



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 male¹. 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 employees².
- 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).

¹ Percentages do not sum to 100% due to rounding

² 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%
Total colleges in England	143	324	44%	100%	
Total colleges in Wales	9	14	64%		6%
Other	1				1%
Total responses	153				100%

Table 2. Response rate by college region

Region	Number of responses	Number of Colleges in region	Percent within region	Percentage of total responses in England	Percentage of total responses
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%
Total colleges in England	143	324	44%	100%	
Wales	9	14	64%		6%
Other	1				1%
Total responses	153				100%

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

England	Number of staff in colleges that responded	Number of responses	Average number of staff	Estimate for total in England	Percent
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%
Total staff³	81,531	140	582	188,687	100%

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

Wales	Number of staff in colleges that responded	Number of responses	Average number of staff	Estimate for total in Wales	Percent
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%
Total staff	8,894	9	988	13,835	100%

³ 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%
Total staff	36%	63%

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%
Total staff	38%	62%

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%
Total	1,471	100%	1.6%

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%
Total	145	100%

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 employees⁴.

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

Percent of staff	(a) Percent of colleges with staff from EU (excluding UK)	(b) Percent of colleges with staff on work permits
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%
Total	100%	100%

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.

⁴ 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%
Total	15.1%	18.2%	18.0%	18.2%
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

Three main reasons for staff turnover	Management staff	Teaching staff	Support staff
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

Redundancies	Yes	No
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

Staff category	Redundancy type	Average number of redundancies	Number of responses	Minimum	Maximum
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

Vacant posts in colleges on 1 September 2016?	
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
Total	144				

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

Top 3 reasons for recruitment difficulties (for all categories of staff)	Number of responses	Percent
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%
Total	152	

'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

Standard full-time contractual working week (in hours) per category of staff	Average	Minimum	Maximum	Number of responses
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

Average standard hours for teaching contact time	Average	Minimum	Maximum	Number of responses
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

Current contractual paid holiday entitlement per year (exclusive of bank/public holidays and closure days) for new staff in each category	Average	Minimum	Maximum	Number of responses
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%)⁵ 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

Number of closure/efficiency days expected for all staff	Number of responses	Percent
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%
Total	150	100%

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

Number of closure/efficiency days for all staff	
Average number of closure/efficiency days	4
Minimum	0
Maximum	10
Number of responses	148

⁵ 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%
Total	151	100%

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%
Total	147	100%

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

Whether college offers statutory or enhanced pay for each of the following	Statutory pay	Enhanced pay	Number of responses
Redundancy	95	52	147
Maternity	22	128	150
Shared parental leave	100	46	146
Paternity	63	86	149
Adoption	49	99	148
	Statutory pay	Enhanced pay	Number of responses
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

	Total	Average	Minimum	Maximum	Number of responses
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

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

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?

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

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

If 'Yes', did your college follow the AoC recommended⁶ pay award in 2016/17?	Number of responses	Percent
Yes	39	46%
No	46	54%
Total	85	100%

⁶ 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

If 'No', please provide details of the percentage and/or cash uplift that your college awarded in 2016/17	Minimum	Maximum	Number of responses
% 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

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

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

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

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?

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

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

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

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

If 'Too early to say', when will 2017/18 pay awards be decided?	Number of responses	Percent
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%
Total	112	100%

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

Average annual salary for lecturers in colleges	
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

Current minimum hourly rate of pay for apprentices employed by colleges	
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

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

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

Staff category	0%	1-25%	26-50%	51-75%	76-99%	100%	Number of responses
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
	0%	1-25%	26-50%	51-75%	76-99%	100%	Number of responses
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

Year	Absence rate	Lost time %
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

Staff category	Average	Minimum	Maximum	Number of responses
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
Total staff	5.8 days	0.1 days	20.1 days	139

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

Staff category	Average	Minimum	Maximum	Number of responses
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
Total staff	3.1%	0.0%	19.3%	114

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
Total	4.3	5.6	6.2	5.8
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%
Total	1.5%	3.0%	3.1%	3.1%
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
Total	146				

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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