

# The UK Voluntary Sector Workforce Almanac 2011

Jenny Clark  
James McHugh  
Stephen McKay



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THIRD SECTOR

ncvo  **TSRC**  
informing civil society 

# Fast facts

| Core voluntary sector |  | 2010          |
|-----------------------|--|---------------|
| Paid workforce        | Headcount                                | 765,000       |
|                       | Full-time equivalent                     | 617,000       |
| Employment status     | Full-time                                | 477,000 (62%) |
|                       | Part-time                                | 288,000 (38%) |
| Gender                | Female                                   | 522,000 (68%) |
|                       | Male                                     | 244,000 (32%) |
| Type of contract      | Permanent                                | 670,000 (91%) |
|                       | Temporary                                | 67,000 (9%)   |
| Type of industry      | Social work without accommodation        | 281,000 (37%) |
|                       | Residential care activities              | 115,000 (15%) |
|                       | Education                                | 97,000 (13%)  |
| Occupation            | Healthcare and related personal services | 108,000 (14%) |
|                       | Social welfare associated professionals  | 74,000 (10%)  |
|                       | Functional managers                      | 43,000 (6%)   |
| Size of workplace     | Less than 10 employees                   | 230,000 (31%) |
|                       | Less than 25 employees                   | 378,000 (51%) |
|                       | Less than 50 employees                   | 494,000 (67%) |
| Disability            | All disabled                             | 150,000 (20%) |
|                       | Not disabled                             | 615,000 (80%) |
| Highest qualification | Degree or higher                         | 286,000 (37%) |
|                       | A Levels or higher                       | 556,000 (73%) |
|                       | No qualification                         | 24,000 (3%)   |

| Skills and training |                                  | 2009 |
|---------------------|----------------------------------|------|
|                     | Training plan in place           | 56%  |
|                     | Training budget in place         | 64%  |
|                     | Formal assessment of skills gaps | 75%  |

| Volunteering        |                       | 2010/11 |
|---------------------|-----------------------|---------|
| People volunteering | at least once a month | 25%     |
|                     | at least once a year  | 39%     |

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Jenny Clark  
James McHugh  
Stephen McKay

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# Foreword



**Nick Hurd MP,  
Minister for Civil  
Society**

Voluntary and community groups, charities, and social enterprises make an immense contribution to the social, economic, environmental, and cultural life of the nation and we wish to ensure that this remains the case. That is why this Government is committed to nurturing the conditions under which a healthy voluntary sector can thrive.

In our strategy for the sector, *Building a Stronger Civil Society*, we outlined our intention to make it easier to run a voluntary organisation, get more resources into the sector, and make it easier to do business with the state. Also, in *Skills for Sustainable Growth*, we stated that the Government understands its responsibility to ensure that everyone has the basic skills they need to access employment and participate in civil society.

The Government's ambition for a stronger civil society is dependent upon a resilient and independent voluntary sector, fully equipped to play an influential role in shaping society and improving the lives of its citizens. A strategic approach to skills and workforce development, both paid and volunteer, will be fundamental to achieving this vision.

The Government recognises that this is an especially challenging time for the voluntary sector as demand for services rises and available resources must go further. In this tough environment, the Office for Civil Society as well as wider government are keen to find ways to do things better together.

The information contained within this report will help to achieve this. It provides a unique level of detail on the voluntary sector's workforce, enabling organisations to plan and manage their workforce more effectively. Government will continue to play its part too, and I look forward to an ongoing dialogue over how we can strengthen civil society and the voluntary organisations that underpin our society.

A handwritten signature in black ink that reads "Nick Hurd". The signature is written in a cursive, slightly informal style.

**Nick Hurd MP,  
Minister for Civil Society**

# Executive Summary

*The UK voluntary sector's workforce has experienced significant growth over the last ten years. Such growth has fuelled interest in the sector's role as an employer. This summary outlines the key characteristics of the voluntary sector's workforce, the nature of working conditions within the sector, and the levels of skills and training across the sector.*

## **The voluntary sector's workforce has continued to increase over the last decade**

In 2010, there were 765,000 people employed in the UK voluntary sector, an increase of 40% since 2001. The sector now employs around 2.7% of the UK workforce, a proportion that has slowly increased from 2% in 2001. In 2010, the voluntary sector employed an estimated 617,000 full-time equivalent paid staff (LFS).

## **The majority of the voluntary sector's workforce is female**

In 2010, over half a million women (522,000) were employed in the voluntary sector alongside nearly one-quarter of a million men (244,000). More than two-thirds (68%) of the voluntary sector workforce are women which compares with the public sector (64%) but contrasts with the private sector (39%) (LFS).

## **The workforce is concentrated within health and social care organisations**

More than half (57%) of the voluntary sector workforce were employed in 'health and social work', equating to 437,000 people. Within this, more than one-third (37%) of the sector's workforce, amounting to 281,000 people, were employed in 'social work activities without accommodation' (LFS).

## **Part time work is a significant part of voluntary sector employment**

Over one-third (38%) of voluntary sector workers were employed part-time, a higher proportion than within the private and public sectors. Nearly half (45%) of the women employed within the voluntary sector were employed part-time compared to 22% of men (LFS).

## **Gross weekly pay is lower within the voluntary sector**

Gross weekly pay in the voluntary sector amounted to an average of £397.71 in 2010, lower than in both the private and public sectors (£452.60 and £466.53 respectively). Men's gross hourly pay in the voluntary sector averaged £15.25, compared to £11.24 for women, meaning that on average women were paid 36% less than men (per hour) (LFS).

## **Participation in formal volunteering has not increased since 2005**

During 2010/11, 39% of adults in England said that they had volunteered formally at least once in the previous 12 months, a smaller proportion than in all years between 2003 and 2009/10. Twenty-five per cent of people reported that they volunteered formally at least once a month in 2010/11, the same proportion as in 2009/10, and lower than in all years between 2001 and 2008/09 (CLG, 2011).

## **Voluntary sector employees are highly qualified**

More than one-third (37%) of voluntary sector employees hold a degree level qualification or higher and overall, more than seven in every ten (73%) held an A Level qualification, its equivalent or higher (LFS).

## **Skills gaps are apparent across the voluntary sector**

Just under one-fifth (18%) of voluntary sector employers reported that they have staff with skills gaps. The main impact of skills gaps within the voluntary sector was an increase in the workload of other employees (61%) (NESS).

## **Senior staff are the most likely to receive training**

The majority of voluntary organisations (56%) provided both on-the-job and off-the-job training in their organisation however just under one-fifth (18%) provided no training at all. Over half (59%) of all voluntary sector employers that had provided training over the last year train staff of all grades, however managers are significantly more likely to receive training than other staff (NESS).

## **Looking ahead: the voluntary sector workforce in the future**

The voluntary sector faces several challenges in the coming years, including an ageing population, rising unemployment, a likely increase in collaborative working, and constrained public spending.

# Introduction

Welcome to the second edition of The UK Voluntary Sector Workforce Almanac. This publication provides up-to-date authoritative research on the size, characteristics, and skills of the UK voluntary sector workforce, drawing upon a decade's worth of data to explore how the sector's workforce has changed.

The UK Voluntary Sector Workforce Almanac 2011 builds on its predecessor which was published by NCVO and the UK Workforce Hub in 2007. Since then, two new organisations have come into being which have helped build upon this programme of workforce research. Skills – Third Sector has been established to provide a coherent voice for the sector on matters relating to skills and the workforce, and the Third Sector Research Centre (TSRC) has been established to bridge the gap between academic research and voluntary sector practitioners.

This publication contains sixteen themes followed by a short chapter which explores how future trends may impact upon the voluntary sector workforce. The themes were chosen to reflect some of the main traits of the voluntary sector workforce, covering the size and characteristics of voluntary sector employment; the nature of working conditions within the sector; and the levels of skills and training across the sector.

It is hoped that this publication will prove to be a useful resource for a range of audiences and stakeholders including employers, current and potential employees, funders, policymakers, careers advisers and training providers.

The role of the voluntary sector as the employer and manager of a significant number of paid staff and volunteers places certain demands upon its organisations, including the adoption of a strategic approach to training and development. In a climate in which voluntary organisations are being asked to deliver ever more services with decreasing resources, we hope that this publication can provide a touchstone through which to access key information on the sector's workforce.

## NCVO

NCVO gives voice and support to civil society, at the heart of which is a thriving and dynamic voluntary and community sector. Established in 1919, NCVO has over 8,400 members representing the full size and scope of civil society in England.

NCVO's research aims to support the development of policy and practice in the voluntary and community sector.

[www.ncvo-vol.org.uk/research](http://www.ncvo-vol.org.uk/research)

## The NCVO UK Civil Society Almanac

Provides an essential overview of the size, scope and characteristics of civil society organisations. It is a unique and indispensable guide to the sector for chief executives, trustees, funders, academics, and anyone interested in the sector.

[www.ncvo-vol.org.uk/almanac](http://www.ncvo-vol.org.uk/almanac)

## Skills – Third Sector

Skills – Third Sector is an independent charity set up to champion the skills needs of the staff, volunteers and trustees in charities, social enterprises and other not for profit organisations. We work with the sector's organisations to provide information and resources; develop skills standards and qualifications; identify strategic priorities for workforce development; and work with others to generate solutions to workforce development needs.

[www.skills-thirdsector.org.uk](http://www.skills-thirdsector.org.uk)

## Third Sector Research Centre

The Third Sector Research Centre (TSRC) exists to develop the research on, for and with the third sector in the UK. Led by the universities of Birmingham and Southampton, the Centre was established to provide a strong evidence base to inform policy-making and practice. The Centre works in collaboration with the third sector, to ensure its research reflects the realities of those working within it. TSRC is funded by the Economic and Social Research Council, Office for Civil Society and the Barrow Cadbury Trust.

[www.tsrc.ac.uk](http://www.tsrc.ac.uk)

# Looking back: the last ten years

# 01

## Analysis

The UK voluntary sector has experienced significant growth over the last ten years. What many commentators refer to as the “decade of growth” has mostly been driven by an increase in public sector contracts<sup>1</sup> and supplemented by increases in trading activity<sup>2</sup> and charitable giving<sup>3</sup>. This rapid pace of growth within the sector has been mirrored by major changes in the external operational landscape. The creation, destruction, and rebirth of government departments, public bodies and initiatives have been near-constant factors over the last ten years.

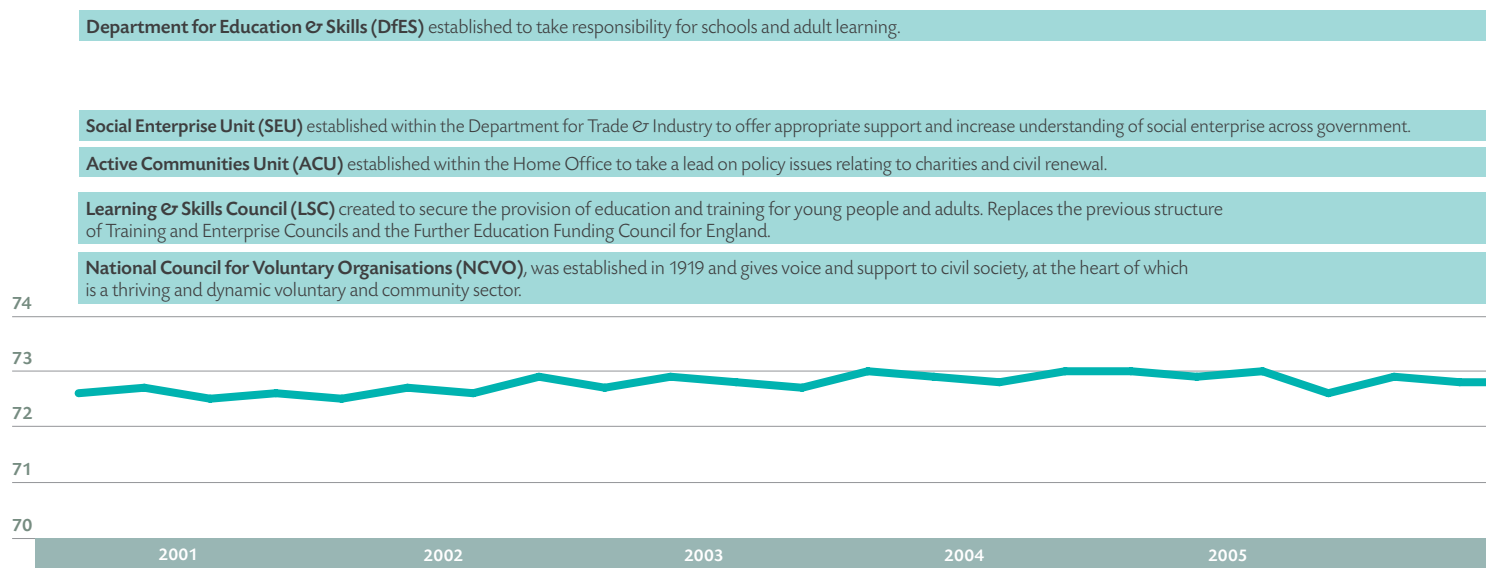
The institutional landscape has been subject to rapid change in order to keep pace with the growing importance of the voluntary sector in public policy and to ensure that public funding for learning and skills has the maximum positive impact on the UK workforce across all sectors. Changes to the skills landscape have also focused on ensuring that the UK economy can remain globally competitive and responsive to new trends in employment.

As evident in the time-line below, government initiatives, related to the voluntary sector and learning and skills, have had a varied lifespan,

some lasting almost the entire decade and others lasting just a couple of years. Following the official declaration of recession in the UK in January 2009, the nature and extent of on-going government support for the voluntary sector has been uncertain. Whilst many would argue that such support has never been more necessary than at present, the Government is also implementing a strict deficit reduction programme. It is therefore unlikely that such high levels of support will be maintained for long.

**Figure 1**  
Relevant institutions and initiatives, 2001 - 2011

— UK employment rate: All people aged 16–64 (%)



## Comment

The growth experienced by the UK voluntary sector over the past ten years reflects several developments. Firstly, there has been a period of significant investment in the sector's capacity through publicly-funded programmes. Secondly, the sector has been increasingly seen as a solution to a broad range of issues, including community development and public service delivery. Finally, the sector has continued to develop the skills of its workforce, both paid and unpaid, so that they can deliver high-quality services.

As we move into what seems likely to be a prolonged period of economic austerity, the sector needs to learn from the lessons of the past, making the most out of what public resources are available and ensuring that they are distributed so as to achieve

the greatest impact. In such difficult times, organisations will also need to focus on skills which ensure sustainability.

Much will depend upon how organisations view workforce development. Support for learning and skills needs to be regarded as central to productivity and an integral part of a healthy workplace. Organisations will need to carefully consider what type of training would work best and how to ensure that employees get the most out of what's on offer. This will be essential for organisations that need to maintain high-quality services amid increasing demand.

**Jane Slowey CBE**  
Chair  
Skills – Third Sector

Source: NCVO, ONS Labour market statistics August 2011

## Find out more

HM Government (2011)  
Building a stronger civil society  
– A strategy for voluntary and  
community groups, charities  
and social enterprises  
<http://ncvo.org/r16XLI>

BIS (2010) Skills for sustainable  
growth – strategy document  
<http://ncvo.org/pfPbBU>

- 1 NCVO (2009) The state and the voluntary sector: Recent trends in government funding and public service delivery <http://ncvo.org/nzPRNo>
- 2 NCVO (2010) The UK civil society almanac 2010 <http://ncvo.org/mCLjhZ>
- 3 CGAP (2011) The new state of donation: Three decades of household giving to charity 1978 – 2008 <http://ncvo.org/qKfAzb>

**National Apprenticeships Service (NAS)** has total end to end responsibility for the delivery of Apprenticeships.

**Third Sector Research Centre (TSRC)** offers third sector organisations and policy-makers access and input into robust research, aiming to bridge the gap between academia and the third sector.

**UK Commission for Employment & Skills (UKCES)** created to provide strategic leadership on employment and skills, including responsibility for employer engagement through Sector Skills Councils.

**Train to Gain** launched to provide subsidised work-based learning for businesses.

**UK Workforce Hub** created from the Voluntary Sector National Training Organisation (VSNTO) to offer guidance and advice to help voluntary and community organisations to attract, develop and retain the staff and volunteers they need.

**ChangeUp** programme launched to provide support for infrastructure agencies including workforce development. From 2006 this was delivered by the non-departmental public body Capacitybuilders.

**Skills – Third Sector** created to make sure that charities and social enterprises have the right people with the right skills to make a difference to people and their communities.

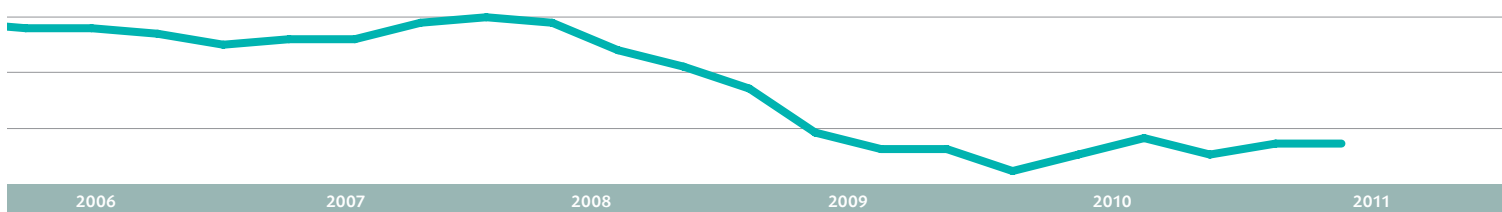
**Department for Children, Schools and Families (DCSF)** created from the Department for Education and Skills (DfES). This turned into the Department for Education (DfE) in 2010.

**Department for Innovation, Universities and Skills (DIUS)** created from Department for Education and Skills (DfES). This became part of the Department for Business, Innovation and Skills (BIS) in 2009.

**Department for Business, Innovation & Skills (BIS)** created to bring together the functions of business regulation, employment relations, further and higher education, and trade and investment.

**Office for the Third Sector (OTS)** created within the Cabinet Office from the merger of the Active Communities Unit and the Social Enterprise Unit, creating a central government office specifically for charities, social enterprises, and voluntary organisations. Renamed Office for Civil Society in May 2011.

**Skills Funding Agency (SFA) and Young People's Learning Agency (YPLA)** created from the abolition of the Learning and Skills Council.



# How many people work in the voluntary sector?

# 02

*The sector now employs around 2.7% of the UK workforce, a proportion that has slowly increased from 2% in 2001.*

*There were 765,000 people employed in the UK voluntary sector in 2010. In comparison the public sector employed 7.1 million whilst the private sector employed 20 million people.*

## Analysis

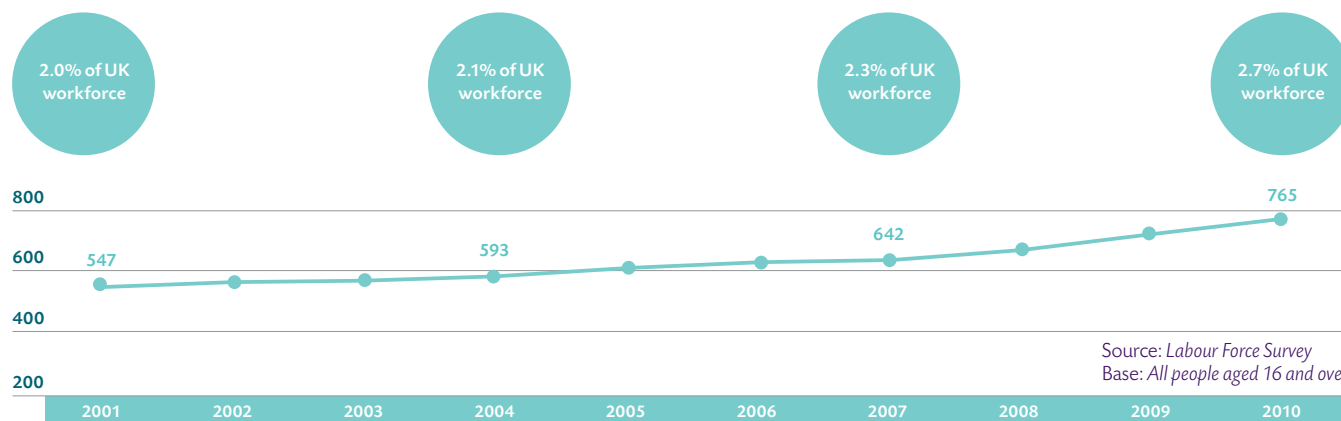
Analysis of the Labour Force Survey (LFS) estimates that in 2010, there were 765,000 people employed in the UK voluntary sector. Between 2001 and 2010 the voluntary sector workforce increased by two-fifths (40%). This represents an increase of 219,000 employees. Between 2002 and 2008 there was a steady increase in staff of between 1.7% and 4% each year. Between 2008 and 2009, and 2009 and 2010, the workforce increased at much quicker rates of 8% and 6.1% respectively. The sector now employs around 2.7% of the UK workforce, a proportion that has slowly increased from 2% in 2001. In 2010, the voluntary sector employed an estimated 617,000 full-time equivalent (FTE) paid staff.

The public sector employed 7.1 million people in 2010, an increase of 763,000 since 2001. The private sector workforce experienced a decrease over the same

time period of 169,000 people and in 2010 employed 20 million people (LFS).

The current reduction in government spending is likely to affect the number of people employed in the voluntary sector. NCVO research<sup>1</sup> suggests that according to the Government's own figures charities are facing £2.8 billion in cuts over the spending review period (2011–2015) with charities losing around £911 million in public funding a year by 2015/16. This will have an impact on both the number and distribution of employees. Quarterly voluntary sector employee figures for 2010 and 2011 have shown a temporary halt in employment growth within the voluntary sector; with some indications of a downturn<sup>2</sup>. The number of voluntary sector employees fell by 5% between the second quarter of 2010 and the second quarter of 2011.

**Figure 2**  
Total UK voluntary sector paid workforce, 2001–2010 (headcount, thousands)

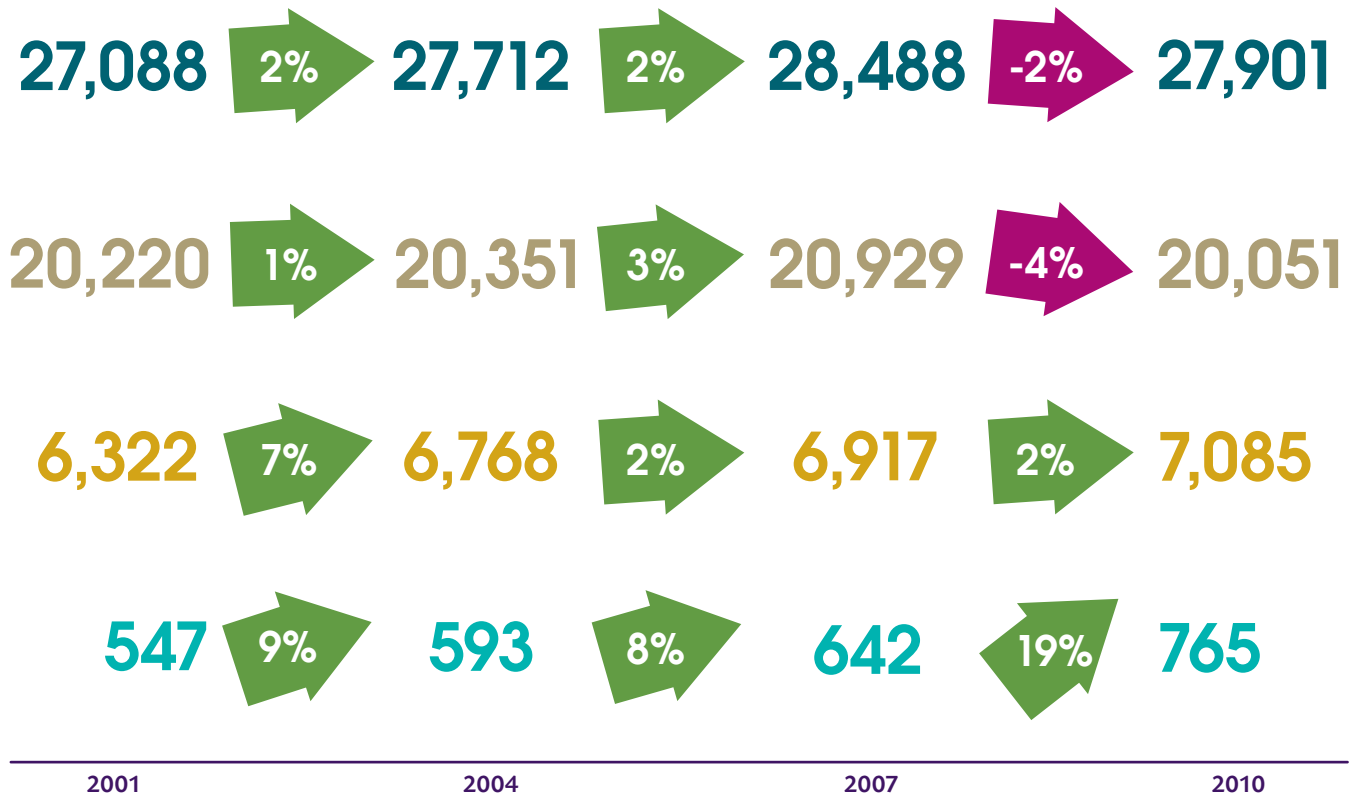


Source: Labour Force Survey  
Base: All people aged 16 and over.

**Figure 3**

Total UK paid workforce by sector, 2001–2010  
(headcount, thousands and percentage change)

■ Total sector  
■ Private sector  
■ Public sector  
■ Voluntary sector



Source: Labour Force Survey  
Base: All people aged 16 and over.

## Comment

Fancy a job working for a charity? Sadly, the opportunities in the next few years might not be what they once were. The growth in voluntary sector employment over the last decade, in absolute and relative terms, seems unlikely to persist in an environment characterised by reductions in public spending, rising costs and increased competition with the private sector on an increasingly level playing field. At a time when people (and especially young people) increasingly want job roles characterised by autonomy and pro-social values it is likely that demand for work will exceed supply.

This might be a pessimistic view: there are certainly changes in the public policy environment that could drive growth, particularly the argument that voluntary organisations will deliver a larger slice of a

smaller public services cake. In some cases this growth will be from TUPE-style transfer into the sector; in other cases mutualisation; and organic growth. But expect no short-term hikes. There is also potential in the emerging field of social entrepreneurship: we are seeing the rise of individuals committed to social change establishing their own solutions, often bypassing traditional organisations. Whether such individuals perceive themselves as working in the social/voluntary/non-profit sector will be of interest as boundaries between sectors continue to blur. What say to a future where a much greater number of us are working in organisations whose aims include a significant element of public benefit?

**Karl Wilding**  
Head of Policy, Research and Foresight  
NCVO

## Find out more

Office for National Statistics (2011)  
Labour market statistical bulletin:  
August 2011

<http://ncvo.org/nU8n6m>

Third Sector Research Centre  
(2010) The growing workforce in  
the voluntary and community  
sectors

<http://ncvo.org/oaFzX3>

1 NCVO (2011) Counting the cuts  
<http://ncvo.org/r2jtY5>

2 Skills - Third Sector (2011) Economic  
downturn hits charity workforce  
<http://ncvo.org/pLNjyW>

# Who works in the voluntary sector?

# 03

*One-fifth (20%) of the voluntary sector workforce has a disability, a higher proportion than in both the public and private sectors (15% and 14% respectively).*

## Analysis

In 2010, over half a million women (522,000) were employed in the voluntary sector alongside nearly one-quarter of a million men (244,000). More than two-thirds (68%) of the voluntary sector workforce are women which compares with the public sector (64%) but contrasts with the private sector (39%) (LFS). Whilst the overall numbers of men and women employed in the voluntary sector have both seen a yearly increase over the last decade, the relative proportion of each in the sector has remained fairly static.

Within the voluntary sector there was an under-representation of women at the higher managerial/professional level, although not

at the lower level; this was also the case in the private and public sectors. Whilst there were nearly twice as many women as men employed in the voluntary sector, only around one-tenth of women working in the sector reached the highest levels compared to a fifth of men. Whilst the same proportion of women as men attained lower managerial positions in the UK voluntary sector, access to the highest levels favoured men<sup>1</sup>.

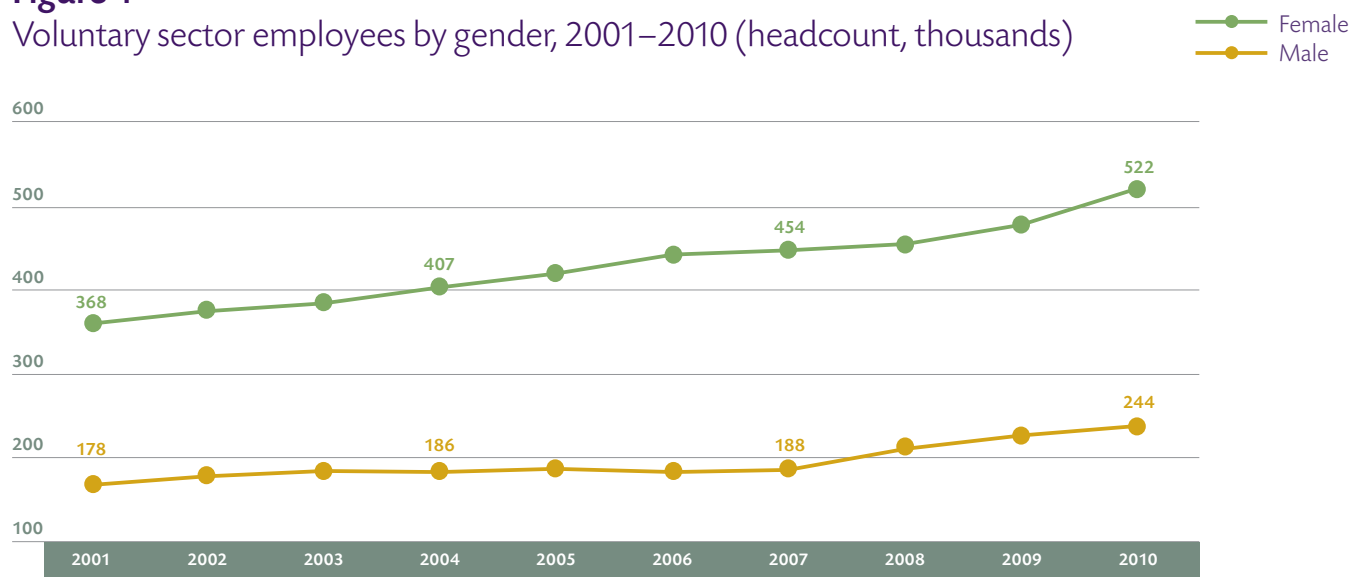
The voluntary sector workforce is slightly older than both the private and public sector workforce: over one-third (35%) of voluntary sector paid staff are aged over 50, compared to 32% of the public sector workforce and 27%

of the private sector workforce. The voluntary sector employs a slightly lower proportion of black and minority ethnic people (7%) than in the public and private sectors (9% and 10% respectively) (LFS).

One-fifth (20%) of the voluntary sector workforce has a disability<sup>2</sup>, a higher proportion than in both the public and private sectors (15% and 14% respectively). Of the 150,000 employees in the sector with a disability, 63,000 (42%) are both DDA disabled and work-limiting disabled (LFS).

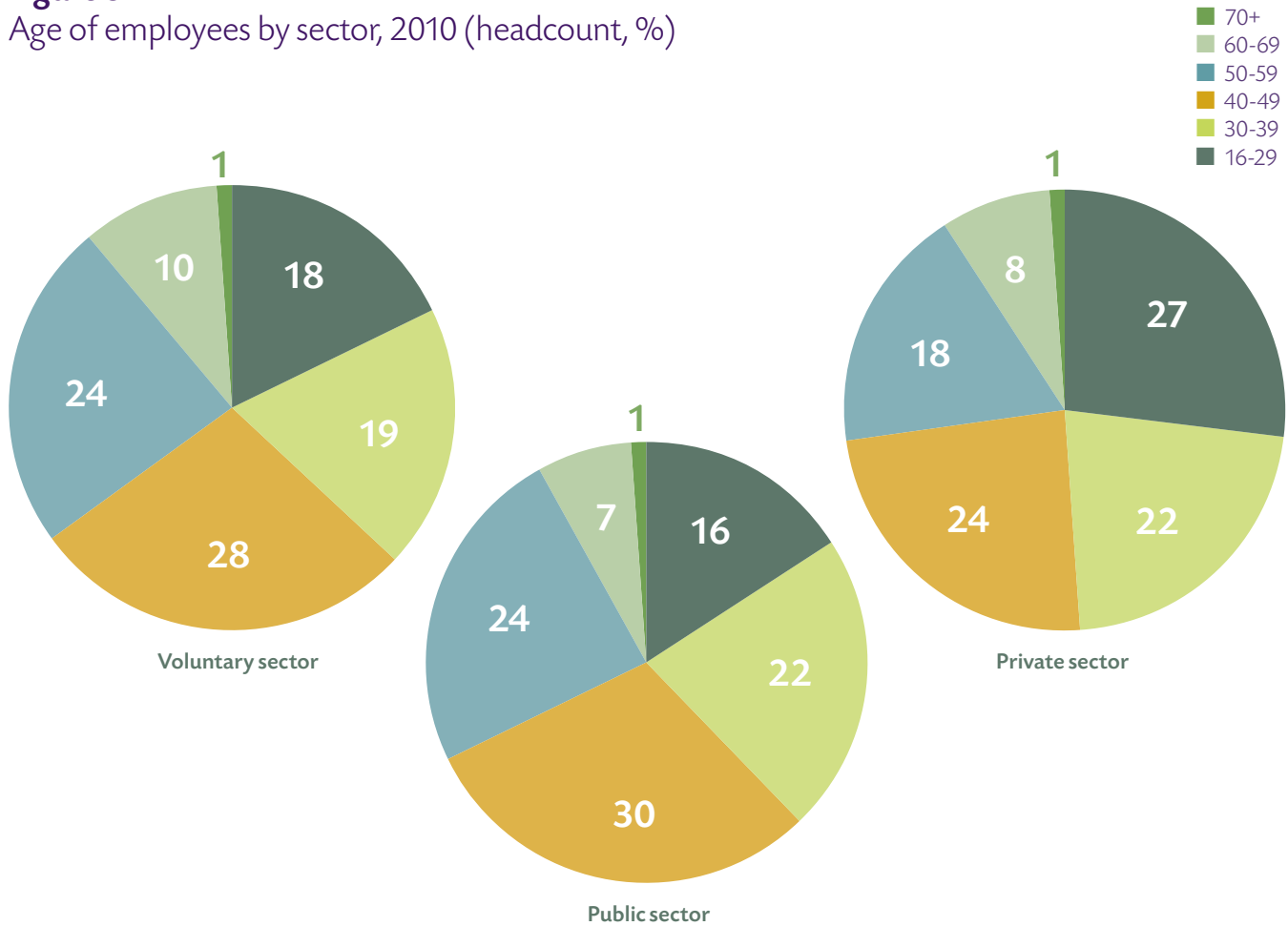
## Figure 4

Voluntary sector employees by gender, 2001–2010 (headcount, thousands)



Source: Labour Force Survey  
Base: All people aged 16 and over.

**Figure 5**  
Age of employees by sector, 2010 (headcount, %)



Source: Labour Force Survey  
Base: All people aged 16 and over.

## Comment

The voluntary sector has the potential to be an exemplar in employing and developing truly diverse talent. The figures here show that already the sector employs more older people, more disabled people and more women than the private or public sectors. Some in our sector have shown what helps create inclusive workplaces:

- Taking positive steps to recruit and develop diverse teams, which add dynamism to the organisation.
- Enabling people who have missed out on earlier opportunities to fulfil their potential, thereby showcasing the organisation's social commitment and offering role models to service users.
- A culture where people feel they can be as open about their experiences as they wish to

be. Productivity increases when staff feel no need to hide their sexual orientation, or hidden health condition.

- Offering everyone flexibility, within business need, addressing the simple question of what each individual needs to perform to their best, from flexible hours to different ways of working.

Good practice is far from universal. And, with a crisis of youth unemployment, and serious unemployment amongst some black and minority ethnic communities, the sector needs to demonstrate that it is part of the solution to these patterns of employment disadvantage.

**Liz Sayce**  
CEO

Radar (Royal Association for Disability Rights)

## Find out more

Equality and Human Rights Commission (2010) Equality Act Starter Kit  
<http://ncvo.org/mURnnb>

UKCES (2011) Equality and skills in a changing economy: briefing papers  
<http://ncvo.org/qJ3NGX>

1 Teasdale, S., McKay, S., Phillimore, J. and Teasdale, N. (2011) Exploring gender and social entrepreneurship: women's participation in the third sector and social enterprises, Voluntary Sector Review Vol (2), No (1)

2 This includes all people who meet the criteria for either current Disability Discrimination Act (DDA) or work-limiting disability.

# Where are voluntary sector staff located?

# 04

Overall, over half (51%) of the employees in the voluntary sector were employed in workplaces with less than 25 paid staff members.

## Analysis

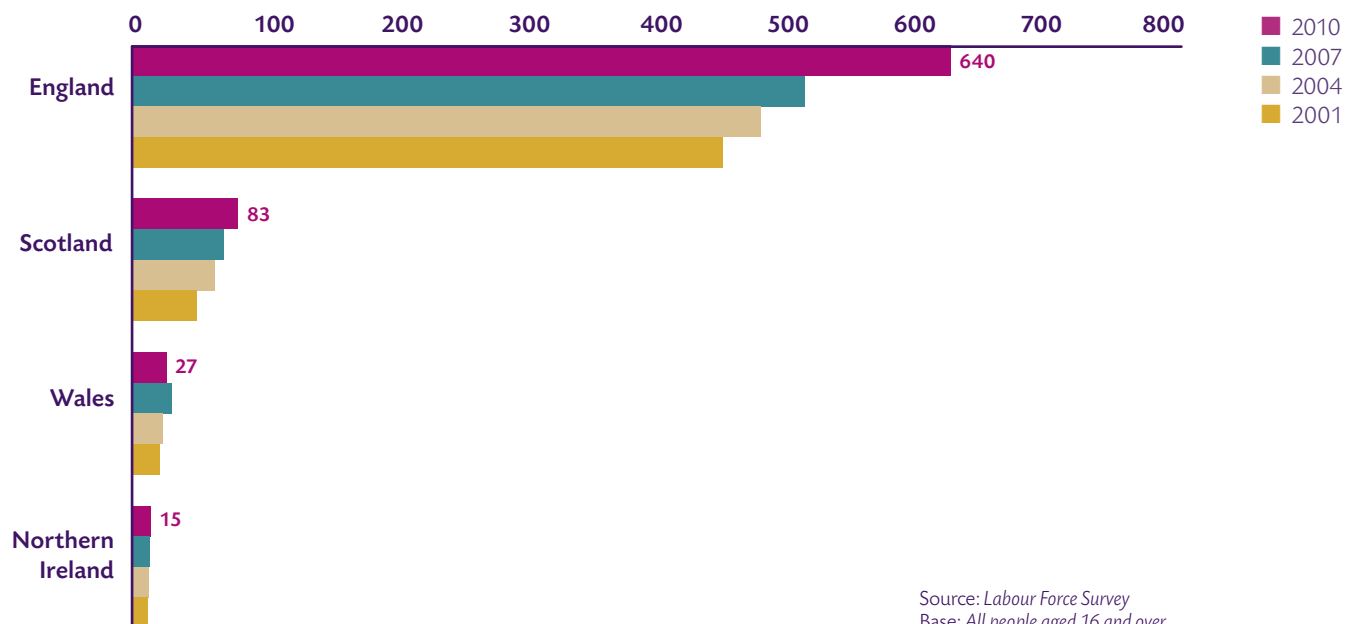
Just under one-third (32%) of the voluntary sector workforce lived in London and the South-East in 2010. The private and public sectors were also concentrated in these regions but to a lesser extent (28% and 24% respectively). The South-West and Scotland also had a high proportion of voluntary sector employees (11% each). Within the North-East, the number of voluntary sector employees grew significantly between 2007 and 2010 from 22,000 to 38,000 (LFS).

The large number of voluntary sector employees living in London and the South-East is in part due to the high number of charities who have headquarters within this area. Almost one-third (31%) of voluntary sector income in the UK can be assigned to organisations based in seven central London boroughs<sup>1</sup>. Voluntary organisations choose to locate in these areas to be close to the professional, legal and political services nearby, although activities may take place throughout the UK and across the world.

Voluntary sector employees are mainly concentrated in small workplaces with just under one-third (31%) of voluntary sector workers in 2010 employed in workplaces with less than ten employees. This is markedly different to both the private and the public sectors (25% and 7% respectively). Overall, over half (51%) of the employees in the voluntary sector were employed in workplaces with less than 25 paid staff members. This is again a much higher proportion than within the private and public sectors (42% and 17% respectively) (LFS).

**Figure 6**

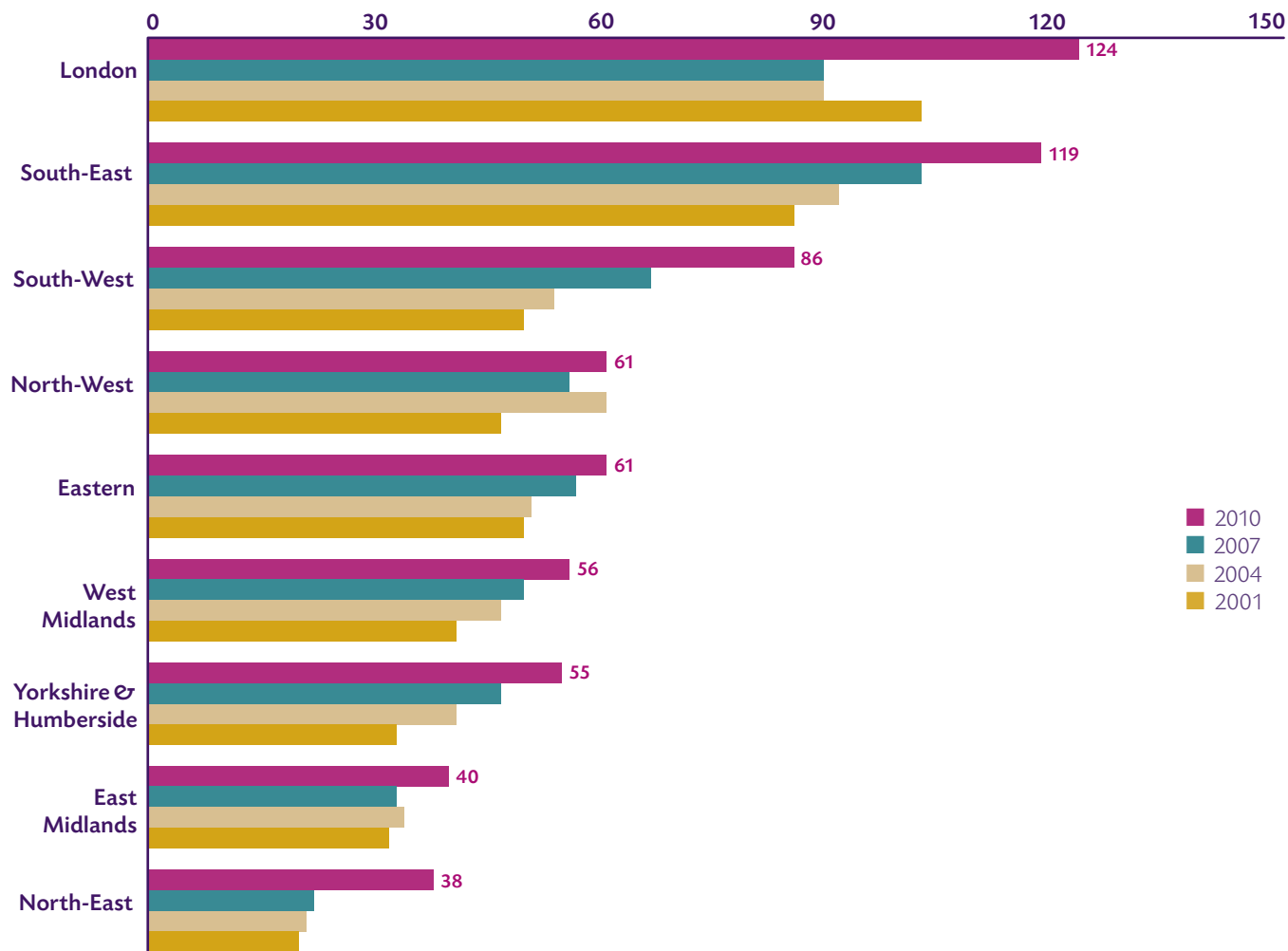
Voluntary sector workforce by nation, 2001–2010 (headcount, thousands)



Source: Labour Force Survey  
Base: All people aged 16 and over.

**Figure 7**

Voluntary sector workforce by region, 2001–2010 (headcount, thousands)



Source: Labour Force Survey  
Base: All people aged 16 and over.

## Comment

Viewed from the North of Scotland, these figures offer no particular surprises, although the increase in staff numbers in Scotland since 2001 clearly reflects both the increased importance of our sector’s activity and the divergences that followed devolution in 1999.

With a finer mesh the statistics would, on the basis of past research, break down to show that across the UK rural areas have more volunteering and voluntary organisations per head than their urban counterparts.

With massive cuts in funding and an increased emphasis on the Big Society and community empowerment, there should be a much greater role for our sector in service delivery, which will be particularly important in rural communities where the cost per head of services is inevitably higher.

For small organisations with employee numbers in single figures, the increased expectations and demands may provide an opportunity to expand their role and increase the size and professionalism of their workforce – but only if they get the support and investment to enable them to make these changes. Without that, and with the pressures of a fiercely market-oriented procurement regime, many will be unable to rise to the challenge.

Small may be beautiful but it is also vulnerable, and if we try to save public money by increasing the demands on small voluntary organisations without investing in their skills, capacity and sustainability, we are putting their long term survival at risk, wherever they are located.

**Norman MacAskill**

Head of Rural Policy  
Scottish Council for Voluntary Organisations

## Find out more

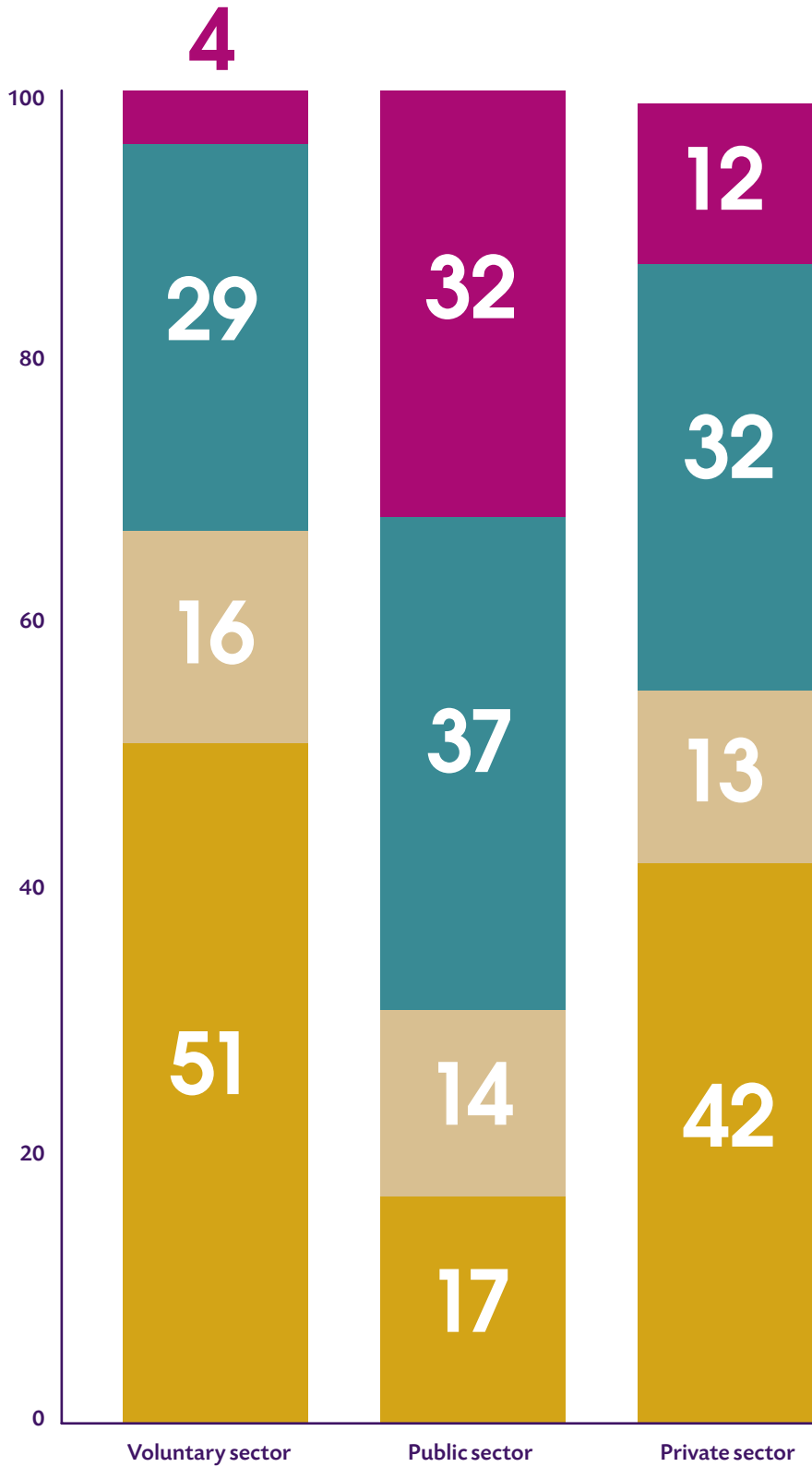
TSRC (2011) Mapping the Big Society: perspectives from the Third Sector Research Centre  
<http://ncvo.org/qrgYiQ>

1 NCVO (2010) The UK civil society almanac 2010 <http://ncvo.org/mCLjhZ>

**Figure 8**

Number of employees per workplace by sector, 2010 (headcount, %)

- 500+ employees
- 50-499 employees
- 25-49 employees
- under 25 employees



Source: Labour Force Survey  
Base: All people aged 16 and over.

# What type of work is undertaken in the voluntary sector?

# 05

*More than half (57%) of the voluntary sector workforce were employed in 'health and social work'.*

## Analysis

Analysis of the LFS estimates that in 2010, more than half (57%) of the voluntary sector workforce were employed in 'health and social work', equating to 437,000 people. Within this, more than one-third (37%) of the sector's workforce, amounting to 281,000 people, were employed in 'social work activities without accommodation'. Voluntary sector employees account for a significant 29% of the overall UK workforce within 'social work activities without accommodation'. A further 115,000 people (15% of the voluntary sector workforce) were employed in 'residential care activities'.

Looking in more detail at the 281,000 people who were employed in the voluntary sector within 'social work activities without accommodation', 26,000 were employed in 'child day-care activities' and 9,000 were employed in 'social work activities without accommodation for the elderly and disabled'.

Of the 115,000 people employed within the voluntary sector working in 'residential care activities', 43,000 were employed in 'residential care activities for people with learning disabilities, mental health and substance abuse', 38,000 were working in 'residential care activities for the elderly and disabled' and 10,000 were employed in 'residential nursing care activities' (LFS).

Focusing now on occupation, 108,000 voluntary sector workers (14%) were employed within 'healthcare and related personal services'<sup>2</sup> roles. Within this, 93,000 were employed as 'care assistants and home carers', 8,000 were employed as 'nursing auxiliaries and assistants' and 6,000 were working as 'house-parents and residential wardens'.

A further 74,000 (10%) were employed as 'social welfare associate professionals', of which 49,000 were working as 'housing and welfare officers' and 25,000 were working as 'youth and community workers' (LFS).

## Comment

The voluntary sector mainly sits within particular industries, with a clear concentration of the workforce providing social care in the community and at home, including early years, childcare and residential care services.

Older people make up an increasing proportion of the UK population with people living longer, and with more complex needs. Direct public provision of services to meet these needs is continuing to reduce; services are increasingly commissioned from the voluntary and private sectors. We estimate that the social care, children and young people's sector will need to recruit at least 900,000 new workers by 2020, and we would anticipate a significant proportion of these to be working in voluntary organisations (as well as an equally large number of volunteers).

Voluntary organisations have a key role in enabling communities to identify and respond to local needs. This is particularly important in effectively and efficiently meeting the needs of vulnerable adults, children and families. Over the medium term, close attention should also be paid to other areas where we may see a sharper increase in voluntary sector provision – in sports activities and creative arts for example. This will need to be a priority as public sector employment further contracts, and communities look both to establishing their own services, and to organisations supporting local needs.

**Sarah McCarty**  
Executive Director  
Skills for Care and Development

## Find out more

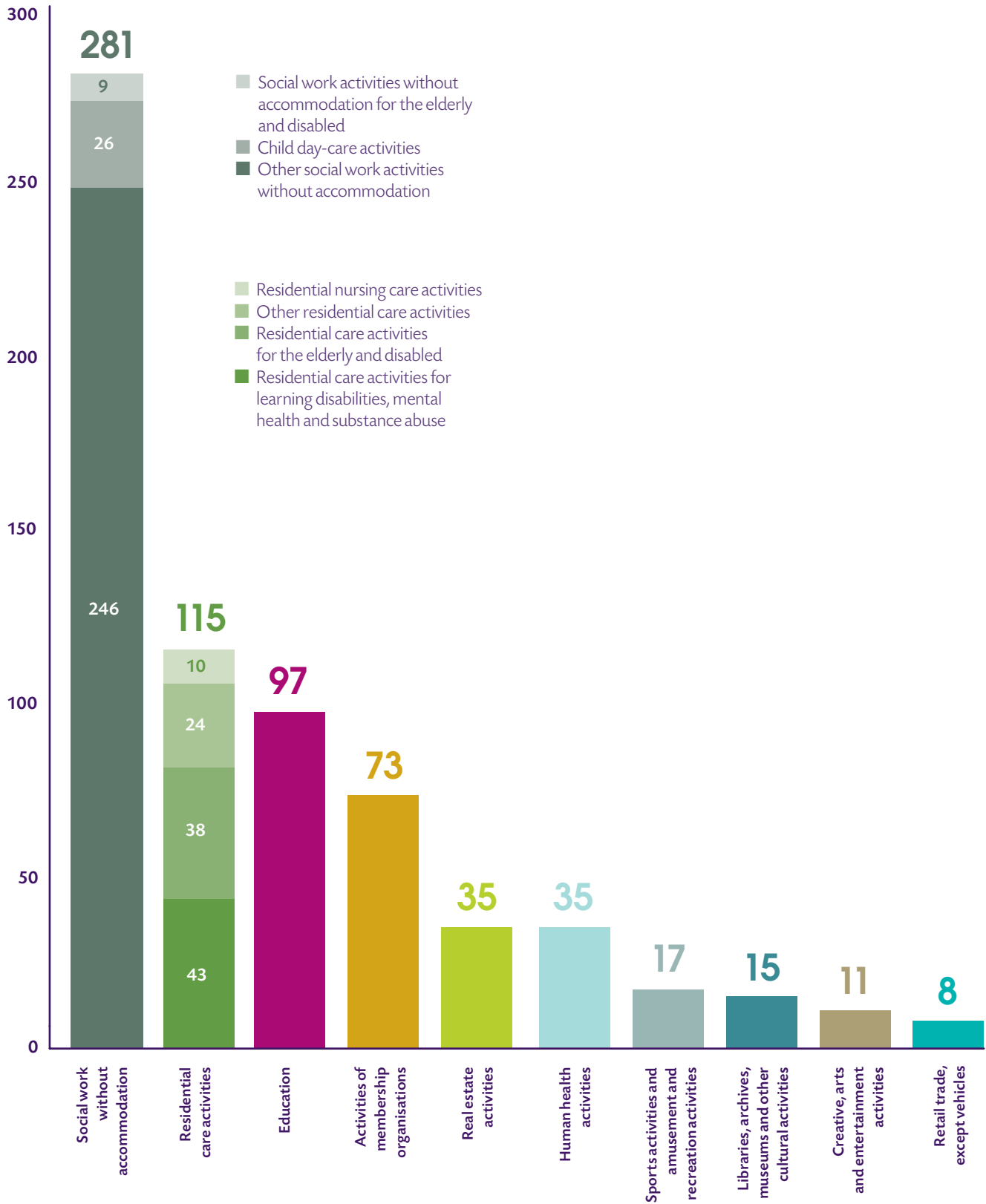
Skills for Care (2010) Taking steps - a guide to workforce planning for providers of adult social care  
<http://ncvo.org/ooYZro>

Skills for Care (2010) The state of the adult social care workforce in England, 2010  
<http://ncvo.org/ndcCOi>

- 1 Industries are classified using the Standard Industrial Classification 2007 (SIC 2007).
- 2 Occupations are classified using the Standard Occupational Classification 2000 (SOC 2000).
- 3 Industry data has been grossed to population numbers taking account of missing information.

**Figure 9**

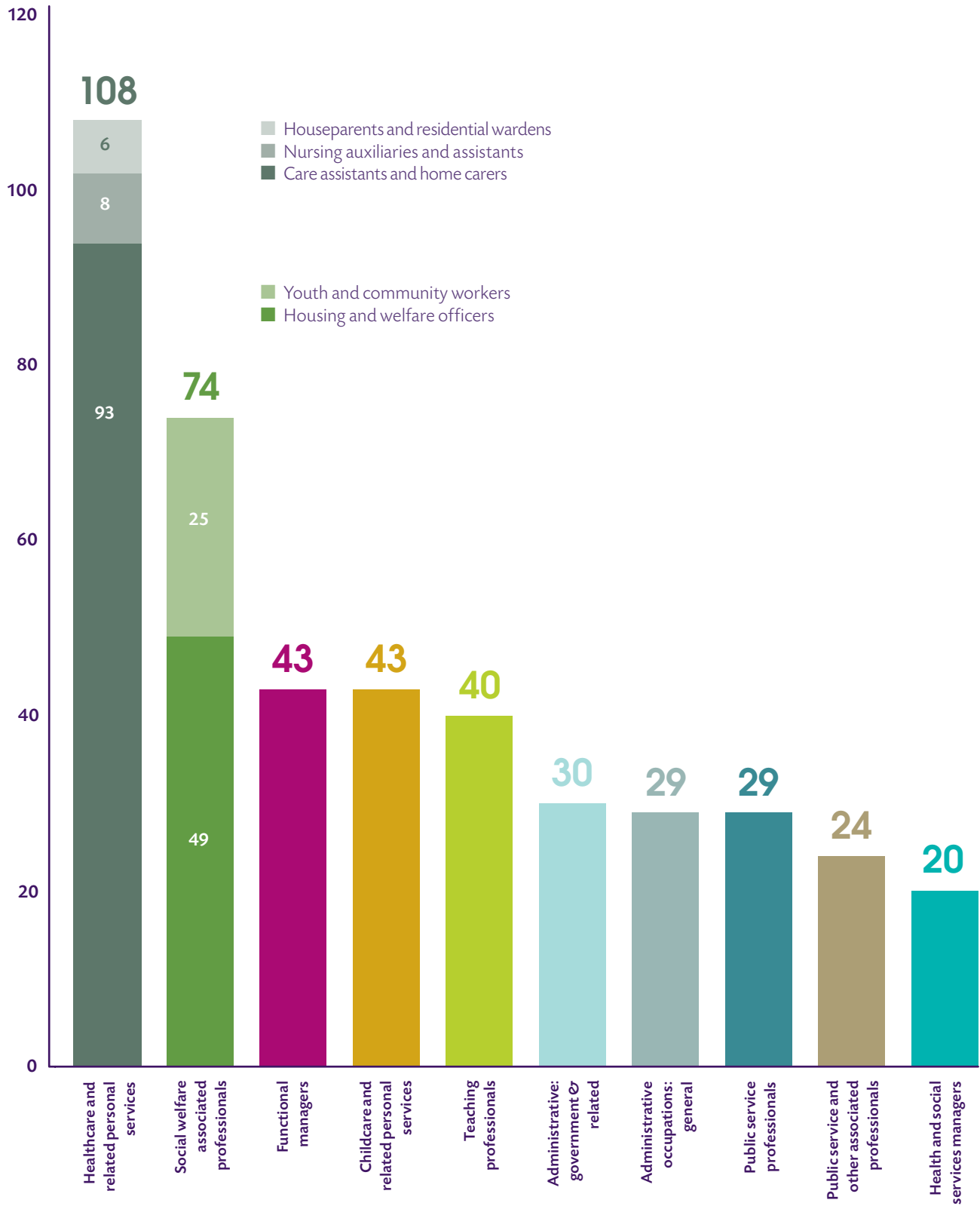
The ten largest voluntary sector employment industries<sup>3</sup>, 2010 (headcount, thousands)



Source: Labour Force Survey  
Base: All people aged 16 and over.

**Figure 10**

The ten largest voluntary sector employment occupations, 2010 (headcount, thousands)



Source: Labour Force Survey  
Base: All people aged 16 and over.

# What are working patterns like in the voluntary sector?

# 06

*Over one-third (38%) of voluntary sector workers were employed part-time, a higher proportion than within the private and public sectors.*

---

## Analysis

In 2010, 288,000 people were working part-time within the voluntary sector, amounting to 38% of the sector's workforce. In contrast 30% of the public sector and 25% of the private sector were employed part-time. Whilst the number of people working part-time in the voluntary sector has increased by 87,000 over the last ten years (43%), the proportion of the sector's workers who are employed part-time has only increased by 1%. Nearly half (45%) of the women employed within the voluntary sector were employed part-time compared to 22% of men. Men working within the voluntary sector were

more likely to be employed part-time than in the private and public sectors (LFS).

In 2010, over three-quarters (78%) of voluntary sector part-time employees did not want a full-time job. This proportion has decreased slightly from a high of 82% in 2006. The 2010 proportion is slightly higher within the public sector (82%) but lower within the private sector (63%).

Just over one in ten (12%) voluntary sector part-time employees were working part-time because they could not find a full-time job. This proportion has increased slightly from a low of

7% in 2004. The 2010 proportion is the same as in the public sector (12%) but lower than in the private sector (17%) (LFS).

Full-time employees in the voluntary sector were contracted to work on average 37.7 hours a week, excluding overtime, very similar to the public sector at 37.9 hours. Private sector full-time employees worked a slightly longer week of 40.8 hours. Voluntary sector part-time workers were contracted to work on average 18.2 hours a week, excluding overtime. This is slightly higher than within the private sector (17.6 hours) but less than within the public sector (19.3 hours) (LFS).

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## Comment

The rise in both part-time and full-time staff has continued year on year but accelerated from 2007 when publicly funded contracts were increasingly awarded to the voluntary sector. Viewing the data in isolation could lead to the assumption that 2011 will also see a rise in employment, however this is unlikely as the impact of the budget cuts in response to the Government's 2010 Spending Review is felt across the voluntary sector.

Work in the voluntary sector which once provided a modicum of security is now beset with redundancies and services closures. I believe this will mean staffing levels will begin to flatten out and potentially decline, albeit for a period of time.

The sector has been adept at developing creative staffing models to respond to the

downturn in funding by taking measures such as increasing full-time working hours, re-negotiating terms and conditions for full and part-time staff, reviewing and rationalising organisational structures and developing partnership working. Increasing numbers of unpaid volunteers, interns, students on placement, service users and apprentices are used to support service delivery in the voluntary sector.

The onward challenge is how to maintain good practice, plan for succession and develop the skills and motivation of a diverse and complex workforce when funding for learning and development is in decline.

**Peter Coley**

Head of Learning and Development  
St Mungo's

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## Find out more

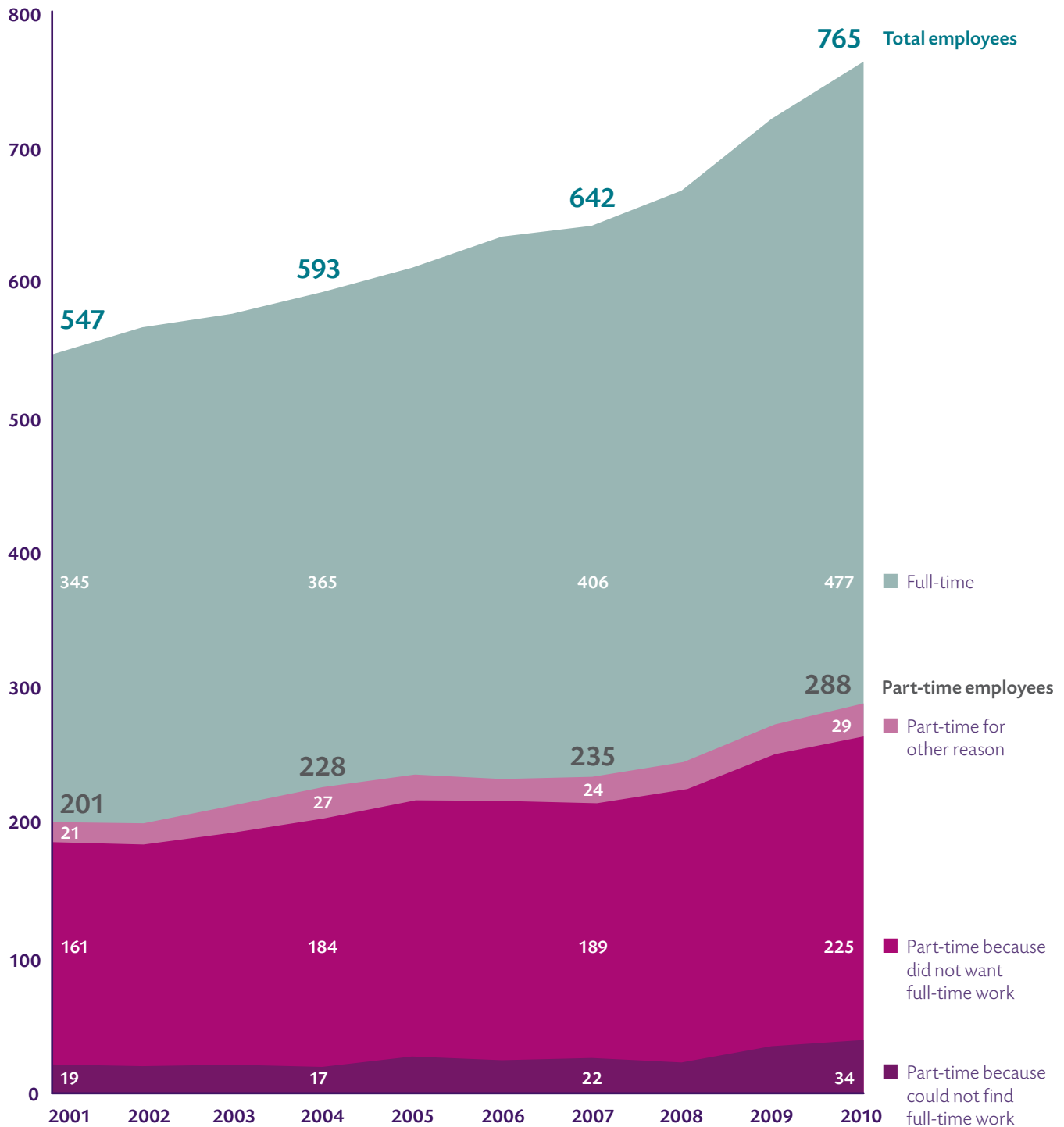
NCVO (2010) Part-time workers (Prevention of Less Favourable Treatment) Regulations 2000  
<http://ncvo.org/pvVu7w>

Demos (2011) Reinventing the workplace  
<http://ncvo.org/pz1nHo>

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**Figure 11**

Part-time and full-time employment in the voluntary sector including reason for part-time employment, 2001–2010 (headcount, thousands)



Source: Labour Force Survey  
Base: All people aged 16 and over.

# How secure are jobs in the voluntary sector?

# 07

*One in every ten (10%) voluntary sector employees were looking for a different or additional job in 2010.*

## Analysis

Analysis of the LFS estimates that in 2010, just over nine out of ten (91%) voluntary sector employees were on permanent contracts. Both the private and public sectors had a higher proportion of employees on permanent contracts (95% and 92% respectively).

More than six in every ten (62%) temporary workers within the voluntary sector were on a fixed-term contract. This equates to 41,000 people. Within the public sector there is a slightly higher proportion of temporary employees on fixed-term contracts (66%) but there is a much lower proportion within the private sector (30%).

Within the voluntary sector, 35% of those employees on temporary contracts were on a contract lasting less than one year. This is higher than within the public sector (32%) but lower than within the private sector (37%). An additional 18% of temporary employees within the voluntary sector were on contracts lasting between one and two years.

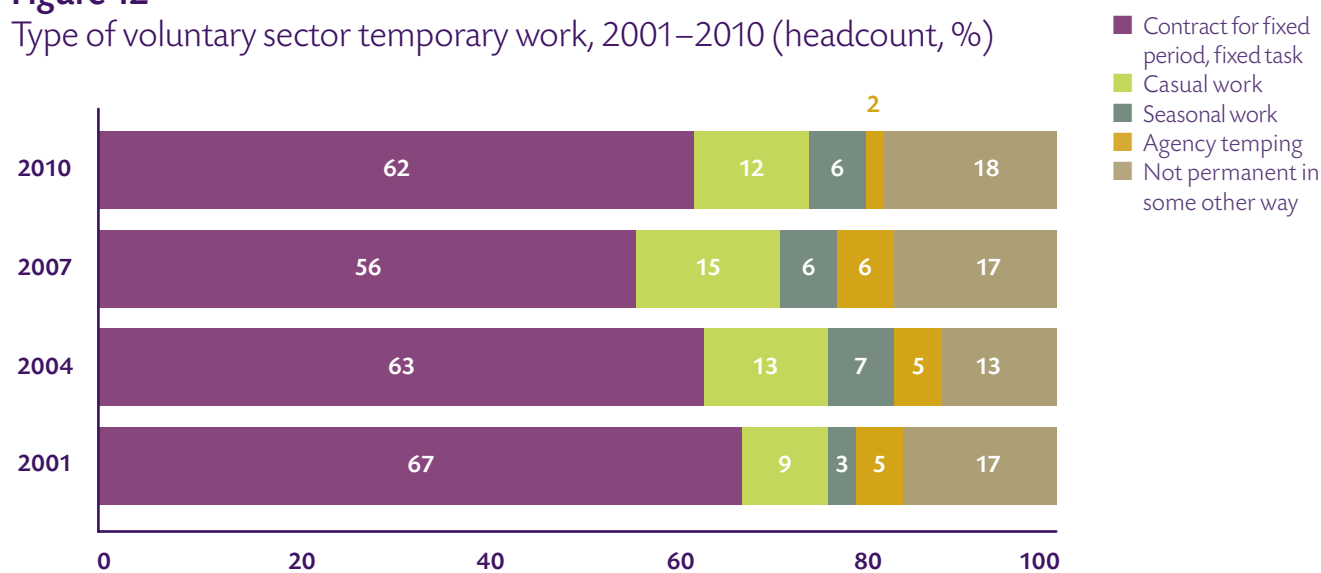
One in every ten (10%) voluntary sector employees were looking for a different or additional job in 2010, amounting to 73,000 people. This is a higher proportion than within the private and public sectors (7% and 6% respectively). Of these voluntary sector

employees, more than four-fifths (83%) were looking for a new job to replace their main job whilst just under one-fifth (17%) were looking for an additional job. Just under one-quarter (23%) of those voluntary sector employees looking for a new job were doing so because they thought their current job may come to an end, equating to 14,000 people (LFS).

Labour turnover within the voluntary sector in 2010 was 14.7%, the highest level recorded since 2005. The main reason was through resignations amounting to 8.8%, with redundancies accounting for 2.0% (Xpert HR, 2010).

**Figure 12**

Type of voluntary sector temporary work, 2001–2010 (headcount, %)



Source: Labour Force Survey  
Base: All people aged 16 and over.

---

# 41,000

temporary voluntary sector workers were on a fixed-term contract.

# 9%

of voluntary sector employees were on a temporary contract.

# 35%

of voluntary sector employees on temporary contracts were on contracts lasting less than one year.

# 73,000

voluntary sector employees were looking for a different or additional job in 2010.

Source: Labour Force Survey  
Base: All people aged 16 and over.

---

## Comment

We must remember that the voluntary sector workforce is actually far larger than just those people in paid employment. Although paid roles have increased in recent years, especially in certain sub-sectors, the contribution of hundreds of thousands of volunteers defines and distinguishes the voluntary sector. Especially for the tens of thousands of smaller charities and community groups, issues such as the often permeable boundaries between volunteering and paid employment and different expectations about job security complicate matters.

Organisational longevity or stability (or the relative lack thereof) is likely to be a significant factor in job security. It may be less a case of the terms of the employment contract than of the viability of the entire organisation or project. For organisations which receive state funding, routine uncertainty around funding periods has historically presented particular difficulties; these are likely to be exacerbated in future by funding cuts and changes in commissioning such as payment by results contracts.

**Jay Kennedy**  
Head of Policy  
Directory of Social Change

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## Find out more

NCVO (2010) Fixed-term contracts  
<http://ncvo.org/ouS8wG>

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# What is the state of pay in the voluntary sector?

# 08

*One in every six (17%) voluntary sector workers was a trade union or staff association member.*

## Analysis

Gross weekly pay in the voluntary sector amounted to an average of £397.71 in 2010, lower than in both the private and public sectors (£452.60 and £466.53 respectively). Median gross weekly pay in the voluntary sector was £335. Voluntary sector net weekly pay averaged £287.80, again lower than in the private and public sectors (£333.34 and £343.92 respectively). Median net weekly pay in the voluntary sector was £260 (LFS).

Exploring gross hourly pay shows that within the voluntary sector it was £12.48, almost identical to the private sector (£12.49) but lower than in the public sector (£13.84). There was a clear difference between male and female gross hourly pay across all sectors. Men's gross hourly pay in the voluntary sector averaged £15.25, compared to £11.24 for

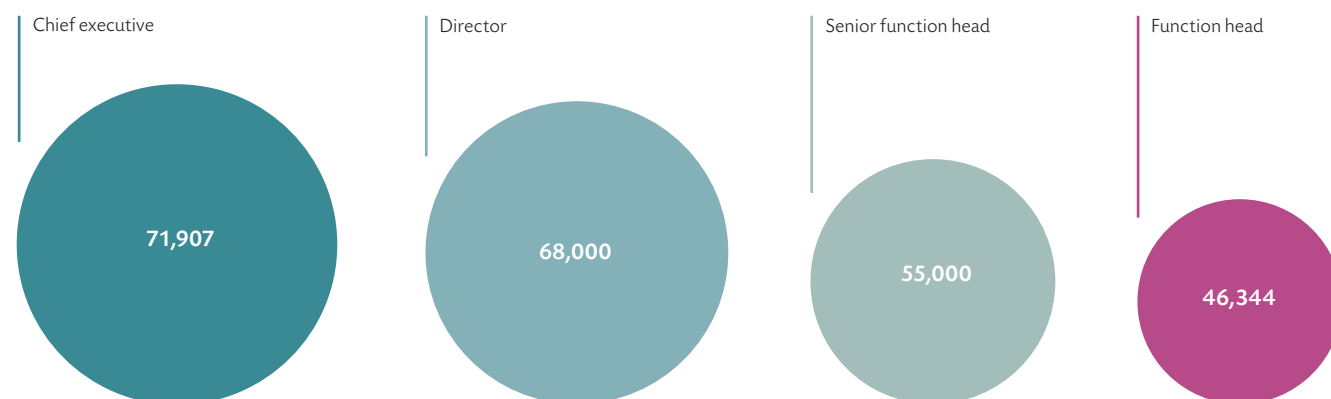
women, a difference of £4.01. Women on average were paid 36% less than men (per hour) in the voluntary sector, the same as in the private sector (36%) whereas in the public sector the gap was 20% (LFS).

One in every six (17%) voluntary sector workers was a trade union or staff association member. This is higher than in the private sector (12%) but much lower than in the public sector (55%). Of those voluntary sector employees who are not a member, 34% of people knew of other people at their workplace who were members of a trade union or staff association. Research by XpertHR shows that of those organisations that have union recognition 63% recognised Unite and 32% recognised Unison.

The movement in the voluntary sector's average earnings has continued to increase over the previous year (2.2%) but at a slower rate than in the previous seven years. It is a slightly higher rate of increase than the average earnings index (1.9%) but much lower than the retail prices index (4.7%). The median earnings for a CEO in 2010 were £71,907 whilst trainee non-professional staff received £13,661, a ratio of 5:1 (XpertHR, 2010). This ratio appears much lower than figures available for the private and public sectors. The Hutton Review highlighted that within the NHS the median salary of chief executives was twelve times that of the salary of the lowest paid staff. For FTSE 100 companies the median CEO earnings were 139 times that of UK median earnings.

## Figure 13

Median voluntary sector total earnings by job role, 2010/11 (£, per annum)



Source: XpertHR, 2010

## Comment

The figures here slay a few myths, show that in places the voluntary sector has some serious thinking to do, and point to some interesting possibilities for the future.

First the myths. It has been claimed that an 'excessive City pay culture' is at work in the voluntary sector, with charities led by overpaid fat-cat CEOs. But as these figures show, the ratio between the salaries of the highest and lowest paid appears to be much lower in the voluntary sector than in the private and public sectors, whilst pay in the voluntary sector is lower than in other sectors too (and does not appear to be rising rapidly).

So far so saintly. But the disparity between male and female earnings sits uncomfortably in a sector so many of whose organisations are devoted to issues of social justice. The causes

and solutions for this disparity may be complex, but that it is unacceptable is not.

Finally, it is worth looking at the levels of unionisation, the growth of earnings below the retail price index, and the high levels of labour turnover – and considering them particularly in the context of the sector's growing role in public service delivery (and therefore competition with the public sector). All this suggests that the relationship between voluntary organisations and unions over the coming months and years is likely to be an important one – and that it will have some tricky issues to navigate.

**Ralph Michell**  
Head of Policy  
ACEVO

## Find out more

HM Treasury (2011) Hutton Review of Fair Pay  
<http://ncvo.org/qUBR71>

XpertHR (2010) 22nd Annual voluntary sector salary survey 2010/11  
<http://ncvo.org/r4FdYS>

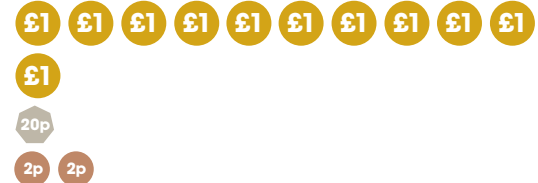
**Figure 14**  
Voluntary sector gross hourly pay by gender, 2010

**Male - £15.25**

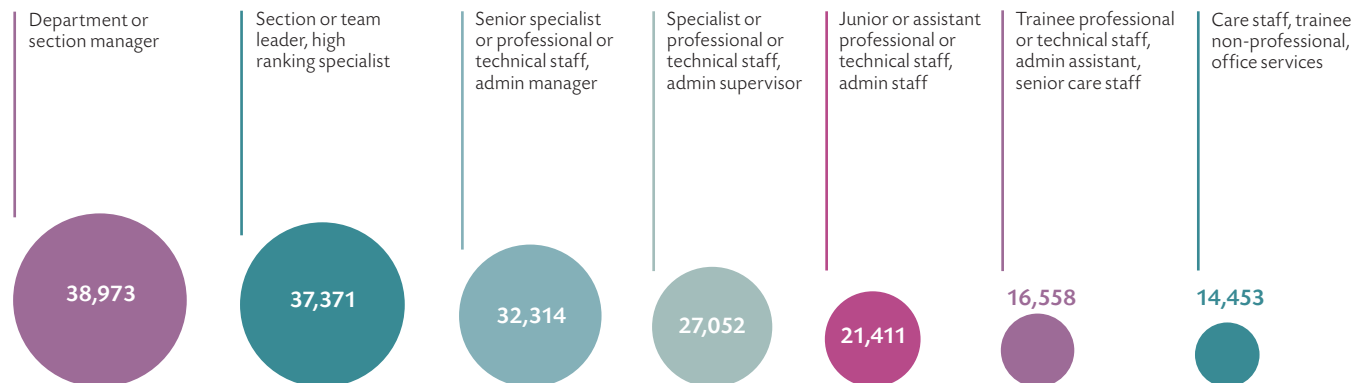


**Difference  
in pay  
36%**

**Female - £11.24**



Source: Labour Force Survey  
Base: All people aged 16 and over.



# What is the contribution of volunteers to the voluntary sector?

# 09

## Analysis

During 2010/11, 39% of adults in England said that they had volunteered formally<sup>1</sup> at least once in the previous 12 months, a smaller proportion than in all years between 2003 and 2009/10 (CLG, 2011).

Twenty-five per cent of people reported that they volunteered formally at least once a month in 2010/11, the same proportion as in 2009/10, and lower than in all years between 2001 and 2008/09 (CLG, 2011).

This equates to 16.6 million people in England volunteering formally at least once a year and

10.6 million people in England volunteering formally once a month. If the survey results were equally valid for the UK adult population as a whole, these estimates would increase to 19.8 million (once a year) and 12.7 million (once a month).

If the number of people in England who volunteer once a month (10.6 million people) were to be replaced with paid staff it would require 1.1 million full-time workers at a cost of £19.4 billion to the economy (based on the median hourly wage). If the same method was applied to the whole of the UK population, an

estimated 1.3 million full-time workers would be required, just under twice the number of full-time equivalent paid employees in the voluntary sector. This would be at a cost of £23.1 billion.<sup>2</sup>

Regular formal volunteers support different types of organisations in a range of fields. The most popular are sports and exercise (52%); hobbies, recreation, arts and social clubs (40%) and children's education/schools (34%) (CLG, 2010).

**Figure 15**

Participation in formal volunteering, 2001 to 2010/11 (%)



Source: Communities and Local Government (2011)

## Comment

"How wonderful it is that nobody need wait a single moment before starting to improve the world."<sup>3</sup> A profound reflection that is as relevant today as when it was written, and the perfect definition for volunteering.

Yet again these results fill me with pride at the incredible support the UK gives the people that need it. As a volunteer manager, no matter the numbers, the fact that people are giving time is always enough.

How we use volunteering to change our world is evolving and there is no doubt that these results reflect that. As the need to build capacity in the voluntary and public sectors with volunteers grows, so the inclination of people to volunteer appears to decline. How we overcome this will, I believe, define the shape of the next stage of the voluntary sector.

Creative volunteering that maximises informal opportunities and engages all ages in making a

difference may be the way to see figures grow once again simply by gaining the commitment of our future generations.

By supporting volunteers to expand their knowledge of and passion for the voluntary sector, and engaging the community to support its future we will, arguably, be able to do more for less; add this to the engagement of our next generation and when the recession turns the voluntary sector should be in an incredibly powerful position.

The future is without doubt very bright for volunteering and the voluntary sector if its workers and, more importantly, existing volunteers keep hold of their powerful 'can do' attitudes... I, for one, grasp the challenge whole-heartedly.

**Debbie Hill**

Volunteering Development Manager  
CLIC Sargent

## Find out more

Communities and Local Government (2011) Citizenship Survey: 2010 – 2011 (April 2010 – March 2011), England  
<http://ncvo.org/qCfvkX>

Skills – Third Sector (2010) Valuing volunteer management skills  
<http://ncvo.org/px2iyq>

- 1 Formal volunteering means giving unpaid help through groups, clubs or organisations to benefit other people or the environment.
- 2 It should be noted that these estimates take no account of the costs of volunteer development or management.
- 3 Anne Frank (1952) Diary of a Young Girl

*Participation in formal volunteering differs by employment status, age, ethnicity, disability and region (CLG, 2011).*

**42%**

of people **in employment** formally volunteer at least once a year

>

**34%**

of people who are **economically inactive** formally volunteer at least once a year

**40%**

of **white** people formally volunteer at least once a year

>

**32%**

of people in **ethnic minority groups** formally volunteer at least once a year

**49%**

of people living in the **South-West** formally volunteer at least once a year

>

**29%**

of people living in the **North-East** formally volunteer at least once a year

Source: Communities and Local Government (2011)  
Note: All differences are statistically significant at the 5% level.

# What is the nature of recruitment within the voluntary sector?

# 10

Nearly one-fifth (18%) of voluntary sector employers had vacancies within their organisation. Overall, 4% of voluntary sector employers had hard-to-fill vacancies.

## Analysis

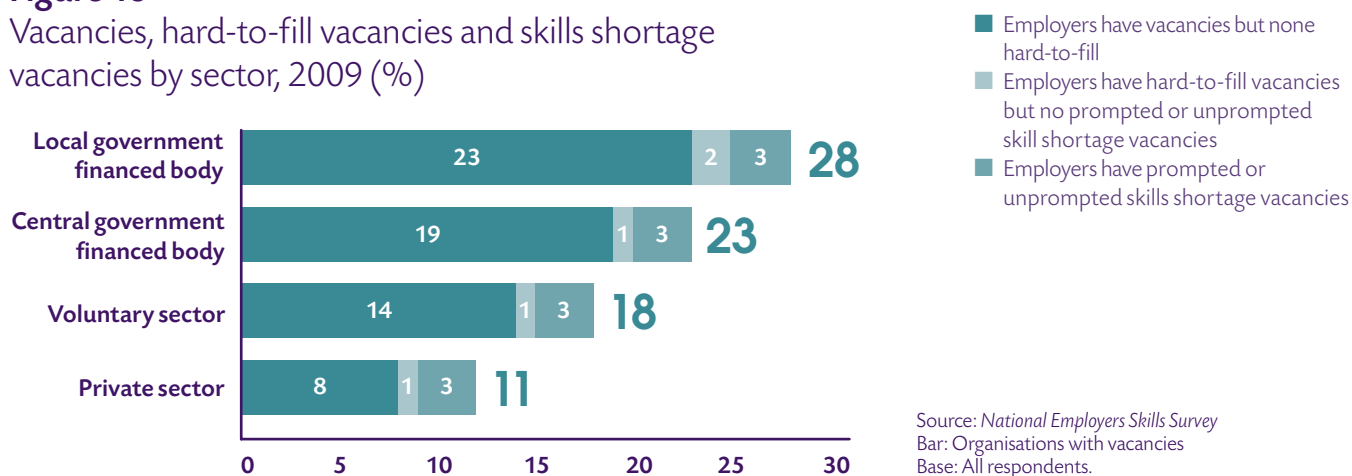
Voluntary sector employers were more likely to report vacancies within their own organisation (18%) than private sector employers (11%) but less likely than employers in central (23%) and local government (28%). In contrast when exploring employers with vacancies in more detail, those within the voluntary sector were less likely to report that these vacancies were hard-to-fill (21%) than within the private sector (30%) but slightly more likely than those within central (19%) and local government (18%) (NESS).

The main cause of hard-to-fill vacancies, reported by over one-third (35%) of voluntary sector employers with hard-to-fill vacancies, was a low number of applicants with the required skills. One-fifth (20%) of voluntary sector employers reported the cause as poor terms and conditions (e.g. pay) offered for the post, a similar proportion to 2007. Over one-quarter (27%) of hard-to-fill vacancies in

the voluntary sector were for personal services staff, with an additional 21% of hard-to-fill vacancies for associate professional staff (NESS).

Of those voluntary sector employers who had hard-to-fill vacancies, 67% reported skills shortage vacancies, up from 61% in 2007. This is lower than the private sector (77%) and local and central government (68% and 70% respectively). More than six in every ten (62%) voluntary sector employers who reported skills shortage vacancies identified them within technical, practical or job-specific skills, whilst four in every ten (40%) reported them within written communication skills. Four-fifths (80%) of those voluntary sector employers who had hard-to-fill vacancies reported that the main impact of this was an increase in the workload of other staff, with over one-third (37%) reporting an increase in operating costs (NESS).

**Figure 16**  
Vacancies, hard-to-fill vacancies and skills shortage vacancies by sector, 2009 (%)



Source: National Employers Skills Survey  
Bar: Organisations with vacancies  
Base: All respondents.

**Figure 17**

The causes and impacts of hard-to-fill vacancies in the voluntary sector, 2009 (%)



Source: National Employers Skills Survey  
Base: All voluntary sector employers who have hard-to-fill vacancies.

## Comment

These figures highlight the continuing recruitment challenges faced by many HR teams and line managers in our sector. I don't believe the sector should lower its standards or accept poor level skills when filling our vacancies; as a sector we should be striving to be good employers with high standards.

Nevertheless, I do believe there is value as employers in reviewing how we write our job descriptions and person specifications; how we decide what skills are required for each job and – equally as important – how we measure these skills and competencies. For the candidate who falls 'just short' in their technical ability, is there scope for investing in their development if they

meet all other requirements? Or can we 'grow our own' skills – if these skills are so difficult to recruit to, can we invest and develop them within our existing staff?

Whilst these figures raise questions and concerns, a more worrying thought is what 2011 figures will show. With an unstable economy, widespread redundancies in all sectors and unemployment figures rising, what will be the impact on those currently hard-to-fill vacancies?

**Lai-Har Cheung**  
HR Manager  
NCVO

## Find out more

UKCES (2010) Skills for jobs: today and tomorrow  
<http://ncvo.org/o9ArdD>

# What skills are required in the voluntary sector?



*Just under one-fifth (18%) of voluntary sector employers reported that they have staff with skills gaps.*

## Analysis

Voluntary sector employees were highly qualified with more than one-third (37%) holding a degree level qualification or higher. This is slightly lower than employees within the public sector (40%) but higher than employees within the private sector (21%). Overall more than seven in every ten (73%) voluntary sector employees held an A Level qualification, its equivalent or higher (LFS).

Whilst voluntary sector employees were highly qualified, it appears that these qualifications were not totally related to job roles, just under one-fifth (18%) of voluntary sector employers reported that they have staff with skills gaps; this is up from 14% in 2007. Voluntary sector employers who had skills

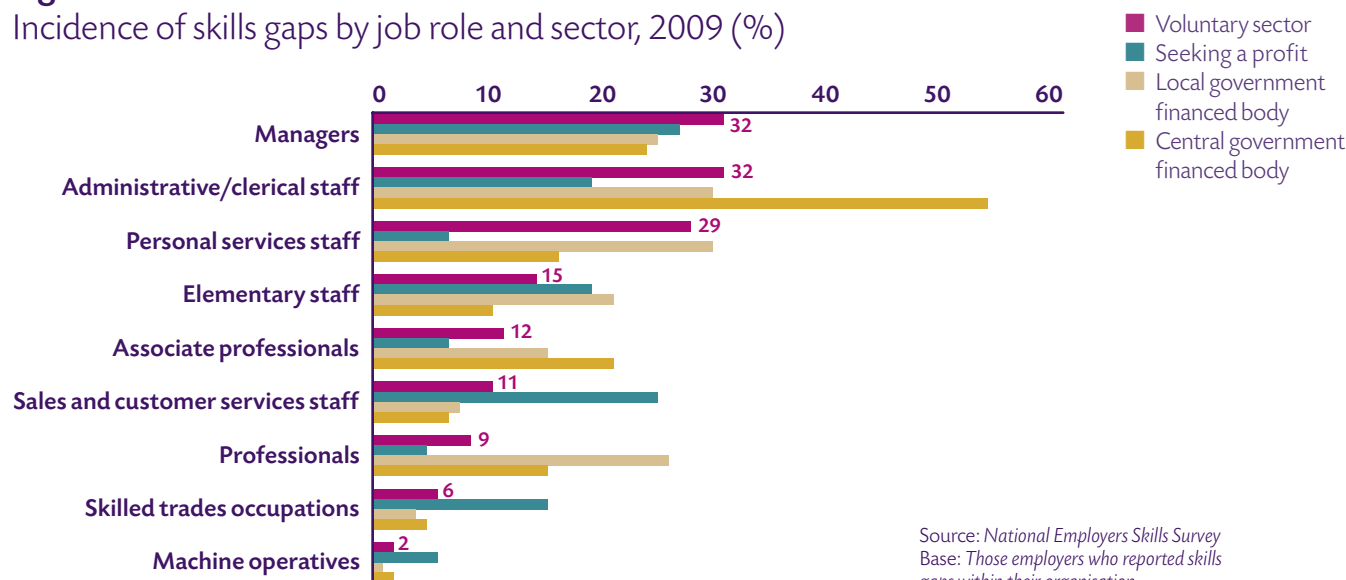
gaps within their organisation were more likely to report skills gaps within manager and administrative/clerical staff (32% each) and personal services staff (29%). Of those employers who had skills gaps within their organisation, the main cause cited was lack of experience or the staff being recently recruited (70%). Other reasons included staff lacking motivation, the inability of the workforce to keep up with change, and a failure to train and develop staff (24% each) (NESS).

Six in every ten (60%) voluntary sector employers who had skills gaps within their organisation reported technical, practical or job-specific skills gaps. Whilst just under half reported problem solving, team working and

management skills gaps (48%, 46% and 44% respectively) (NESS).

The main impact of skills gaps within the voluntary sector was an increase in the workload of other employees (61%). This was followed by having difficulty introducing new working practices within the organisation (34%). The main action taken by voluntary sector employers to overcome non-proficient staff was to increase training activity/spend or to increase/expand trainee programmes (77%). Other actions taken included more supervision of staff (19%) and more staff appraisals/performance reviews (18%) (NESS).

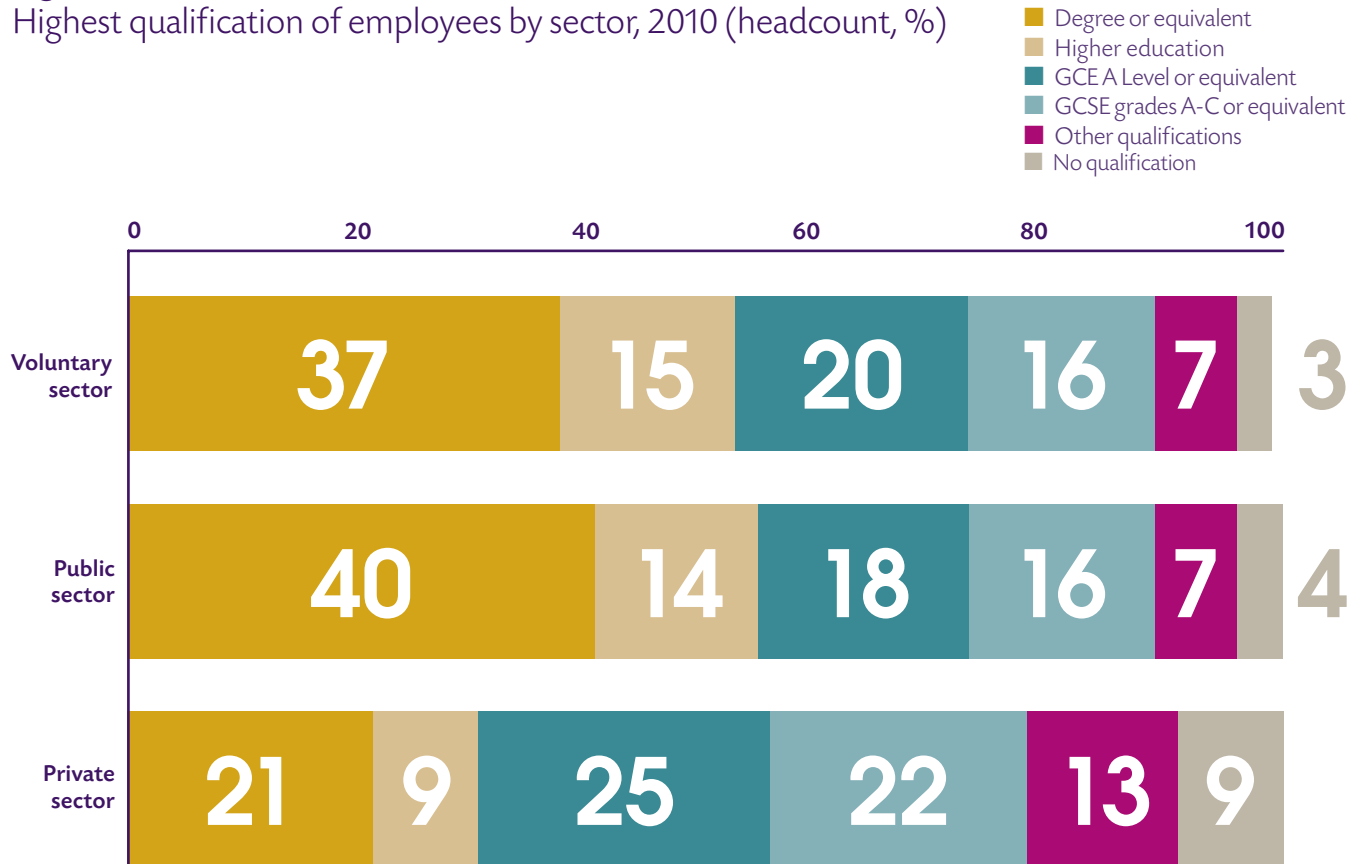
**Figure 18**  
Incidence of skills gaps by job role and sector, 2009 (%)



Source: National Employers Skills Survey  
Base: Those employers who reported skills gaps within their organisation.

**Figure 19**

Highest qualification of employees by sector, 2010 (headcount, %)



Source: Labour Force Survey  
Base: All employees aged 16 and over.

## Comment

Perhaps the most striking point of the data is not how different the issues facing employers in the voluntary sector are, but how similar they are to the rest of the economy. So we see that:

- just less than a fifth (18%) of voluntary sector employers face skills gaps, which compares closely to the 19% of employers across all the economy;
- the main reason for the existence of these skills gaps (that of recent recruitment) affects a similar proportion of employers with skills gaps within the voluntary sector (70%) as it does for the economy as a whole (71%);
- the main action taken by employers to overcome these skills gaps was to increase training – an action taken by 77% of employers with skills gaps in the voluntary sector, compared to 76% of employers across the economy.

An area where the voluntary sector does appear to be facing greater difficulties is with regard to management skills. Thirty-two per cent of organisations in the voluntary sector report that their managers have skills gaps, compared to about a quarter for the private and public sectors.

Looking to the future, the economy will recover and the labour market will eventually tighten. But this will not be a rapid recovery and, combining this with the exodus of employees from the public sector, should provide the voluntary sector with sufficient scope to meet its needs going forward and possibly help to address the apparent issue of management skills in the sector.

**Mark Spilsbury**  
Chief Economist  
UK Commission for Employment and Skills

*Voluntary sector employees were highly qualified with more than one-third (37%) holding a degree level qualification or higher.*

## Find out more

UK Workforce Hub (2007)  
Voluntary sector skills survey 2007  
<http://ncvo.org/r0zVNN>

# What approaches to training exist in the voluntary sector?

# 12

*Just under two-thirds (64%) of voluntary organisations had a budget for training.*

## Analysis

In 2009, over half (56%) of voluntary organisations had a training plan that specified in advance the level and type of training employees will need in the coming year, down from 64% in 2007. Just under two-thirds (64%) of voluntary organisations had a budget for training, the same proportion as in 2007, but higher than the private sector (31%) and lower than local government (83%) (NESS).

Three-quarters (75%) of voluntary organisations formally assessed whether individual employees had gaps in their skills. Again this is higher than in the private sector (54%) but lower than in central and local government (89% each). Seven in every ten (70%) voluntary organisations formally assessed the performance of employees who had received training, slightly lower than the 73% reported in 2007. This is higher than the private sector (61%) but lower than in local and central government (85% and 83% respectively) (NESS).

There is likely to be a great deal of difference in training provision across the voluntary sector, in part due to workplace size. Smaller voluntary organisations are less likely to have the resources to sign up to structured training programmes and continuing professional development schemes. The larger the organisation, the more likely they are to have a HR manager and enjoy lower unit costs of training.

**Figure 20**

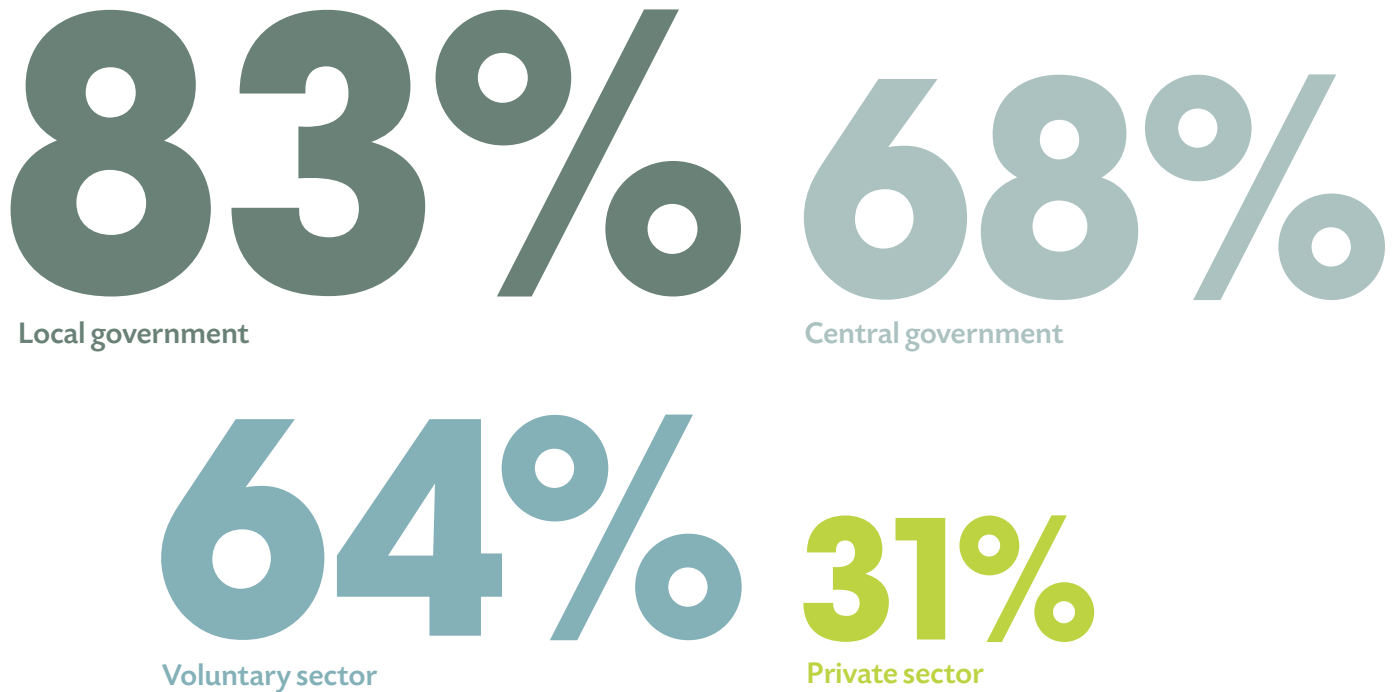
Formal assessment of whether individual employees have gaps in their skills by sector, 2009 (%)



Source: National Employers Skills Survey  
Base: All respondents.

**Figure 21**

Organisations that had a budget for training by sector, 2009



Source: National Employers Skills Survey  
Base: All respondents.

## Comment

Economic constraint, the move to contract-driven rather than grant funding, the need to deliver more for less, an increase in partnership with other providers, and a government focus on the 'Big Society' and Localism. All of these factors cannot fail to have an immense impact on the voluntary sector and its workforce.

However, the figures here provide hope for our society and communities. As a dynamic sector underpinned by the central values which make it a sector, the maintenance of quality while seeking to protect the organisation is not an easy balance to strike. It is positive to see in these figures that the sector maintains, and indeed grows, its focus on the skills of the workforce and thereby the quality of the service achieved.

Planning and budgeting for skills development and formal assessment of skills needs all offer hope for the delivery of services to the end user. Maintaining a focus on the quality of the workforce, and thereby the quality of the

service to its recipients and the community, is core to any delivery. In this respect it is pleasing to see that, despite these economic circumstances, the voluntary sector is continuing to strike the balance between sustaining quality and protecting its own future. Long may it continue!

### Sue Gill

Community Learning and  
Development Sector Manager  
Learning and Skills Improvement Service (LSIS)

*In 2009, over half (56%) of voluntary organisations had a training plan.*

## Find out more

CIPD (2011) Learning and talent development survey  
<http://ncvo.org/pjl5Ea>

# What are the main barriers to training in the voluntary sector?

# 13

*The main barriers reported by voluntary sector employers who would have liked to have provided more training were lack of funds (69%) and the inability to release staff due to time constraints (48%).*

## Analysis

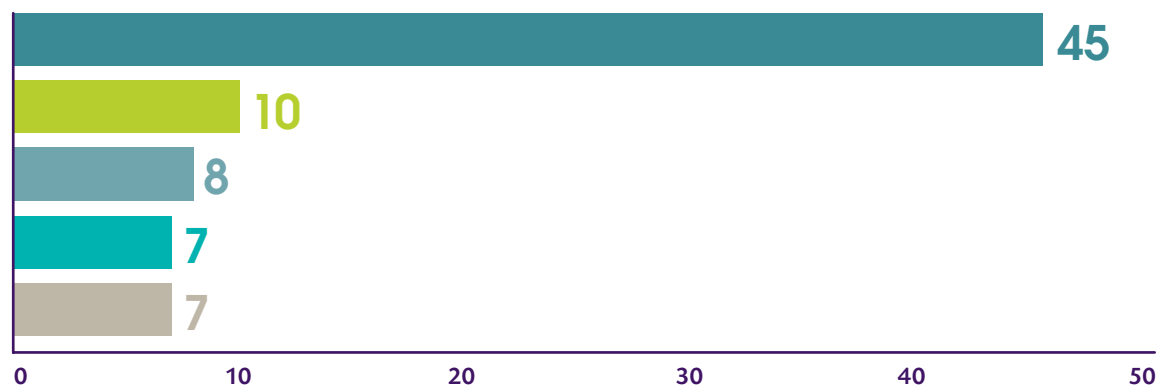
Nearly half (45%) of voluntary sector employers who hadn't funded any training in the last year said the main reason was that all staff were fully proficient in their role. Seven per cent of employers who hadn't provided training stated that external courses were too expensive whilst the same proportion stated that they lacked a budget or funding for training (NESS).

Nearly one-quarter (24%) of voluntary sector employers who stated that they had staff who were not fully proficient explained that it was because of a failure to train and develop staff. This was a slightly higher proportion than in

the private sector (21%) and local and central government (20% and 16%) and a similar proportion to that found in 2007 (23%) (NESS).

Over half (51%) of the voluntary sector employers who had provided training would have liked to have provided more training over the last 12 months, up slightly from 48% in 2007. Amongst those employers who would have liked to provide more training, the main barriers they faced were lack of funds (69%, up from 67% in 2007) and the inability to release staff due to time constraints (48%, up from 40% in 2007) (NESS).

**Figure 22**  
Voluntary sector employers reasons for not funding training courses, 2009 (%)

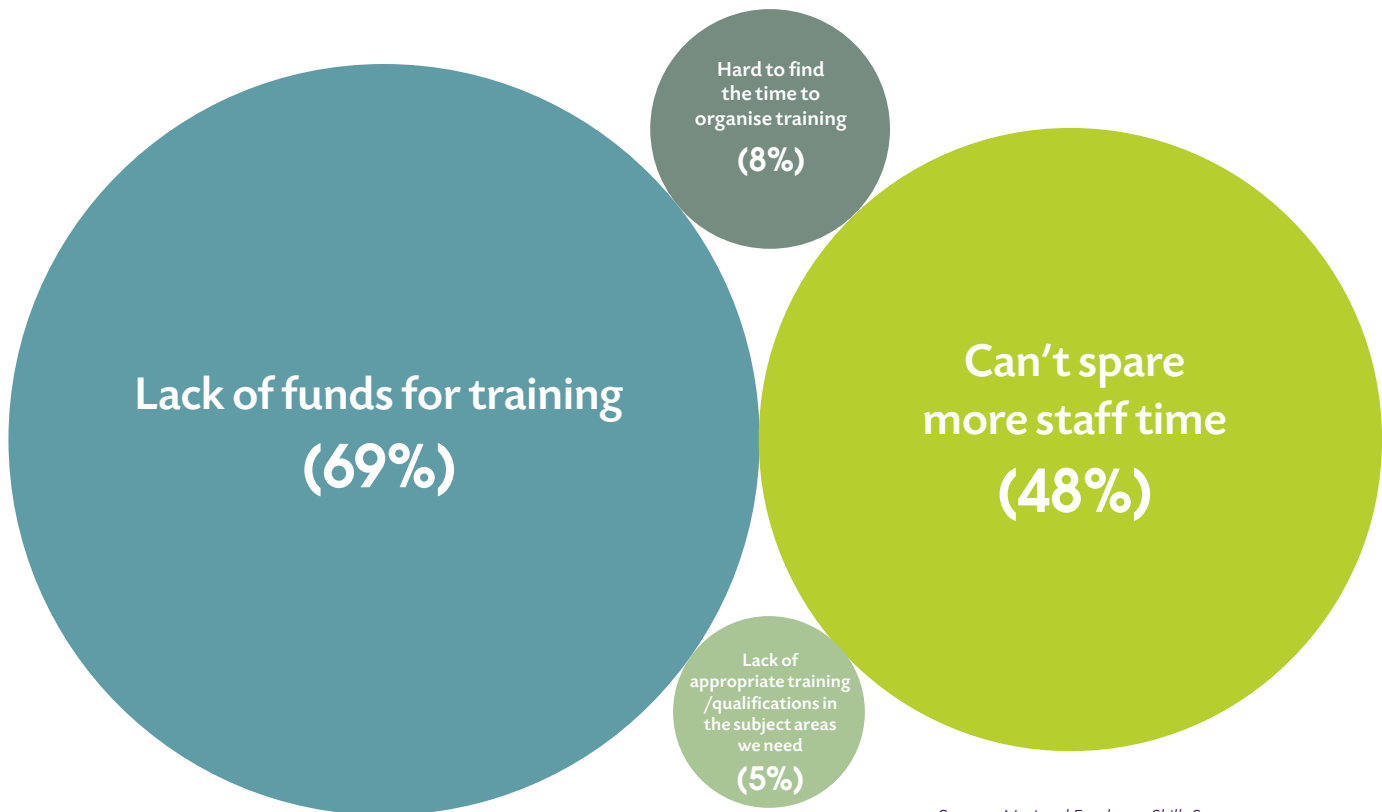


- All our staff are fully proficient
- No particular reason
- Training is arranged by Head Office
- External courses are too expensive
- Lack of budget/funding for training

Source: National Employers Skills Survey  
Base: All voluntary sector respondents who had not trained staff over the past twelve months.  
Note: Multiple reasons were identified.

**Figure 23**

Barriers preventing voluntary organisations from providing more training for staff over the last 12 months, 2009



Source: National Employers Skills Survey  
Base: Those voluntary sector employers who would have liked to have provided more training.  
Note: Multiple reasons were identified.

## Comment

With the cuts in public spending, it's going to become even harder to find money for training courses. It will therefore be increasingly important for organisations to prioritise and target the resources that they have in a smart way, so that they can source affordable ways of skilling up their staff.

In particular, it's important that managers are well-trained to undertake training and development needs assessments with their employees as part of a good performance appraisal process. In doing this, it becomes very clear what knowledge, skills and competencies staff actually need to do their jobs, and what the best ways of meeting these are. Often training budgets in voluntary organisations are spent on what people would like rather than on the basis of this kind of rigorous assessment.

Having ascertained real needs in this way, it becomes apparent that most are better met through structured line manager or peer

coaching in bite-sized chunks rather than sending people on expensive training courses. Many people don't learn best from training courses in any case, because they don't meet their preferred learning style.

Through personal development planning, staff can become more focused and self-directive in meeting the needs identified on their personal development plans and ever more ingenious at tapping into a range of inexpensive or even free ways of meeting them: for example free seminars, approaching network contacts and internet-based research.

### Helen Giles

HR Director, Broadway  
Managing Director, Broadways Real People

*Nearly one-quarter (24%) of voluntary sector employers who stated that they had staff who were not fully proficient explained that it was because of a failure to train and develop staff.*

## Find out more

Skills – Third Sector (2010)  
A national skills framework for the voluntary sector  
<http://ncvo.org/qkcTsa>

# What training opportunities are there in the voluntary sector?

# 14

## Analysis

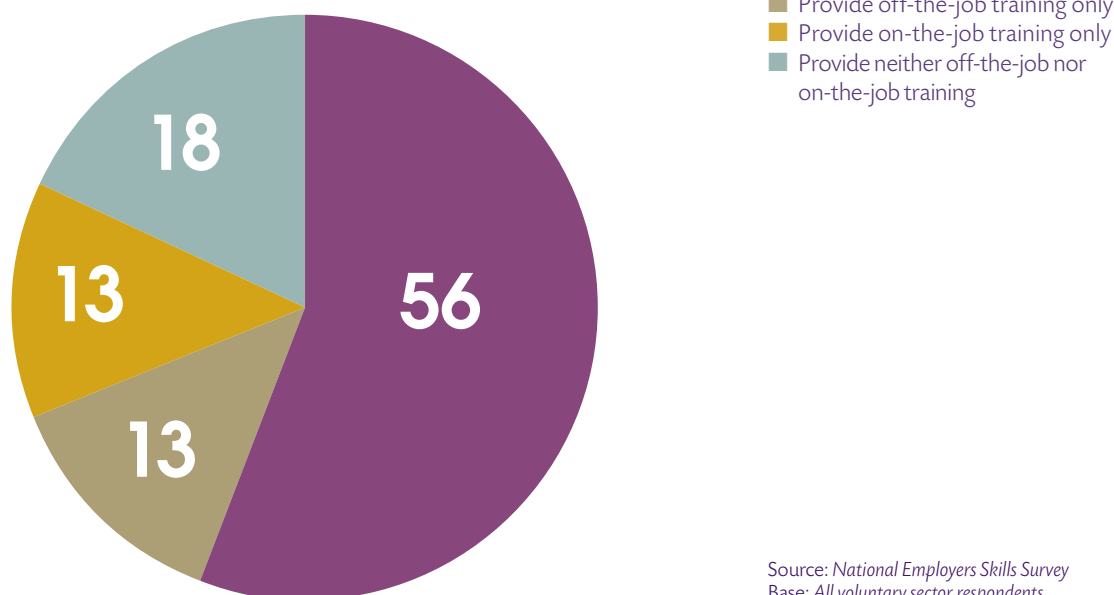
The majority of voluntary organisations (56%) provided both on-the-job and off-the-job training in their organisation however just under one-fifth (18%) provided no training at all. Over half (59%) of all voluntary sector employers that had provided training over the last year train staff of all grades, however managers are significantly more likely to receive training than other staff: 76% of voluntary organisations stated that they trained managers whilst only 17% trained elementary positions (NESS).

The number of training days per staff member remained similar to 2007. Just under half (49%) of the employers reported that on average they provided less than four days training per trainee per year; and only 5% provide more than 20 days per year. Of those voluntary sector employers that had offered training, over half (55%) had provided training to at least one member of staff to a nationally recognised qualification in the last twelve months, with 26% providing training to this standard for either one or two staff members (NESS).

Nearly two-fifths (38%) of voluntary sector employees had received job related training in the last 3 months. This is again slightly less than the public sector (40%) but much higher than in the private sector (21%). Half (50%) of all voluntary sector employees have undertaken activities to improve their knowledge and skills in the last 12 months. This is slightly less than within the public sector (52%) but much more than within the private sector (31%). Overall 28% of all voluntary sector employees had attended a seminar / workshop and 25% had attended a lesson or course (LFS).

**Figure 24**

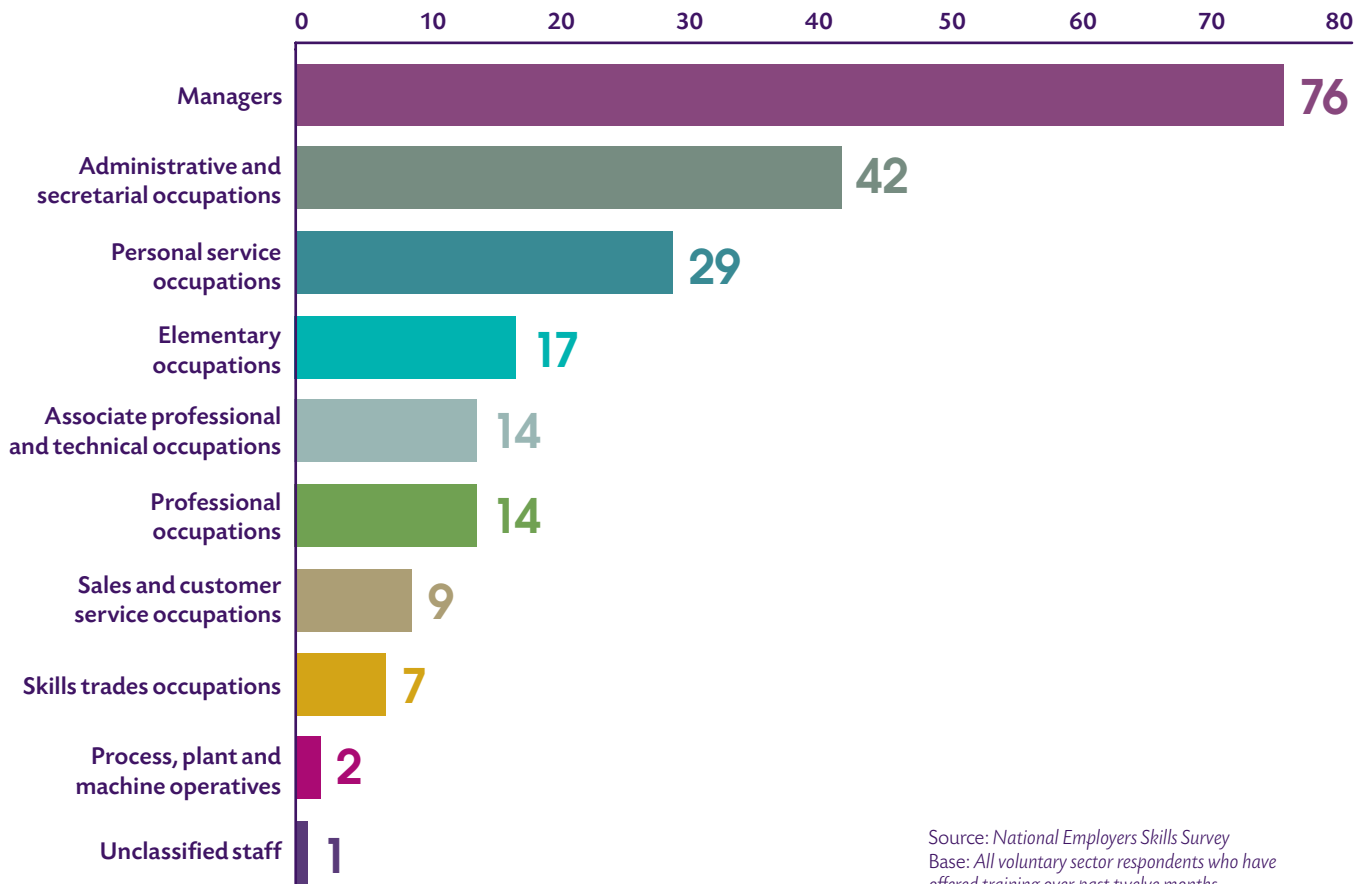
Type of training offered within the voluntary sector, 2009 (%)



Source: National Employers Skills Survey  
Base: All voluntary sector respondents.

**Figure 25**

Roles of staff trained within voluntary organisations in past 12 months, 2009 (%)



Source: National Employers Skills Survey  
Base: All voluntary sector respondents who have offered training over past twelve months.  
Note: Multiple occupations were identified.

## Comment

So much of what we do depends on the quality and commitment of our staff and we owe it to them to ensure that they have the skills, knowledge and confidence to do the best job they can. An important part of this is providing access to external training opportunities and it is very pleasing to see that a significant proportion of training is leading to external qualifications. In difficult times, effective leadership is important so it is not surprising to see the priority given to leadership and management development.

Many organisations are reluctant to commit resources to training and development because of perceptions about cost including time taken away from work. However many needs can be effectively met by other more cost-effective means such as shadowing, coaching and using

online learning opportunities such as those provided free by the Open University. In addition, the sector is beginning to recognise the benefits and value of apprenticeships which can provide funding to support training of both new entrants and also existing employees, with extra funding to support those who are taking their first qualifications.

The important thing is to take a systematic view of your training needs and identify where focusing investment in your staff and volunteers can improve the quality and sustainability of your services and your organisation.

**Tim Ward**  
Chief Executive, Learning Curve  
Chair, Third Sector National Learning Alliance

*Nearly two-fifths (38%) of voluntary sector employees had received job related training in the last 3 months.*

## Find out more

VolResource (2011) Training courses and suppliers  
<http://ncvo.org/pfDJCx>

# How popular are apprenticeships in the voluntary sector?

# 15

*Overall, 5% of voluntary sector employers either currently had or offered apprenticeships.*

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## Analysis

Apprenticeships form a central mode of provision in current skills policy, with a shift in investment away from work-based learning programmes such as Train to Gain.<sup>1</sup> The majority of voluntary sector employers (92%) had heard of government funded apprenticeships with just over one-third (34%) of employers having heard of adult apprenticeships and just under one-third (31%) having heard of advanced apprenticeships (NESS).

Only a very small proportion (2%) of voluntary sector employers currently had staff undertaking apprenticeships. An additional 3% of employers offered apprenticeships although didn't have any staff currently undertaking them. Within the private sector and local government these figures are each 4% whereas in central government these figures are 4% and 3%. Overall, 5% of voluntary sector employers either currently had or offered apprenticeships, compared to 8% of local government and private sector employers and 7% of central government employers (NESS).

Whilst only 5% of voluntary organisations currently had or offered apprenticeships, 14% of voluntary sector employers stated that they were quite likely or very likely to have an apprentice aged over 25 during the next year, with a slightly smaller proportion offering them to those aged 19–24 (13%) and 16–18 (9%) (NESS). Future work will be needed to inform the sector on the potential funding opportunities available for apprenticeships, as well as the range of relevant frameworks available.

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## Comment

The number of voluntary organisations offering apprenticeships is very low and there is clearly potential for a considerable increase in apprenticeship uptake in the sector, particularly in the over 19 age group. It is not that employers don't know about apprenticeships – 92% of those surveyed do know of them – but what they know of them has not yet persuaded them to recruit an apprentice. The data suggests a somewhat superficial knowledge among the 92%, as percentages knowing about advanced apprenticeships and adult apprenticeships are significantly lower.

The introduction of three new apprenticeships designed for the voluntary sector – fundraising, managing volunteers and campaigning – will help increase take up but the imposition of funding eligibility restrictions for those aged over 19 by the Skills Funding Agency, particularly excluding all volunteers and anyone with a Level 4 qualification in any discipline, will significantly reduce take up.

If the government is serious about wishing to see an increase in numbers of apprenticeships in the sector and providing steps for the unemployed to move into employment through volunteering as part of the Big Society, it will need to review these policies. Increased numbers of apprentices could also be brought about by government making funded opportunities for voluntary sector employers conditional on the recruitment of apprenticeships.

### Stephen Gardner

Director of Employer Based Training, Rathbone Chief Executive, Fair Train, Group Training Association for the Third Sector

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## Find out more

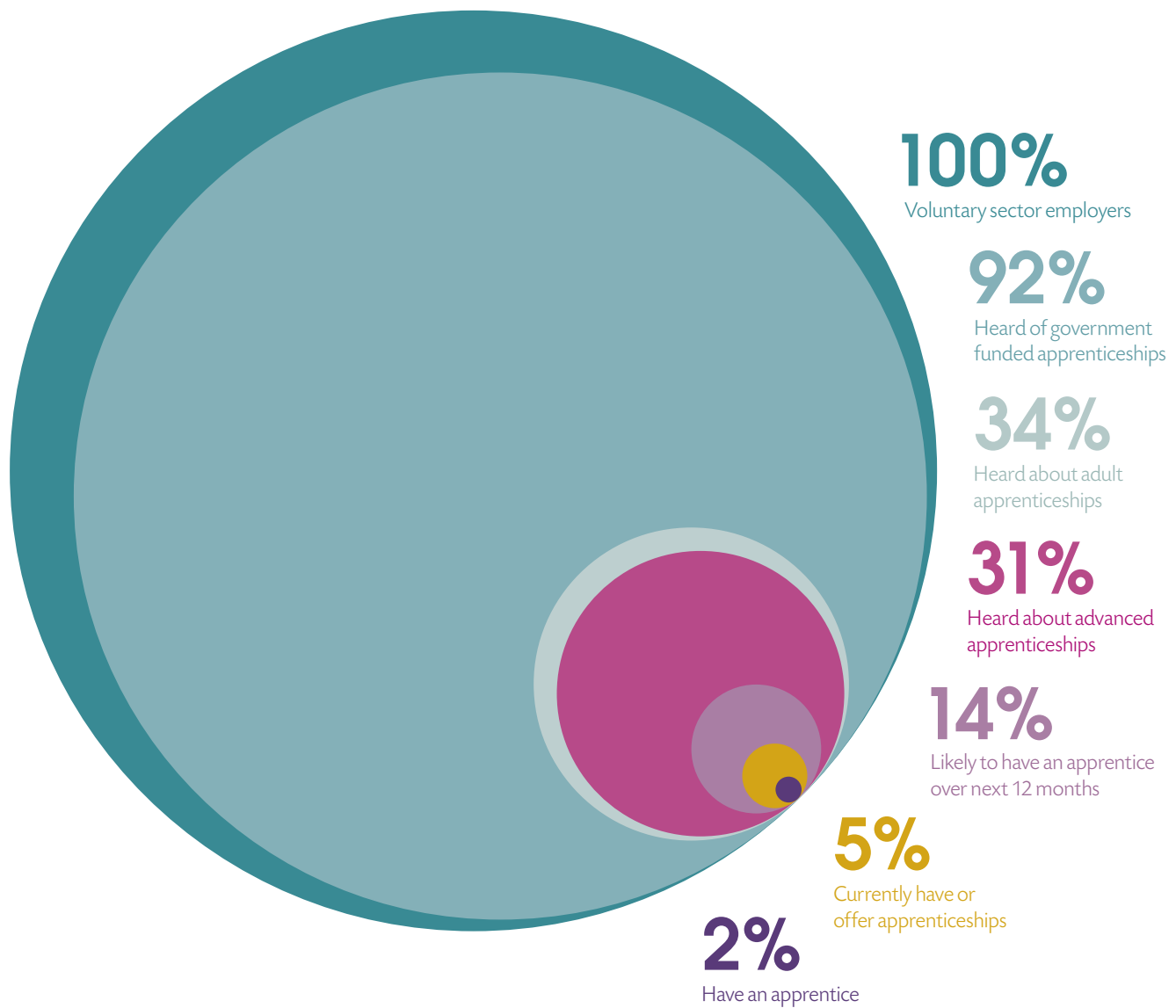
Learning and Skills Council (2009) Identifying sectors with prospects for expanding the number of apprenticeships  
<http://ncvo.org/qEZ5mP>

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<sup>1</sup> Department for Business Innovation & Skills (2010) Skills strategy 2010  
<http://ncvo.org/pzvom2>

**Figure 26**

Knowledge and take-up of apprenticeships within the voluntary sector, 2009



Source: National Employers Skills Survey  
Base: All respondents.

# What impact has the recession had on employment in the voluntary sector?

# 16

*During the 2009 recession, employment levels within the voluntary sector were still increasing from 668,000 paid staff in 2008 to 765,000 in 2010.*

*In February 2011, over half (55%) of charity leaders surveyed expected to reduce the number of staff they employed over the next three months.*

*According to the Government's own figures charities are facing nearly £3 billion in cuts over the spending review period (2011–2015) with charities losing around £911 million in public funding a year by 2015/16.*

## Analysis

During the 2009 recession, employment levels within the voluntary sector were still increasing from 668,000 paid staff in 2008 to 765,000 in 2010, an increase of 14.6%. In contrast during the same time period, the public sector workforce stayed relatively static growing at just 1%, whilst the private sector workforce decreased by 3.6% (LFS).

Due to the time lag between the beginning of the recession and its impact being seen within the voluntary sector, it was only towards the end of 2010 that employment growth within the voluntary sector began to slow. Quarterly voluntary sector employee figures for 2010 and 2011 have shown a temporary halt in employment growth within the voluntary sector, with some indications of a downturn<sup>1</sup>. The number of voluntary sector employees fell by 5% between the second quarter of 2010 and the second quarter of 2011. It was at the end of March 2011 that a number of voluntary sector work programmes and funding streams came to an end and so the impact of this is just being seen within the data. In February 2011, over half (55%) of charity leaders surveyed expected to reduce the number of staff they employed over the next three months.<sup>2</sup>

Cuts to public sector funding are also impacting on the voluntary sector. NCVO research<sup>3</sup> suggests that according to the Government's own figures charities are facing nearly £3 billion in cuts over the spending review period (2011–2015) with charities losing around £911 million in public funding a year by 2015/16. This will of course have an impact on both the number and distribution of employees.

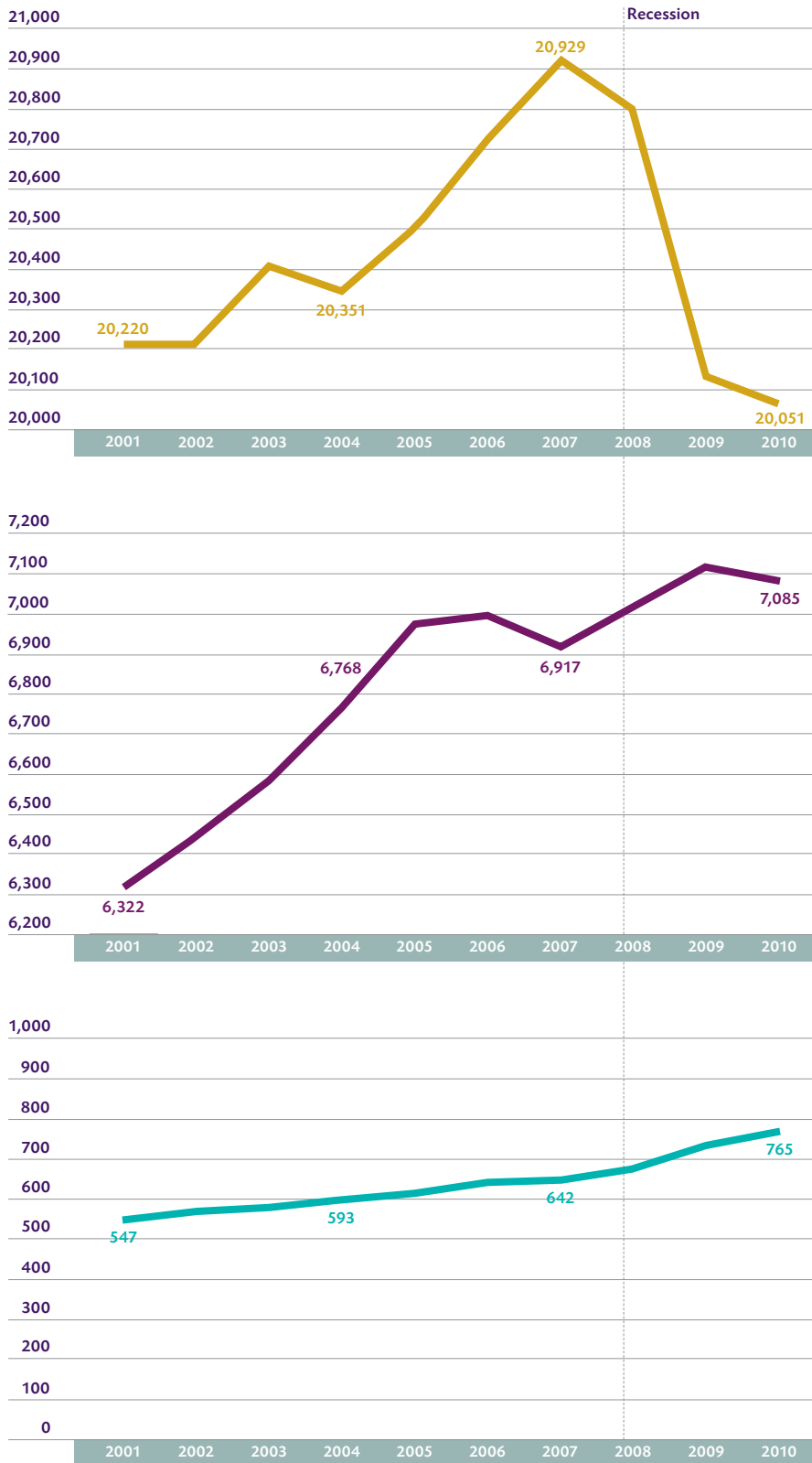
Prior to the recession, there was a higher level of job satisfaction amongst employees within the voluntary sector, than in both the public and private sectors. Moreover if employees moved from the private or public sectors to the voluntary sector, their level of job satisfaction increased. Overall, the difference between voluntary sector employee job satisfaction and private and public sector employee job satisfaction declined between 1992 and 2008<sup>4</sup>. If current trends continue, job satisfaction amongst employees within the voluntary sector and the public sector may converge. The recession is likely to influence employee job satisfaction across all sectors but data is currently not available on the impact the recession has had.

Prior to the 2011 cuts to public sector funding, the distribution and location of voluntary sector employees was changing. Between 2008 and 2009, the redundancy rate for the whole UK workforce rose in every English region. Between 2008 and 2009 however, the voluntary sector workforce in the South-West grew by 20% (13,000 people), whilst London's number of voluntary sector employees grew by 19% (18,000 people). In contrast the East Midlands voluntary sector workforce decreased by 11% (4,000 people) (LFS). As the impact of government spending cuts on the voluntary sector continues over 2011/12 we will explore the effect this has on the sector's workforce.

**Figure 27**

Number of paid employees by sector, 2001–2010 (headcount, thousands)

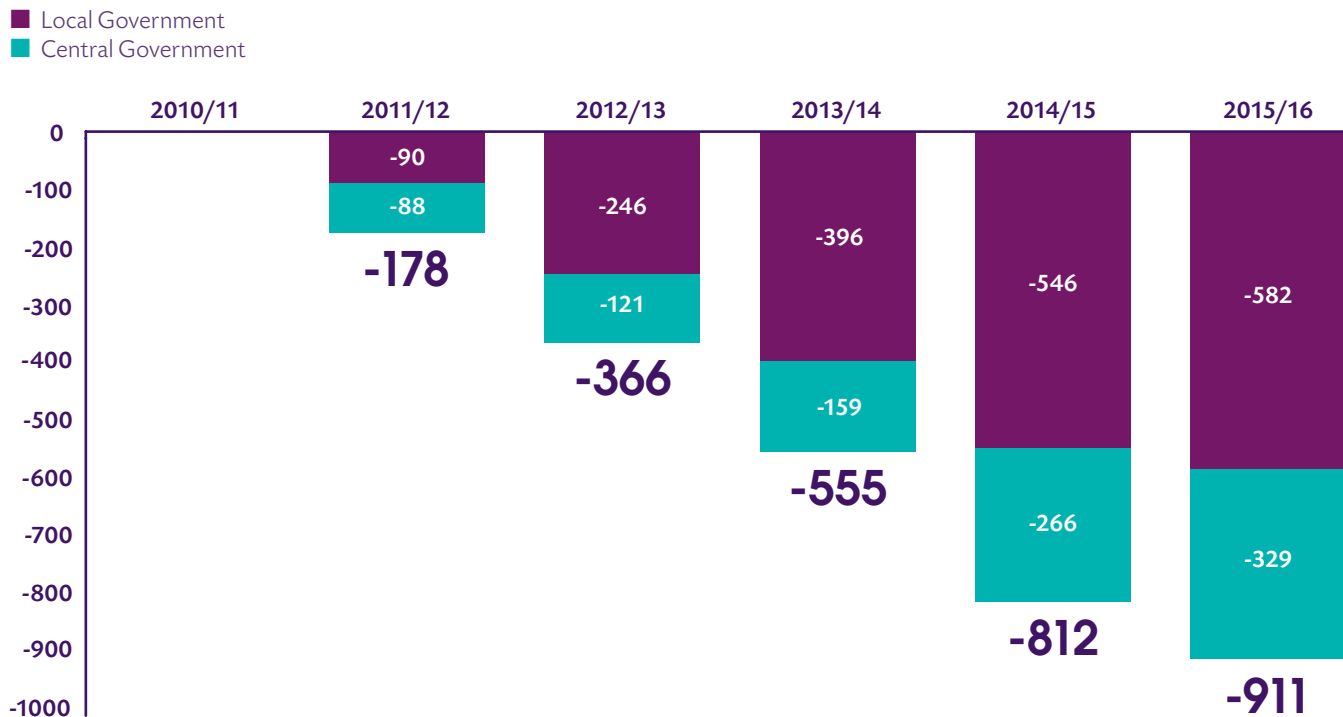
- Private sector
- Public sector
- Voluntary sector



Source: Labour Force Survey  
Base: All people aged 16 and over.

**Figure 28**

Predicted change in spending on the voluntary sector by central and local government departments between 2010-11 and 2015-16 (£ million, 2010/11 prices)



Source: NCVO, 2011

## Comment

Nothing illustrates the devastating impact of cuts on the local voluntary sector more than the workforce figures. People, not technological advancements, drive innovation in the sector, so employment levels tend to reflect its health. Fewer paid staff means fewer trained and managed volunteers. When the CAB loses paid staff it does not recruit more volunteers – it loses volunteers too because there is nobody to train and support them.

Voluntary sector employment grew steadily throughout the 2000s mainly due to government programmes but also as a result of new entrants such as local authority arms-length sports and arts facilities, social enterprises and co-operatives. However, the period of growth ended abruptly in 2010 and since March 2011 employment levels have declined.

There is little prospect that matters will improve any time soon, with many fearing further job losses as the cuts deepen. As the combined effect of public spending cuts and a

flagging economy increase the pressure on services, the evidence suggests that the most vulnerable people will suffer the consequences.

The challenge we face is adapting to the radically different political environment. We must minimise workforce losses by tapping all available resources – state, private, philanthropic, social investment and within communities. Tough times demand that we remain true to our missions. We must continue to speak up for our communities and redouble our efforts to protect the most vulnerable in our society.

**Kevin Curley**  
Chief Executive  
NAVCA

## Find out more

NCVO (2011) Counting the cuts  
<http://ncvo.org/r2jtY5>

Office for National Statistics (2010) Employment in the 2008/09 recession, Economic and Labour Market Review Vol (4) No (8) August 2010 edition  
<http://ncvo.org/pzmfCM>

- 1 Skills – Third Sector (2011) Economic downturn hits charity workforce  
<http://ncvo.org/pLNjyW>
- 2 NCVO (2011) Charity forecast, a quarterly survey of sector leaders: quarter 2, 2011  
<http://ncvo.org/l3PJcZ>
- 3 NCVO (2011) Counting the cuts  
<http://ncvo.org/r2jtY5>
- 4 Donegani, C.P., McKay, S. and Moro, D. (2011) How does job satisfaction change moving across sectors? A longitudinal analysis  
<http://ncvo.org/nvVwCs>

# How will future trends affect the voluntary sector workforce?

## Introduction

So far, this publication has presented an overview of the UK voluntary sector workforce across a range of themes. The past decade has witnessed major changes in the structure of voluntary sector employment, creating new skills needs and stimulating demand for growth in particular industries and occupations.

In order to ensure that the voluntary sector continues to make a significant contribution to the UK economy it will be essential to explore some of the key strategic drivers likely to affect the workforce over the next decade. Assessment of future trends should always be approached with caution; however it can prove to be of major value to the decisions of employers, employees, funders, policymakers, careers advisers and training providers.

The following section seeks to outline some of the expected drivers of change within the UK voluntary sector and the likely implications for the workforce. This will draw upon analysis undertaken by NCVO Third Sector Foresight<sup>1</sup> and the UK Commission for Employment & Skills' Working Futures project.<sup>2</sup>

## Ten strategic drivers likely to affect the voluntary sector workforce include

### 1. Public service delivery

Proposed reforms to public service delivery have actively sought a broader range of providers.<sup>3</sup> The introduction of a more competitive model of public services will allow organisations from all sectors to bid to deliver services in an attempt to reduce costs and improve productivity. If the voluntary sector is to maintain and increase its role in public

service delivery, organisations will need to ensure that they have the capacity and skills to compete on an equal footing against potential competitors with larger balance sheets. There is also an intention to use new and different types of providers, such as newly-mutualised public bodies or social enterprise "spin-outs", to deliver services. This will not only require budgetary and managerial skills but is likely to blur the distinction between the sectors.

### 2. Level and sources of income

Voluntary sector income grew significantly throughout the 1990s and 2000s. The impact of constrained public spending and on-going turbulence in global financial markets in more recent years makes sustaining such income over the next decade unlikely. Strained financial times will lead to increasing competition for funding as organisations seek new and more sustainable income sources. Organisations may also have to contend with more complex sources of income such as new models of social investment or requirements to match-fund government grants. In this context, skills in fundraising and income generation are likely to become increasingly important over the next decade.

### 3. Constrained public spending

The combination of slow economic growth and a strict deficit reduction plan will constrain the levels of public spending over the next decade. There are concerns that the effects of reduced public spending may disproportionately affect the voluntary sector as government departments are given different budget allocations and local authorities are forced to make difficult decisions about how to operate under less generous central

government grants. Organisations will face an anxious and uncertain future as tough choices may need to be made over the levels of service to maintain, possible efficiencies, and replacement of lost income, particularly when for some sub-sectors this will be happening at a time of increasing demand from service users.

### 4. Efficiency and value for money

Set against a more austere economic backdrop, voluntary organisations will be increasingly required to demonstrate efficiency and value for money. Procurement practices are likely to favour those organisations with the capacity to cut costs by delivering at a scale beyond the reach of most voluntary organisations. The voluntary sector will also be expected to demonstrate its distinctive value, entailing the need for organisations to have the systems in place to measure their impact.

### 5. Personalisation of services

The personalisation of services has been central to recent debates on public service reform. Personalisation entails a more consumer-oriented approach to service delivery, presenting the individual service user with a market of providers from which to choose the optimum service. The creation of personalised services may bring the professional and the service user closer together in terms of their working relationship, with increasing user input into service design and greater expectations of accountability.

### 6. Expectations of evidence

Technological advances have raised expectations about the quality and the quantity of information that organisations provide to the public. Funders increasingly expect evidence, such as the expenditure and

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outcomes of services delivered, upon which to base funding allocations and organisations are frequently expected to provide monetary estimates of their activities. As a result, organisations will need to consider the role of impact measurement in business plans, understanding the costs of activities and how to communicate these externally.

### 7. Collaborative working

The increased emphasis on providing value for money and the search for joined-up policy solutions is likely to lead to an increase in collaborative working between organisations. Collaboration may take various forms, including campaigns and events, joint funding bids, shared back-office functions, or forms of virtual collaboration between organisations. Voluntary organisations will need to think carefully about the relative benefits of such collaboration, ensuring that any new arrangements still align with their own aims, culture, and values.

### 8. Trends in volunteering

Amidst high unemployment levels, individuals are increasingly likely to regard volunteering as a means of attaining new skills or work experience<sup>4</sup>. There is a growing interest in episodic or “micro” volunteering options for individuals who feel constrained by time. Professional volunteer structures will need to adapt to account for more complex patterns of volunteering, recruitment and retention issues, and managing volunteers’ expectations. At a time of likely redundancies, organisations will also need to carefully consider the nature of the relationship between volunteers and paid staff.

### 9. Ageing population

The combination of rising life expectancy and falling birth rates will significantly affect how we manage the population’s needs in the decades to come. There will also be a rise in demand for health services and long term care, with significant labour shortages. Anti-age discrimination legislation, health improvements and a rise in the default retirement age will see greater numbers of people working for longer. This is likely to lead to an increase in the take-up of flexible working and opportunities to combine volunteering with an extended

working life. This will come with the challenges of managing a multi-generational workforce with differing expectations, values, communication styles, and use of technology.

### 10. Changing labour markets

Unemployment has risen significantly as a result of the recession, with government policy largely focusing on stimulating job creation in the private sector. This is especially the case in knowledge-based industries dependent upon staff with higher-level technical skills to operate with high specification goods and services. Many of these products and services will require expert knowledge as well as customer care, personal attention and face-to-face human interaction. A lack of full-time employment opportunities is also likely to lead to an increase in the numbers of part-time and self-employed people. Of the two million additional jobs projected by 2017, only a third will be full-time as both part-time working and self-employment options rise.<sup>2</sup> The voluntary sector will be considered to be an essential part of the solution to bring unemployed people into the workplace. High levels of unemployment will also exacerbate poverty, causing higher levels of demand for services from the voluntary sector.

- 1 NCVO (2011) Third Sector Foresight [www.3s4.org.uk](http://www.3s4.org.uk)
  - 2 UKCES (2008) Working futures 2007-2017 <http://ncvo.org/oaHWPn>
  - 3 Cabinet Office (2011) Open Public Services White Paper <http://ncvo.org/nth9gb>
  - 4 Institute for Volunteering Research (2009) A gateway to work <http://ncvo.org/p94jSe>
-

# Methodology

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## Size and characteristics

Our employment figures on the size and characteristics of each sector are largely based on Labour Force Survey (LFS) data. The LFS surveys an estimated 60,000 private households every quarter. By pooling data for unique individuals from four quarters, it is possible to produce reliable estimates of the sector's workforce. Weighting is used within the LFS to compensate for non-response rates in certain groups and produce population estimates.

To identify the sector a respondent is employed in, a two stage self-classification process is used. Respondents are first asked whether they work for 'a private firm, business or a limited company' or 'some other kind of organisation'. Those respondents who choose the second option are then asked, 'what kind of non-private organisation is it?' They are then presented with a range of options including 'charity, voluntary organisation or trust'. For the purposes of this analysis, responses to these questions were recoded into a sector variable and defined as 'private', 'public' or 'voluntary'.

## Volunteering

The most recent statistics on volunteering are available from the 2010 – 2011 Citizenship Survey. For further information see Communities and Local Government (2011) Citizenship Survey: 2010 – 2011 (April 2010 – March 2011), England <http://ncvo.org/qCfvkX>. All extrapolated figures are based on ONS 2010 mid-year estimates.

## Learning and skills

Our learning and skills figures are mainly based on figures from the National Employers Skills Survey (NESS). NESS is a biannual survey of English employers. It provides detailed analysis at a national, regional and sector level of the extent and nature of employers' recruitment problems, skill gaps and training activity. Within NESS, organisations are categorised into four overall sectors: seeking a profit, local government financed body, central government financed body, and charity/voluntary sector.

# Glossary

## Formal volunteer

Formal volunteering is defined by giving unpaid help through groups, clubs, or organisations to benefit other people or the environment.

## Full-time equivalent (FTE)

The FTE measure reflects the paid human resource available by converting hours worked by part-time staff into the equivalent number of full-time staff.

## Private sector

The Labour Force Survey uses the Office for National Statistics definition of the private sector. It includes all those who say that they do work for 'a private firm or business or limited company' or who work for a 'public company, plc'. Within the National Employers Skills Survey it includes all employers who report that their organisation is 'seeking a profit'.

## Public sector

The Labour Force Survey uses the Office for National Statistics definition of the public sector. It includes all those employees who respond that they do not work for 'a private firm or business or limited company', 'public company or, plc' or a 'charity, voluntary organisation or trust'. Within the National Employers Skills Survey it includes all employers who report that their organisation is either a 'local government financed body' (such as a school, or a body delivering leisure, transport, social care, waste or environmental health services) or a 'central government financed body' (such as the Civil Service, any part of the NHS, a college or university, the Armed Services, an Executive Agency or other non-departmental public bodies).

## Skills gaps

Skills gaps exist where employers report having employees who are not fully proficient at their job.

## Skills shortage vacancies

These are hard to fill vacancies which are the result of a lack of basic or specialist skills, qualifications or experience in the applicants.

## Voluntary sector

The Labour Force Survey uses the Office for National Statistics definition of the voluntary sector. It includes all those who respond that they work for a 'charity, voluntary organisation or trust'. It includes employees within charities, voluntary organisations, trusts, private schools and trade unions. It does not include government funded bodies and agencies such as national museums and art galleries.

# Acronyms and abbreviations

|              |  |
|--------------|--|
| <b>BIS</b>   | Department for Business, Innovation and Skills   |
| <b>CEO</b>   | Chief executive officer                          |
| <b>CGAP</b>  | Centre for Giving and Philanthropy               |
| <b>CIPD</b>  | Chartered Institute of Personnel and Development |
| <b>CLG</b>   | Department for Communities and Local Government  |
| <b>DDA</b>   | Disability Discrimination Act                    |
| <b>FTE</b>   | Full-time equivalent                             |
| <b>LFS</b>   | Labour Force Survey                              |
| <b>LSC</b>   | Learning and Skills Council                      |
| <b>NCVO</b>  | National Council for Voluntary Organisations     |
| <b>NESS</b>  | National Employers Skills Survey                 |
| <b>NISRA</b> | Northern Ireland Statistics and Research Agency  |
| <b>ONS</b>   | Office for National Statistics                   |
| <b>SIC</b>   | Standard Industrial Classification               |
| <b>SOC</b>   | Standard Occupational Classification             |
| <b>TSRC</b>  | Third Sector Research Centre                     |
| <b>UKCES</b> | UK Commission for Employment and Skills          |

# The authors

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# Notes

The first part of the paper discusses the importance of the research and the objectives of the study. It also outlines the methodology used in the study, which includes a literature review, data collection, and data analysis. The second part of the paper presents the results of the study, which show that there is a significant relationship between the variables being studied. The third part of the paper discusses the implications of the findings and provides some suggestions for future research.

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This publication can be made available in large print and alternative formats on request.

The new UK Voluntary Sector Workforce Almanac 2011 is an easy-to-use and accessible publication which draws upon a decade's worth of authoritative data to explore how the sector's workforce has changed. The sixteen themes within this publication explore the main traits of voluntary sector employment, covering its size and characteristics, the nature of working conditions within the sector, and the levels of skills and training across the sector.

This research has been produced in partnership between Skills – Third Sector, NCVO and the Third Sector Research Centre (TSRC). We believe a thriving voluntary sector is crucial to building stronger communities and delivering good quality services. Charities, voluntary and community groups, social enterprises and their stakeholders need the best quality evidence base to help them inform policy and practice and plan for the future, ensuring these organisations have people with the right skills to be able to make a difference to the people and communities they serve.

**Skills – Third Sector** is an independent charity set up to champion the skills needs of the staff, volunteers and trustees in charities, social enterprises and other not for profit organisations. We work with the sector's organisations to provide information and resources; develop skills standards and qualifications; identify strategic priorities for workforce development; and work with others to generate solutions to workforce development needs.

[www.skills-thirdsector.org.uk](http://www.skills-thirdsector.org.uk)

**NCVO** gives voice and support to civil society, at the heart of which is a thriving and dynamic voluntary and community sector. Established in 1919, NCVO has over 8,400 members representing the full size and scope of civil society in England. NCVO's research aims to support the development of policy and practice in the voluntary and community sector.

[www.ncvo-vol.org.uk/research](http://www.ncvo-vol.org.uk/research)

The **Third Sector Research Centre (TSRC)** exists to develop the research on, for and with the third sector in the UK. Led by the universities of Birmingham and Southampton, the Centre was established to provide a strong evidence base to inform policy-making and practice. The Centre works in collaboration with the third sector, to ensure its research reflects the realities of those working within it. TSRC is funded by the Economic and Social Research Council, Office for Civil Society and the Barrow Cadbury Trust.

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