%	0%
16%-20%	1%	0%
More than 20%	1%	0%
Don't know	10%	7%
<b>Total</b>	<b>100%</b>	<b>100%</b>

Base: 140 and 137 colleges respectively



## 5. Staff turnover

### 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, only the last four years' data is directly comparable.

In 2018/19, the average turnover across all three categories of staff was 18.2% (the same as in 2017/18).

**Table 10. Staff turnover by category of staff, 2014/15 - 2018/19**

Year	Turnover			
	Management staff	Teaching staff	Support staff	All staff
2014/15	18.8%	19.5%	21.7%	21.0%
2015/16	15.1%	18.2%	18.0%	18.2%
2016/17	12.8%	16.0%	18.3%	17.4%
2017/18	15.0%	17.4%	19.7%	18.2%
2018/19	12.8%	17.0%	19.0%	18.2%

Note: 2015/16, 2016/17, 2017/18 and 2018/19 figures are not directly comparable with 2014/15 due to a change in methodology from 2015/16

Base: Varies by staff category and year.

The following table shows a regional breakdown of staff turnover in 2018/19 in each category and overall.

**Table 11. Staff turnover by category of staff and region, 2018/19**

Region	Turnover			
	Management staff	Teaching staff	Support staff	All staff
Eastern region	6.9%	14.3%	17.9%	17.0%
East Midlands	12.5%	13.6%	19.5%	16.9%
Greater London	17.6%	15.9%	24.3%	20.4%
North East	16.2%	19.1%	22.4%	21.2%
North West	13.8%	16.5%	16.0%	15.8%
South East	15.9%	20.8%	21.1%	21.7%
South West	11.7%	16.4%	19.8%	17.4%
West Midlands	10.1%	15.8%	16.4%	16.2%
Yorkshire and the Humber	15.5%	18.8%	17.6%	17.8%
<b>Total</b>	<b>12.8%</b>	<b>17.0%</b>	<b>19.0%</b>	<b>18.2%</b>
<b>Number of responses</b>	<b>133</b>	<b>135</b>	<b>134</b>	<b>139</b>

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 12.

The main reason for turnover of management staff, teaching staff and support staff was (1) 'resignation – reason not known'. For management staff and teaching staff, this was followed by (2) 'resignation – job change within the sector' and for support staff (2) 'resignation – job change outside of sector'. The third reason for staff turnover for management staff was (3) 'retirement' and for teaching staff and support staff it was (3) 'other'.

The main 'Other' reason cited by colleges for staff turnover was "end of fixed term contract". Some of the other reasons included: "compulsory redundancy" and "dismissal", "mutual/settlement agreement".

**Table 12. Three main reasons for staff turnover, 2018/19**

Three main reasons for staff turnover	Management staff	Teaching staff	Support staff
Resignation - job change outside of sector	25%	28%	48%
Resignation - job change within the sector	47%	52%	30%
Resignation - low level of pay	7%	13%	26%
Resignation - heavy workload	3%	12%	7%
Resignation - personal / family circumstances	29%	27%	33%
Resignation - reason not known	53%	56%	52%
Retirement	30%	23%	21%
Voluntary redundancy	19%	20%	18%
Other	30%	32%	35%

Base: 135-142 colleges (that had turnover of staff - varies by category of staff)

As reported in last year's report, in November 2018 the DfE published a research report entitled [College Staff Survey 2018](#) which devotes a section to recruitment and retention in general and specialist further education colleges.

## 6.Redundancies

As shown in the table below, 60% of colleges that responded reported having voluntary redundancies and 68% reported having compulsory redundancies in 2018/19.

**Table 13. Voluntary and compulsory redundancies in colleges in 2018/19**

Redundancies	Yes	No
Voluntary redundancies	60%	40%
Compulsory redundancies	68%	32%

Base: 135-137 colleges

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

- "Small scale"
- "Internal restructure"
- "Restructure following college merger"

## 7. Vacant and hard to fill posts

### 7.1 Vacant posts

The table below shows that the average college had 18 vacant posts at the start of the academic year (1 September 2019).

**Table 14. Vacant posts on 1 September 2019**

Vacant posts in colleges on 1 September 2019	
Total number of vacant posts	2,497
Average number of vacant posts	18
Number of colleges in sample	136
Minimum	0
Maximum	105

### 7.2 Hard to fill vacancies

96% of colleges (133 out of 139) that responded to the question said they had difficulty filling posts during 2018/19.

As shown in Table 15, two of the top three most difficulty to fill posts in 2018/19 were in teaching – construction and engineering. The third ranked most difficult to fill post was teaching posts in mathematics – but this was significantly lower than those that indicated construction and engineering. This was also the case in the previous surveys.

‘Other’ posts mentioned by colleges as being difficult to fill were varied but “assessors” was one that was mentioned multiple times.

**Table 15. Hard to fill posts, 2018/19**

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	10	8%	2	2	6
Management - management posts	18	14%	6	3	9
Teaching - construction	85	64%	35	39	11
Teaching - engineering	85	64%	56	24	5
Teaching - English	13	10%	3	5	5
Teaching - health, social care and public services	16	12%	1	8	7
Teaching - information and communication technology	28	21%	2	12	14
Teaching - maths	34	26%	6	13	15
Teaching - science	19	14%	4	4	11
Learning support - technical	8	6%	1	2	5
Learning support - teaching	12	9%	4	2	6
Other support - professional staff, e.g. librarians, accountants, welfare and guidance staff	19	14%	0	4	15
Other support - administrative/ clerical staff	8	6%	0	2	6
Other	25	19%	12	5	8
<b>Total</b>	<b>133</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 2018/19 academic year, the responses are shown in Table 16 below.

The top three reasons were 'looking for more pay than the college could offer', 'lack of necessary specialist skills', and 'no applicants'.

**Table 16. Three main reasons for staff recruitment difficulties, 2018/19**

Top 3 reasons for any recruitment difficulties (for all categories of staff)	Number of responses	Percent
No applicants	80	56%
Insufficient experience	49	35%
Lack of necessary specialist skills	99	70%
Insufficient relevant qualifications	39	27%
Looking for more pay than you could offer	100	70%
Other (please specify)	8	6%
<b>Total</b>	<b>142</b>	

'Other' reasons given by colleges for any recruitment difficulties experienced in 2018/19 include:

- "Poor quality teaching skills in certain areas"
- "Private sector competition"

## 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 2019.

**Table 17. Standard full-time contractual working week, 1 September 2019**

Standard full-time contractual working week (in hours) per category of staff	Average	Minimum	Maximum	Number of responses
Management staff	36.8	32.5	40.0	139
Teaching staff	36.3	32.5	39.0	140
Support staff	36.8	35.0	39.0	139
All staff	36.7	32.0	39.0	134

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

**Table 18. Average standard hours for teaching contact time, 1 September 2019**

Average standard hours for teaching contact time	Average	Minimum	Maximum	Number of responses
Standard hours per week	24	20	26	133
Standard hours per annum	866	709	1265	132

### 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 current staff in each category at the census data of 1 September 2019.

**Table 19. Contractual paid holiday entitlement, 1 September 2019**

Current contractual paid holiday entitlement per year (exclusive of bank/public holidays and closure days) for current staff in each category	Average	Minimum	Maximum	Number of responses
Management staff	35	25	53	140
Teaching staff	41	25	66	140
Support staff	27	20	37	140
All staff	33	20	47	

### 8.3 Closure/efficiency days

As shown in the tables below, the majority (66%) of colleges expect to have between three and five closure/efficiency days for all staff in 2019/20, with the average being 4.8 closure/efficiency days.

65% of colleges (91 out of 140) that responded to the question said that closure/efficiency days are contractual. Several colleges commented that the closure days tend to be at Christmas.

**Table 20. Number of closure/efficiency days, 2019/20**

Number of closure/efficiency days expected for all staff	Number of responses	Percent
0	4	3%
1	4	3%
2	3	2%
3	29	21%
4	16	11%
5	48	34%
6	4	3%
7	21	15%
8	4	3%
9	2	1%
10+	6	4%
<b>Total</b>	<b>141</b>	<b>100%</b>

**Table 21. Average number of closure/efficiency days for all staff, 2019/20**

Number of closure/efficiency days for all staff	
Average number of closure/efficiency days	4.8
Minimum	0
Maximum	12
Number of responses	141

### 8.4 Occupational sick pay

The table below shows the maximum occupational sick pay payable to staff at colleges. The majority (86%) 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 22. 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	0	0%
2 months full pay	0	0%
3 months full pay	1	1%
4 months full pay	1	1%
5 months full pay	1	1%
6 months full pay	0	0%
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	1	1%
6 months full pay and 6 months half pay	122	86%
Other	11	8%
<b>Total</b>	<b>142</b>	<b>100%</b>

As shown in the table below, 80% of colleges use a 12 months rolling period as the reference period to calculate eligibility to occupational sick pay.

**Table 23. 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	113	80%
24 months	9	6%
36 months	1	1%
Other	17	12%
<b>Total</b>	<b>141</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. Over three-quarters of colleges offer statutory pay for redundancy (76%) and 68% offer statutory pay for shared parental leave. 88% of colleges offer enhanced pay for maternity, whilst 56% offer it for paternity and 71% offer it for adoption leave.

**Table 24. Statutory or enhanced pay for each of the following**

Whether college offers statutory or enhanced pay for each of the following	Statutory pay	Enhanced pay	Total
Redundancy	107	34	141
Maternity	17	124	141
Shared parental leave	95	45	140
Paternity	61	79	140
Adoption	41	99	140
	Statutory pay	Enhanced pay	Total
Redundancy	76%	24%	100%
Maternity	12%	88%	100%
Shared parental leave	68%	32%	100%
Paternity	44%	56%	100%
Adoption	29%	71%	100%

82 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.

## 8.6 Employee assistance

98% of colleges that responded to the survey offer an employee assistance programme or counselling service for staff. Out of those that offer this service, 74% of colleges indicated that college governors can also access it. The services included are shown in the table below. 87% of colleges have telephone counselling included and 71% have face-to-face counselling included.

**Table 25. Services included as part of employee assistance programme or counselling service**

Services included as part of employee assistance programme or counselling service	Number of responses	Percent
Telephone counselling service	119	87%
Face-to-face counselling service	97	71%
Other services	47	34%
<b>Total</b>	<b>137</b>	

'Other' services include: "email/on-line support and resources" and colleges also gave specific examples of the types of advice services available, these include: "financial advice"; "legal advice"; "health and wellbeing advice"; "CBT".

## 8.7 Occupational health

99% of colleges that responded to the survey use an Occupation Health service, with almost three-quarters of colleges saying that this is managed with a contract with an external Occupational Health provider. The main reasons for use of these services are “sickness absence issues”, “supporting return to work” and “pre-employment screening”.

**Table 26. How Occupation Health service is ‘managed’**

How occupational health service is ‘managed’	Number of responses	Percent
Contract with an external Occupational Health provider	103	74%
Ad hoc services acquired – no permanent/agreed contract	31	22%
In-house, i.e. OH professional directly employed	5	4%
Other	1	1%
<b>Total</b>	<b>140</b>	<b>100%</b>

**Table 27. Types of situations that occupational health services are used for**

Types of situations that occupational health services are used for	Number of responses	Percent
Pre-employment screening	107	76%
Safety critical screening (i.e. associated with role such as working at heights)	41	29%
Sickness absence issues – e.g. referrals	139	99%
Supporting return to work	129	92%
Health related training, e.g. manual handling	13	9%
Formal underperformance or poor conduct investigations	28	20%
General employee wellbeing events/health promotion	48	34%
Drugs and alcohol screening	6	4%
Physiotherapy	13	9%
Cognitive Behavioural Therapy (CBT)	18	13%
Workstation assessments	17	12%
Other	16	11%
<b>Total</b>	<b>140</b>	

## 9. Workforce development budget

As shown in the tables below colleges spent an average of £131,000 on workforce development in 2018/19. This ranged from 0% to 7.0% of total income, but in the majority (63%) of colleges it was less than 0.5% of total income.

**Table 28. College income allocated to workforce development in 2018/19**

	Total	Average	Minimum	Maximum	Number of responses
Spending on workforce development	£16,125,898	£131,105	£8,000	£1,590,000	123
<b>Workforce development spending as a percentage of total income</b>			<0.5%	7.0%	121

**Table 29. Workforce development spending as a percentage of total income in 2018/19**

Workforce development spending as a percentage of total income	Number of responses	Percent
Less than 0.5%	76	63%
0.5% to less than 1%	26	21%
1% or more	19	16%
<b>Total</b>	<b>121</b>	<b>100%</b>

## 10. Sickness absence

### 10.1 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 5.4 days per employee and a lost time percentage of 3.0% in 2018/19. 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, only the last four years' data is directly comparable.

**Table 30. Absence rate and lost time percentage, 2014/15 – 2018/19**

Year	Absence rate	Lost time %
2014/15	7.4 days	3.1%
2015/16	5.8 days	3.1%
2016/17	5.6 days	3.0%
2017/18	5.5 days	2.4%
2018/19	5.4 days	3.0%

Note: 2015/16, 2016/17, 2017/18 and 2018/19 figures are not directly comparable with 2014/15 due to a change in methodology from 2015/16

Base: Varies by staff category and year.

The following tables show the average absence rates (days per employee) and lost time percentages by category of staff in the colleges that responded in 2018/19.

**Table 31. Absence rate by category of staff, 2018/19**

Staff category	Average	Number of responses
Management staff	4.3 days	126
Teaching staff	5.1 days	126
Support staff	5.8 days	125
<b>Total staff</b>	<b>5.4 days</b>	<b>133</b>

**Table 32. Lost time percentage by category of staff, 2018/19**

Staff category	Average	Number of responses
Management staff	2.0%	119
Teaching staff	2.9%	119
Support staff	3.1%	119
<b>Total staff</b>	<b>3.0%</b>	<b>124</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 2018/19. Note that there will be small samples sizes for the regional breakdowns.

**Table 33. Absence rate (days per employee) by category of staff and region, 2018/19**

Region	Absence rate (days per employee)			
	Management staff	Teaching staff	Support staff	Total staff
Eastern region	3.7	4.7	5.3	5.3
East Midlands	4.6	7.1	7.1	6.7
Greater London	6.1	4.7	5.7	5.4
North East	3.9	4.9	6.1	5.5
North West	4.6	5.6	6.3	6.0
South East	3.5	4.1	4.7	4.4
South West	3.1	4.6	5.6	5.0
West Midlands	5.0	5.1	5.5	5.7
Yorkshire and the Humber	5.0	6.0	6.8	6.2
<b>Total</b>	<b>4.3</b>	<b>5.1</b>	<b>5.8</b>	<b>5.4</b>
Number of responses	126	126	125	133

Note: Small samples sizes for regional breakdowns

Base: Varies by region and category.

**Table 34. Lost time percentage by category of staff and region, 2018/19**

Region	Lost time percentage			
	Management staff	Teaching staff	Support staff	Total staff
Eastern region	1.6%	2.4%	2.9%	2.9%
East Midlands	1.9%	3.1%	3.3%	3.1%
Greater London	2.7%	3.3%	3.0%	3.1%
North East	2.0%	2.4%	3.1%	2.8%
North West	2.2%	2.8%	3.2%	2.9%
South East	1.9%	2.5%	2.1%	2.5%
South West	1.3%	3.0%	3.6%	3.1%
West Midlands	2.4%	3.3%	3.4%	3.2%
Yorkshire and the Humber	2.2%	3.2%	4.3%	3.6%
<b>Total</b>	<b>2.0%</b>	<b>2.9%</b>	<b>3.1%</b>	<b>3.0%</b>
Number of responses	119	119	119	124

Note: Small samples sizes for regional breakdowns

Base: Varies by region and category.

## 10.2 Reasons for sickness absence

The three main reasons for sickness absence in 2018/19 were minor illness (92% of colleges), stress and mental ill-health (85% of colleges) and back pain and musculo-skeletal conditions (42% of colleges).

**Table 35. Reasons for sickness absence, 2018/19**

Top 3 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)	128	92%	98	20	10
Back pain and musculo-skeletal conditions	59	42%	0	26	33
Stress and mental ill-health (e.g. non-work and work-related stress, clinical depression and anxiety)	118	85%	31	55	32
Acute medical conditions (i.e. stroke, heart attack and cancer)	39	28%	5	15	19
Injuries/accidents not related to work	5	4%	0	1	4
Work-related injuries/accidents	1	1%	0	1	0
Operations and recovery time	55	40%	5	17	33
Other	7	5%	0	3	4
<b>Total</b>	<b>139</b>				

## 11. Trade Union recognition

The table below shows the different trade unions recognised by colleges for the different categories of staff. 91% of colleges recognise UCU for teaching staff and 98% recognise Unison for support staff.

**Table 36. Trade unions recognised by colleges by category of staff**

Trade unions recognise by colleges	Management staff	Teaching staff	Support staff	Other staff
GMB	4%	0%	8%	2%
NEU	35%	37%	9%	1%
UCU	41%	91%	17%	1%
Unison	40%	10%	98%	3%
UNITE	2%	2%	5%	1%
Other	7%	6%	2%	1%

Base: 130 colleges that responded to the question.

The main issues that colleges consult with trade unions on are “redundancies and reorganisations” (95%), “TUPE transfers” (84%), health and safety issues” (81%) and “Disciplinary, Grievance and Capability procedures” (81%). The main issues the colleges negotiate with trade unions on are “terms and conditions of employment” (48%), “pay, including pay structures” (43%) and “subsequent changes to terms and conditions of employment” (40%).

**Table 37. Issues on which colleges consult or negotiate with trade unions**

Issues on which colleges consult or negotiate	Consult	Negotiate	Total
Redundancies and reorganisations	95%	9%	98%
Changes to pensions	56%	20%	69%
Terms and conditions of employment	67%	48%	94%
Subsequent changes to terms and conditions of employment	64%	40%	89%
TUPE transfers	84%	8%	88%
Health and safety issues	81%	9%	84%
Pay, including pay structures	65%	43%	89%
Disciplinary, Grievance and Capability procedures	81%	18%	93%
Performance review arrangements (e.g. appraisal)	78%	9%	84%
Equal opportunities policy	73%	7%	78%
Working practices	76%	16%	85%
Other	10%	3%	12%
<b>Total</b>	<b>99%</b>	<b>60%</b>	<b>100%</b>

Base: 129 colleges that responded to the question.



Table 38 focusses on responses from colleges where union representatives are active and shows the maximum number of representatives of each recognised union (the minimum being “1”) and the average across all respondents. Table 39 indicates the minimum and maximum total hours/week that colleges provide in remission (time off) from normal duties for each group of representatives.

**Table 38. Number of representatives of each recognised union at colleges**

Representatives of each recognised union at colleges	Number of colleges where active	Maximum in any one college	Average across colleges where active
GMB	6	8	1.2
NEU	44	4	1.5
UCU	106	18	4.2
Unison	76	8	2
UNITE	1	1	1
Other	7	1	1

**Table 39. Total hours/week that colleges provide in remission (time off) from normal duties for each group of representatives**

Total hours/week colleges provide in remission (time off) from normal duties for each group of representatives	Number of responses	Minimum	Maximum	Average
GMB	4	2.5	5	4.0
NEU	33	1	204	19.6
UCU	88	1	1,290	69.0
Unison	50	0.5	230	33.0
UNITE	1	2	2	2
Other	5	1	126.5	32

## 12.HR IT system

97% of colleges that responded to the survey have an HR IT system in place, the uses indicated by colleges are shown in the table below. A list of the names of the providers shared by respondents is at Appendix B (in alphabetical order).

Some colleges commented that they use a separate system for recruitment.

**Table 40. Use of HR IT system**

What HR IT system is used for	Number of responses	Percent
Payroll Management	105	77%
Time and attendance management	54	40%
Sickness absence management	130	96%
Manager/Employee self-service	114	84%
Recruitment process management	63	46%
Appraisal process management	69	51%
Training and development tracking	95	70%
Management information reporting	117	86%
Other	12	9%
<b>Total</b>	<b>136</b>	

## Appendix A – Notes for completion

### AoC College Workforce Survey – Guidance notes for completion

#### 1. College groups

If you are part of a 'College Group' please could you supply one response for the whole group structure.

#### 2. Census period

The census period for the majority of the workforce data collection is the period 1 September 2018 - 31 August 2019 (i.e. 2018/19 academic year).

For other sections the census date is 1 September 2019 or current practice.

#### 3. Categories of staff and contract types

Number of staff (headcount and full-time equivalent) should include all employees in each category at your college - including staff on flexible contracts (however agency workers should be excluded).

**Management staff (including 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, senior post holders and senior management teams (e.g. principals, vice/deputy/assistant principals and clerks).

**Teaching staff:** this category is defined as full-time and part-time 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.

#### **Staff on multiple contracts:**

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 category based on the seniority of the role.

#### **4. Staff turnover calculations**

For the purposes of this survey and the subsequent survey summary report, AoC use the following calculations for staff turnover:

Using the following formula for each category of staff:

$\frac{\text{Headcount of leavers (excluding any compulsory redundancies in that category) during 2018/19}}{\text{Total headcount of staff employed (in each category) during the 1 September 2018 to 31 August 2019 period}} \times 100$
---

\* To calculate the total headcount of staff employed: ADD the number employed at the start of the period (i.e. 1 September 2018) to any new starters between then and 31 August 2019

#### **EXAMPLE:**

25 staff left the college during 2018/19, of which 5 were compulsory redundancies → total leavers = 25-5 = 20

100 staff employed on 1 September 2018 and 10 new starters between then and 31 August 2019 → total staff in 2017/18 = 100+10 = 110

Turnover = (20/110)\*100 = 18%

#### **5. Sickness absence calculations**

**Sickness absence:** this includes all absences attributed to sickness, 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. 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 2018/19 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

Please provide your best estimate if you don't have exact figures to hand.

## 6. 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:

$$\frac{\text{Total number of days of sickness absence in 2018/19}}{\text{Total possible working days in the period}} \times 100$$

- **Absence rate (AR)**

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

$$\frac{\text{Total number of days of sickness absence in 2018/19}}{\text{Total headcount of employees during the period}}$$

## 7. Trade Union recognition:

### Question 35:

A simple definition of the difference between "Negotiation" and "Consultation":

**Negotiation:** requires both parties to reach agreement on the issues concerned and is generally a more demanding exercise than consultation. A negotiated settlement is usually necessary where substantive changes to terms and conditions are being sought – the only alternative being to agree such changes on an individual basis with those concerned.

**Consultation:** does not require agreement but does involve genuinely seeking views and considering any representations made. By and large any measures or changes which are likely to affect employees should be the subject of consultation.

**Question 36:**

Where a union is not recognised by the college, please write “not recognised” in the appropriate box.

**Question 37:**

In order to perform effectively, union representatives need to have reasonable paid time off from their normal job in appropriate circumstances, and there can be positive advantages for employers and trade unions in establishing agreements on time off in ways that reflect their own situations, for example agreed remission from teaching/class contact hours.

Where there is an agreement in place, please indicate the total number of hours per week provided by the college to each particular recognised trade union in the appropriate box. For example, a college may recognise five representatives from UCU, and agree to provide a total of 12 hours remission from normal duties per week to be shared between the 5 representatives. Therefore, “12” should be noted in the appropriate box.

Where there is no official agreement, and the hours are agreed on an ad hoc basis, please write “undefined” in the appropriate box.

Where a union is not recognised by the college, please write “not recognised” in the appropriate box.

## Appendix B – HR System providers

### Alphabetical order:

Access Group (including Select HR, Access safe Pay)  
Business World On!  
Capita Unit-e  
Cascade  
Cintra (including Cintra IQ)  
CiPHR  
Civica  
Databridge  
Elas  
FMP Global (Bond)  
Frontier Software (including Chris 21)  
HR Select  
iTrent (MHR – formerly Midland HR)  
Jane Systems  
Open HR  
Ozola – temporary staff management software  
SAGE HR  
SDWorx – payroll solution  
Software for People: World Service  
Stonefish  
Unit4 (Agresso Business World) - Hireserve (E-recruiter)  
Zellis ResourceLink