A strong voluntary and community sector
The foundation for a thriving society

Unite strategy document

April 2015
# Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Foreword</td>
<td>4</td>
</tr>
<tr>
<td>1: Introduction</td>
<td>5</td>
</tr>
<tr>
<td>2: Relationship with the State</td>
<td>6</td>
</tr>
<tr>
<td>2:1 Post war consensus</td>
<td>6</td>
</tr>
<tr>
<td>2:2 Rolling back the state</td>
<td>7</td>
</tr>
<tr>
<td>2:3 A new vision for the sector is needed</td>
<td>7</td>
</tr>
<tr>
<td>2:4 Public service delivery</td>
<td>8</td>
</tr>
<tr>
<td>2:5 Deepening democracy</td>
<td>9</td>
</tr>
<tr>
<td>3: Infrastructure and Regulation</td>
<td>12</td>
</tr>
<tr>
<td>3:1 Charity regulation</td>
<td>12</td>
</tr>
<tr>
<td>3:2 Housing regulation</td>
<td>12</td>
</tr>
<tr>
<td>3:3 The Lobbying Act</td>
<td>13</td>
</tr>
<tr>
<td>3:4 Legal aid and judicial review</td>
<td>13</td>
</tr>
<tr>
<td>3:5 The Compact</td>
<td>13</td>
</tr>
<tr>
<td>3:6 New deal for trade unions</td>
<td>14</td>
</tr>
<tr>
<td>3:7 Sector infrastructure</td>
<td>14</td>
</tr>
<tr>
<td>3:8 Umbrella bodies and employer organisations</td>
<td>14</td>
</tr>
<tr>
<td>4: Funding the Cuts</td>
<td>17</td>
</tr>
<tr>
<td>4:1 State funding and ending austerity</td>
<td>17</td>
</tr>
<tr>
<td>4:2 False economies</td>
<td>19</td>
</tr>
<tr>
<td>4:3 Competition</td>
<td>19</td>
</tr>
<tr>
<td>4:4 Procurement</td>
<td>20</td>
</tr>
<tr>
<td>5: Workforce and Volunteering</td>
<td>23</td>
</tr>
<tr>
<td>5:1 Pay and terms and conditions</td>
<td>23</td>
</tr>
<tr>
<td>5:2 Employment rights</td>
<td>24</td>
</tr>
<tr>
<td>5:3 Collective bargaining</td>
<td>25</td>
</tr>
<tr>
<td>5:4 Workforce planning and training and skills</td>
<td>25</td>
</tr>
<tr>
<td>5:5 Volunteering</td>
<td>26</td>
</tr>
<tr>
<td>5:6 Workfare</td>
<td>27</td>
</tr>
<tr>
<td>6: Summary of Recommendations</td>
<td>30</td>
</tr>
</tbody>
</table>
Foreword

Unite believes that Voluntary and Community Sector (VCS) is the foundation for a thriving society.

The sector, which includes trade unions such as Unite, embodies the spirit of community support, mutual aid, solidarity, philanthropy, and voluntary action that has been at the heart of social change and progress in this country. It is often this sector that provides the strong independent voices that can hold governments and other systems of power to account. Be they small informal community campaigns, groups and mutual organisations, to large national charities and international NGOs – Unite believes that such voices are valuable and must be protected. Government needs to accept, recognise and promote this diversity and break with the policy in recent years of attempting to control and constrain these roles. Regulation should be used to enable, build trust and legitimacy, not stifle dissent and advocacy.

The failed ideology of austerity has devastated the sector. Government cuts have had a disproportionate impact on not for profit organisations with many facing collapse, causing a disastrous impact on communities. At the same time the wealth of the richest has rocketed highlighting further that austerity is really about redistribution from the poor to the rich.

David Cameron’s Big Society rhetoric was simply a big con-trick – aimed at substituting struggling charities and voluntary organisations for public services, including the notion that free labour could replace well trained staff. Unite knows that the real solution is to provide well-funded, well organised public services for all, and for the voluntary and community sector to provide for those specialised social needs that public services are unable to address.

Unite believes that there is no place for arbitrary competition between sectors. Public and not for profit organisations should stand together – not as opponents but as independent and sometimes critical partners in a symbiotic relationship. Unite is adamant that many services are better delivered by the state and that the main driver for outsourcing them has been cost cutting not quality. In contrast the voluntary and community sector’s strengths is that it provides “added value” to the public sector, providing those services it is uniquely placed to provide. There should be a radical re-think of the ways services are designed, which fosters and rewards collaboration, and which includes service users and front line workers in the design of services and of indicators of success from the outset. This would develop the creativity and flexibility to ensure that activity genuinely meets the needs of our communities.

Unite believes that there needs to be a ground swell of collective action amongst the sector’s workforce and those in society who they work with day to day, to reassert their vision of a sector that is not simply a way of delivering statutory public services on the cheap. There needs to be an urgent review of the whole direction of the sector, challenging the market ideology and bringing the focus back to its proper roles of advocacy, innovation, building community engagement and deepening democracy.

This document is Unite’s attempt to start that conversation and build a new strategy for this vital sector.
1. Introduction

Unite is the UK’s largest trade union with 1.4 million members across the private and public sectors. Unite represents around 200,000 workers in public services, as well as 60,000 in its Community, Youth Worker and Not for Profit Sectors where Unite is the largest union representing over 60 per cent of all union members, in over 6,000 organisations.

These include members in social care, housing associations, the arts, trade unions and professional bodies, mental health, cancer, disability, poverty and children’s charities, education, youth and play organisations, legal, advice and guidance, community organisations, faith bodies, international aid organisations, environmental NGOs, campaign groups, animal welfare charities, as well as numerous quangos, funding agencies and umbrella bodies.

This report attempts to draw together experiences from across these diverse organisations, of what it is currently like to work in the voluntary and community sector (VCS*). The aim of the report is to take a step back from the specific issues that different organisations face in their day to day work and rather attempt to set out an alternative vision of the kind of sector we would like to see in a decade from now.

This report has been developed through Unite’s democratic structures, through debates and discussions that take place across its committees, from workplace and local branches as well as the biannual national sector and policy conferences.

Unite has also carried out a sample survey of around 500 members across a broad range of organisations and subsectors and some of the comments and graphs from this survey are included throughout this report.

*Throughout the document we use the term Voluntary and Community Sector (VCS). This term incorporates voluntary sector, not for profit, third sector and other terms.*
2. Relationship with the State

Over the last two decades government policy has fundamentally reshaped the role of voluntary and community sector organisations\(^1\). Unite members report that current policies are devastating the sector, slashing funding and concentrating it in ever larger organisations with less community control. This in turn is reducing the diversity and innovation within the sector and is leading to the co-option of parts of the sector, restricting organisations ability to speak out\(^2\). Some commentators have raised concerns about the impact of this on services and organisations with some organisations becoming outsourced parts of the state rather than effective independent partners\(^3\).

2.1 Post war consensus

“Social security must be achieved by co-operation between the State and the individual. The State should offer security for service and contribution. The State in organising security should not stifle incentive, opportunity, responsibility; in establishing a national minimum, it should leave room and encouragement for voluntary action by each individual to provide more than the minimum for himself and his family (sic.)”.\(^4\)

Sir William Beveridge
On Social Insurance and Allied Services, 1942

There has been a major shift from the post war consensus on social security and public services created as a result of Lord William Beverage’s historic report\(^5\). The report was the culmination of decades of debate on how to create a fairer and more just society. Prior to it, many of the services and systems of social security people relied on were delivered by a diverse array of mutual aid, charity and benevolent organisations. The result was that services were often patchy and varied greatly in their quality, scope and resourcing\(^6\).

The 1942 Beveridge Report\(^7\) introduced a new consensus that recognised that in order to deliver services fairly and universally then the State had a crucial role in taking over delivery. Beveridge’s post war vision was not limited to state action however. Beveridge saw a crucial role for additional, independent, not for profit activity that supplemented statutory services through mutual aid, philanthropy and advocacy. Beveridge referred to these activities as “voluntary action” and in 1948 he devoted a full report\(^8\) to assessing its proper role under the new post war consensus.

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1. The state of charity: a lecture by Dr. Frank Prochaska, September 2015
6. The state of charity: a lecture by Dr. Frank Prochaska, September 2015
8. Voluntary action; a report on methods of social advance. Beveridge, William Henry Beveridge, Baron, 1879-1963
2.2 Rolling back the state

“In a totalitarian society all action outside the citizen’s home, and it may be much that goes on there, is directed or controlled by the State. By contrast, vigour and abundance of Voluntary Action outside one’s home, individually and in association with other citizens, for bettering one’s own life and that of one’s fellows, are the distinguishing marks of a fair society. They have been outstanding features of British life.” ⁹

Sir William Beveridge
Voluntary action; a report on methods of social advance, 1948

Since the 1980s this relationship has been fundamentally altered, with attempts from government to roll back the frontiers of the state. This has taken place through several distinct but related processes.

First there has been a major move to withdraw state support for certain activities, most recently through the Coalition’s Big Society rhetoric. In many cases this has led to the closure of state run and funded services such as Sure Start centres, libraries, youth and community centres, play provision, and advice services.

The second of these has been the transferral of responsibility for delivering services onto not for profit organisations e.g. through public service mutuals, council housing stock transfer to housing associations or the co-option of existing not for profit organisations through funding contracts and commissioning to become deliverers and agents of previously state activities, e.g. social care, children’s services and mental health provision.

Thirdly a similar process has taken place through the push to move formerly voluntary or mutual aid organisations onto a private footing for example through the creation of banks out of former building societies, the privatisation drive for housing associations or the growth of social enterprises, which have covered a range of organisations from small community companies to investment vehicles for global hedge funds.

Simultaneously there has been a drive to introduce a corporate culture into charities and other not for profit organisations. This includes the growing use of new financial and market language and some parts of the sector that are increasingly emulating private sector behaviour including increased salaries for senior officials in some large organisations, performance related pay, and decline in pay and terms for ordinary staff.

Lastly government has introduced new restrictions on the independent activities of not for profit organisations, such as through anti-union legislation, curbs on rights to protest, restrictions on judicial review and the recent Lobbying Act on charitable campaigning.
2.3 A new vision for the sector is needed

“Among democratic nations it is only by association that the resistance of the people to the Government can ever display itself: hence the latter always looks with ill favour on those associations which are not in its own power; and it is well worthy of remark that among democratic nations the people themselves often entertain against these very associations a secret feeling of fear and jealousy, which prevents the citizens from defending the institutions of which they stand so much in need.”

Alexis de Tocqueville
Democracy in America, 1835

Unite believes that these trends have fundamentally recast the role of many not for profit organisations for the worse – simultaneously co-opting it under state control while reducing its potential to advocate independently and to innovate. While on one hand citizens have had to find new ways to influence and affect change, such as through social media campaigning, there has also been a marked reduction in official voluntary action in the model that Beveridge envisioned.

In particular Unite believes that:

• The increased restrictions placed by both local and national government on funding to the sector, has meant an erosion of the independence and voice of many organisations; A significant minority are now so deeply involved in delivering government services that they could be better described as quangos. This is particularly true for those reliant on delivering commissioned government contracts rather than those in receipt of grants.

• Many organisations have been pushed further and further away from their founding principles and lost the ability to deliver independent campaigns, to innovate and to challenge government.

• Many organisations are being used as a stalking horse for the private sector in public sector outsourcing – e.g. through social enterprises in the health sector and by encouraging them to bid for contracts.

• Democracy is being weakened as individual’s ability to engage with decision makers and challenge arbitrary decisions from government has been reduced.

2.4 Public service delivery

“It is clear that the State must in future do more things than it has attempted in the past. But it is equally clear, or should be equally clear, that room, opportunity, and encouragement must be kept for Voluntary Action in seeking new ways of social advance. There is need for political invention to find new ways of fruitful co-operation between public authorities and voluntary agencies.”

Sir William Beveridge
Voluntary action; a report on methods of social advance, 1948

While Unite fundamentally rejects the current direction of travel we are not merely harking back to the past. Public services and the voluntary and community sector are not static unchanging monoliths. Demographic, technological and societal changes mean that services must remain dynamic and be
constantly evolving and changing. Institutions of the past may not be best placed to deliver services in the future based on the knowledge, evidence and changing needs of society. Debates about building more interactive, preventative, co-produced and relational services must be part of this process.

Sadly these arguments are often used both by politicians and “leadership figures” in the sector to justify activities that are not evidenced to be in the best interest of public service users, staff and society as a whole. A key example of this has been the Coalition Government’s Health and Social Care Act 2012 and the role played by figures such as Stephen Bubb of ACEVO in enabling the privatisation of our public services\textsuperscript{12}. Similar problems have been caused by the drive to use “public service mutuals” and the voluntary sector as a stalking horse for privatisation, undermining genuine worker and community led initiatives to set up mutual organisations. The introduction of payment by results and personalisation of service contracts have also been linked to the growth of zero hours contracts in social care and other professions\textsuperscript{13}. Such policies have driven increasingly fragmented public services, extreme cuts to funding, privatisation and policies like means testing that have done serious damage to services users and staff\textsuperscript{14}.

Reform needs to be based on sound, evidence-supported arguments, not tidal waves of initiatives. Sustainable change requires the involvement of staff at all levels. Workers and their unions in both the public and voluntary and community sector provide knowledge, insight and experience essential to ensuring that reform is effective and deliverable.

Unite believes that some fundamental principles must remain true however we organise services:

• Public services should be universal to provide a social floor as part of the social contract between citizens and the State.

• There are systemic reasons for social problems and policy should empower and support people rather than blame and punish them.

• There is money available for our public services and not to fund them properly is a political choice. If we can go to war or bail out bankers bonuses then there is money available to protect the most vulnerable in society.

• Good public services require professional, fairly paid and well treated staff to deliver them for and with our communities.

2.5 Deepening Democracy

“The real democracy that does exist in Great Britain ... is to be found for the most part not in Parliament or in the institutions of local government, but in the smaller groups, formal and informal, in which men and women join together out of decent fellowship or for the pursuit of a common social purpose – societies, clubs, churches, and not least informal neighbourhood groups. It is these fellowships, and in the capacity to form them swiftly under pressure of immediate needs, that the real spirit of democracy resides.”\textsuperscript{15}

G.D.H. Cole
The Essentials of Democracy, 1962

\textsuperscript{12} Key Member of NHS Future Forum Colluded with Lobby Group over Competition, Social Investigation, July 2012
\textsuperscript{13} A Matter of Time, The rise of zero-hours contracts, Resolution Foundation 2013
\textsuperscript{14} Pay up for Public Services, Support public sector workers in their fight for fair pay, Unite the Union, 2014
It is on this basis that the sector can be most valuable, providing a powerful democratic role through advocacy, independence and additionality. Local and national voluntary sector organisations often have an ability to engage with communities who do not engage easily with statutory agencies, and thus complement other state provision. This can be particularly true for minority, ability, faith, ethnicity, sexuality, or other identity groupings that feel excluded or under-represented in other forums. The sector has the potential to add value to the public sector and public policy via a mass of evidence about social issues and about possible solutions. This is rarely used for anything other than monitoring of contracts. Market forces have failed whole sections of the community and it is therefore more important than ever that an approach is developed which looks at how the sector can assist in narrowing the gap in opportunities between people of different backgrounds.

To see the sector as solely about delivering public services misses the crucial contribution the sector has in deepening the quality of life across our communities. From providing infrastructure to support community activity, providing cultural, political and religious networks, sports clubs, youth work and play work, to cultural activities like music, theatre and arts – the sector’s contribution to the pursuits that contribute to life, happiness and community are not promoted enough. It is these activities that provide the glue that keeps society together and build participation and informal support networks. This glue’s contribution is rarely explicitly given an economic value but saves enormous amounts of public money through preventing social and health problems like mental health, crime and loneliness.

**Recommendations**

- The Government must take a hands-off approach to the sector’s activities; concentrating on building coherent support, regulation and infrastructure that enables the sector to develop and excel, building infrastructure, skills and funding which strengthens autonomy and advocacy.

- The Government should use the sector’s expertise more, not to replace services but to understand problems through advocacy and reform. This should be based on an expectation that the sector is a critical friend to statutory agencies, highlighting where services could be improved and where they are having a positive impact.

- The sector must not simply be viewed as a provider of tendered services. Local community services should be developed through a co-production approach which focuses on relationships, community engagement and representation.

- Government must initiate a comprehensive re-evaluation of the role of not for profit organisations and their relationship with the State. This should involve the full range of organisations and their staff to build an alternative vision based on the crucial role of voluntary action rather than replacing the public sector on the cheap.
Quotes from members

Legal and advice organisation
The sector is in a very precarious position and it is tragic to see what is happening to good quality agencies who are closing or reducing in size dramatically, whilst unmet need rises.

The situation needs far more than just tinkering at the edges, and we need a radical re-think of the purpose of the sector and ways in which the immense commitment, talent and energy can be released to create a better society.

Social, welfare, care, mental health organisation
May the British public wake up to the fact that destroying welfare and culture can only have extremely negative long term consequences......some of which being cost to the taxpayer: many social services actually prevent people who are struggling to completely drown.

I have heard of people turning to crime because of their local service being suddenly closed, depriving them of any possibility to interact socially and structure their lives. If this happens on a very large scale, the costs to society will be much much greater than the nearly inconsequential savings the Government has made via the Welfare Reform Bill.

Community interest company (CIC)
Set a government standard that you can only call yourself a social enterprise if you are a registered CIC. Many private sector companies pretend to be social enterprises and benefit personally.

With the social economy becoming more important it is becoming more important for ethical customers to feel assured about the company they are dealing with. CICs exist and have all the guarantees like asset locks so government should set the standard.

Funding agency
With the increasing move to ‘alternative financial models’ such as service level agreements (SLA), contracts and ‘financial instruments’ such as social impact bonds – there is a concerted move to ‘commodify’ the voluntary and community sector (VCS).

By reducing money for public services and tendering them out through competitive tendering, this artificially gives the private / corporate sector an advantage as much of the VCS cannot compete on scale, price or ‘business acumen’ to win a large public service contract. Moving to contracts and SLAs and away from grant-making as a mainstay of funding for voluntary and community sector organisations, is compromising the sector’s ability to continue their campaigning element, which is a vital part of the ethos of the VCS.
3. Infrastructure and Regulation

In order to promote a broad and diverse sector Unite believes that there should be clear and proportionate infrastructure and regulation of the sector.

Government should work with infrastructure bodies and unions to develop a new framework for the voluntary and community sector that promotes its independent voice as a cornerstone of our democracy. As has been highlighted above, regulations have been used too often to stifle this role. Unite members propose the following urgent changes to promote not for profit organisations.

It is crucial that the sector commands public support. Unite is strongly in favour of charities being able to speak out about issues that they are coming into contact with (e.g. UK poverty, the use of food banks or suffering of disabled people) which the current Government has criticised. The advocacy role is critical for the most vulnerable in our society.

3.1 Charity regulation
Proportionate regulation is crucial to provide meaningful transparency and maintain trust and accountability for organisations. Government must provide sufficient funding and powers to regulatory bodies for them to provide the regulatory framework that allows organisations to flourish while reinforcing public trust, transparency and good governance, as well as providing advice and support for those organisations.

Unite is concerned that some regulatory bodies are being politicised. For example there is a growing perception that the Charity Commission is disproportionately targeting muslim charities\(^{16}\). Similarly there are concerns about its role as a tool of government attacks on campaigning charities, particularly through the recent charity annual returns consultation that focused attention on charities’ campaigning activities\(^{17}\). At the same time issues such as tax avoidance and the granting of charitable status to what amount to private companies providing private services, such as private schools, or health care, are not challenged and add to divisions across society.

The Charity Commissions across the UK countries should have proportionate enforcement roles, distinguishing between genuine errors of judgement or expertise and deliberate attempts to defraud. The former of these should lead to enabling support and remedies as part of any enforcement. This should be based on realistic targets and plans that are proportionate and focussed on prevention and improvement.

3.2 Housing regulation
While some areas of the sector may have a case for less regulation, at least of what they say, Unite believes that there is an urgent need for more regulation of the housing association sector. Organisations in the sector are increasingly engaged in a spiralling race to the bottom to deliver services while many operate private wings that are making record surpluses.

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16. Quarter of Charity Commission inquiries target Muslim groups, The Guardian Online, November 2014
17. Charity Commission Annual return collection consultation, November 2014
Housing is a case where privatisation and the market both of rent and house sales have clearly failed the majority of people in the UK. Unite is calling for a large programme in increased house building, the return to social and council housing, investment in right to buy sales receipts back into housing and an end to stock transfers. There also needs to be strong regulation of private landlords to prevent slum conditions and improve standards for the vast numbers of private sector tenants.

Members in housing are reporting with increasing dismay the way housing associations are rapidly moving away from their ethical aims and the increasing drive from many organisations in the sector to fully privatise into private businesses. Unite believes that it is vital that the Homes and Communities Agency (HCA) is given more powers to curb this behaviour. HCA regulation is important in protecting public investment and needs more resources and powers, as cuts have reduced oversight. The private rented sector clearly needs regulation to guarantee genuinely affordable and social rents for people. The regulator should be given extra powers including to ensure housing associations are properly accountable to tenants and communities.

3.3 The Lobbying Act
The Lobbying Act must be repealed. This Act is a huge affront to democracy and fundamentally at odds with the principles of Voluntary Action that Unite is promoting. The Coalition Government has done enormous damage to our society and communities. The Lobbying Act’s sole purpose seems to be to stifle criticism of those actions. Worse still, the Act does nothing to gag corporate lobbyist but is already being used to silence the voluntary and community sector organisations.

Government must focus on preventing real conflicts of interest caused by the lobbying of politicians by private companies to pass legislation which will only benefit sectional interests at the expense of the public interest. Unite believes that parliamentary regulations must be changed so neither MPs nor Peers can vote on issues in which they have financial interests – politicians with interests in private healthcare companies voted on the Health & Social Care Act 2012, which has facilitated the mass privatisation of NHS services.

3.4 Legal aid and judicial review
Another crucial change must be the repeal of changes to judicial review and legal aid conditions. These changes have all but ruled out one of the key tools for holding government and public bodies to account for arbitrary and unfair decisions. Without such a tool UK citizens are left powerless to challenge these institutions particularly if the citizen has no access to independent finances or support.

Unite is campaigning for a new consensus on legal aid funding, reversing the changes to scope brought in by the Coalition Government and rebuilding the community legal and advice sector.
3.5 The Compact
The Compact is clearly no longer working and Unite believes that the next Government should revisit this in order to build an agreement which is both better understood and recognised across the sector. It must be given the necessary powers to prevent government from simply ignoring it when expedient, as happens now.

Accountability needs to be radically strengthened and extended with policies designed around better supporting all types of organisation across the sector and real systems of redress from the arbitrary decisions of funders.

Unite believes that government should emulate the powerful “Declaration of Interdependence in Children’s Services” produced by children’s charities and the TUC in July 2014 for other parts of the sector. 22

3.6 New deal for trade unions
Trade unions are some of the most strictly regulated organisations in the economy and this has hamstrung their ability to act effectively in their primary role – supporting and protecting workers from unfair and unjust behaviour from employers and the State. This is due to the series of restrictions placed on trade unions throughout the 1980s and 1990s that have become collectively known as the anti-union laws.

Unite is campaigning for a new framework of positive employment rights that meet all European and international standards on human and trade union rights. These should allow for modernisation of balloting procedures and remove arbitrary and unjust restrictions on union activity such as the right to challenge industrial action based on insignificant technicalities.

3.7 Sector infrastructure
To facilitate better regulation across the sector there needs to be improved coordination and clarity about the needs of the sector. Infrastructure bodies should play a positive role in

22. Declaration of Interdependence in Children’s Services, Children England and the TUC, 2014
promoting an innovative training and skills agenda, access to decent pensions, collective bargaining, coordinated funding and a collaborative approach to services and advocacy. A crucial part of this will be to encourage umbrella and employer bodies to recognise their role in raising standards across the sector – not just in governance but also terms and conditions. Government could facilitate this by linking funding to sector wide collective bargaining arrangements (discussed further in section 5).

3.8 Umbrella bodies and employer organisations

The sector has a large array of umbrella bodies and employer’s organisations but Unite members question the role and accountability of many of these bodies. Unite would support critical engagement with leadership figures in the sector to justify the positions they are adopting which are damaging to the sector’s aims. Unite also believes that these organisations should have more of a role in raising standards across the sector particularly regarding working conditions and potential for collective bargaining. It is not sufficient for umbrella bodies to complain about competition and undercutting when they are not prepared to work with staff and trade unions to develop standards and agreements that could prevent this.

Recommendations

• The Charity Commissions must be depoliticised, particularly in England and Wales where government meddling is discrediting the organisation.

• Government must provide more resources for sector regulators and in the case of the Homes and Communities Agency increase its powers to make housing providers more accountable.

• There must be an immediate repeal of the Coalition Government’s Lobbying Act which has been used to silence critics of government.

• Government should reconstruct key sector advocacy tools, particularly reintroducing properly funded legal aid and judicial review.

• Government should strengthen sector infrastructure, introducing a new Compact for the sector with greater powers to hold government to account.

• Government should introduce a new framework of positive employment rights that meet all European and international standards on human and trade union rights. This should include the repeal of the anti-Trade Union laws.

• Sector umbrella bodies should be more accountable and agree to work more closely with trade unions to raise employment standards across the sector.
Quotes from members

Community organisation
Abolish the gagging law. Reverse the changes to judicial review – whilst they may not directly help my charity I am deeply concerned by the ramifications that are curtailing our right to freedom of speech.

Disability organisation
I have experienced this – an example is having to accept cuts in funding for individual clients even though this means that the wellbeing of that person may be compromised. The alternative is that the commissioners find another care provider willing to provide substandard care at a lower price further jeopardising the wellbeing of clients.

Think tank
The voluntary and community sector is a challenge to government as its actually democratic and represents members (like unions) – the biggest threat to vested interests and power are social movements and organisations that do that... so it’s clear that cutting funding and clamping down on voluntary and community sector lobbying is going to be a strategy the powerful pursue.

Animal welfare organisation
I feel that the minute this government hears a charity spout forth an opinion they don't agree with, they are accused of being 'political'. I think that the Lobbying Act is their way of feeling they can ignore what charities are trying to achieve. Charities represent their supporter's views, which can be millions of people. The idea that a government doesn't need to listen anymore is ludicrous.

Old people's charity
Charities have had to change dramatically, in some cases their whole ethos, to fit what the Government's latest ideas are and therefore receive funding needed to stay afloat.

Advice, guidance and legal body
I have seen more and more people who are either being forced into volunteering by the job centre or who require intensive social/vocational support for whom volunteering now seems the answer... Volunteering has become the dumping ground for people whose social support has been cut or is non-existent and pushing them towards volunteering raises expectations that cannot be fulfilled. Voluntary organisations require motivated people with skills and experience to offer and there is a real dearth of people coming forward to volunteer to fill these gaps. There needs to be supported volunteering schemes to help meet the needs of the above, but more employer based schemes so busy people can volunteer in work time. Also give organisations enough funding to provide volunteer expenses - many haven't the funds even to give bus fares which is a real deterrent.
4. Funding and the Cuts

Unite has long been campaigning for fair and sustainable funding for the voluntary and community sector.

While the largest source of funding overall for not for profit organisations continues to be voluntary giving a significant proportion of organisations are dependent on grant and contract funding from government and grant making trusts.

Fair and timely funding is therefore crucial and can be the difference between success and collapse for many voluntary and community sector organisations. According to NCVO around half of all organisations have an annual income of less than £10,000, while a further third have an income of less than £100,000. These small and micro organisations account for most of the organisations in the sector but only 5 per cent of the sector’s total income.

Many organisations in this sector will always be dependent on state funding, but the short term and volatile nature of funding decisions affects organisations’ ability to plan and develop. Sufficient and stable sources of funding are the key to making sure the sector grows and thrives. In order to build an independent voluntary and community sector it is crucial that there are major changes to the funding regime to promote sustainable long term funding systems.

Key to this sustainability is for organisations to have access to long term funding which covers the full cost of running their organisations and allows adequate notice or renewal or termination so organisations can plan and develop.

4.1 State funding and ending austerity

Unite is bitterly opposed to the failed ideology of austerity. Cuts have made many of the endemic problems in the sector far worse and put many services and organisations at risk and many others out of business.

The latest data from NCVO shows that the cuts have disproportionately hit not for profit organisations meaning that many are facing collapse with a devastating impact on communities. Overall cuts have been significantly larger than those experienced by the public sector and even surpassed the worst case scenario prediction made by NCVO in 2013. The recession of 2008 also had a significant impact on overall individual giving with donations decreasing by 11 per cent that year.

Local government, where much of the sector’s funding comes from has faced the brunt of central governments cuts. Overall local authorities in England have faced cuts 37 per cent between 2010-11 and 2015-16, and there have also been serious cuts through the devolved

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23. The UK Civil Society Almanac, NCVO, 2015
24. The UK Civil Society Almanac, NCVO, 2015
25. The impact of the recession on charitable giving in the UK, NCVO and Charity Aid Foundation 2009
26. Exclusive: Poorer authorities lose out on £200m due to formula change, Local Government Chronicle, March 2015
27. Exclusive: Poorer authorities lose out on £200m due to formula change, Local Government Chronicle, March 2015
Governments (particularly Northern Ireland) and sector specific funding bodies such as the Arts Council. In many areas the cuts have been even higher as Coalition policy has meant that it is often the poorest areas that have had the biggest cuts.\(^{27}\)

Some examples of the impact of this include:

- **Legal aid and advice:** The complete dismantling of the legal aid system cutting back funding by £300 million and severely limiting the issues that people can claim legal aid for. This has led to many legal and advice organisations cutting back on services and in some cases closing altogether. 80 per cent of those affected were from the most disadvantaged sections of society.\(^{28}\)

- **Youth services:** In many areas have been completely closed with councils deciding that they are lower priorities than other services that they fund. In other areas cuts of up to 70 per cent have been experienced. Many local authorities now focus any services on targeted young people, taking away vital safety nets for the wider youth population.\(^{29}\)

- **Play services:** There has been an overall drop of 39 per cent in funding for play services between 2010/11 and 2013/14.\(^{30}\)

- **The Arts:** Arts funding is continually under attack. For example Arts Council England funding was cut by 30 per cent from £453 million to £350 million between 2011 and 2015. There are a further £83 million worth of cuts planned for after the election.\(^{31}\)

- **Supporting housing:** The ring fence for Supporting People funding has been removed and coupled with a commissioning process this is driving a race to the bottom. The social housing grant has been cut by 60 per cent and along with local government spending cuts this is leading to services being radically cut back for vulnerable adults, including those with mental health problems, disabilities, the elderly and drug and alcohol problems.\(^{32}\)

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\(^{27}\) Magna Carta Today? What would a progressive government need to do, to ensure access to justice for social welfare in the twenty first century? Mayo and Koesel, Goldsmiths and Unite the Union 2015

\(^{28}\) Youth services spending down by one-third, BBC News Online, March 2014

\(^{29}\) Outdoor play under threat from local facilities and funding cut, Children and Young People Now, January 2014

\(^{30}\) West Midlands fights for its arts as more cuts are announced, Birmingham Post, August 2013

\(^{31}\) Comprehensive spending review briefing, Shelter, October 2010

\(^{32}\) The Changing Landscape of Domestic and Sexual Violence Services - All-Party Parliamentary Group on Domestic and Sexual Violence Inquiry
• **Women’s Aid:** Since 2010 Women’s Aid has seen a 17 per cent reduction in the number of specialist domestic violence refuges available for women and children fleeing domestic violence. This hazardous decrease is due to huge local authority budget cuts and problematic local commissioning practices.\(^{33}\)

• **Adult Social Care:** Despite increasing the proportion of budget spent on average by councils on adult social care to over 40 per cent in 2013/14, the actual amount spent decreased on average by 20 per cent (£2.8 billion) between 2011/12 and 2013/14. This has been coupled with a withdrawal of support for many groups for example only 13 per cent of councils considered people with ‘moderate’ needs eligible for funding in 2013/14, compared with nearly half of councils in 2005/6.\(^{34}\)

### 4.2 False economies

Unite vehemently believes that these cuts are unnecessary, unsustainable and unfair, doing untold damage to our communities and creating false economies by adding costs to other parts of the public sector. The ideology of austerity has failed and the policies must be reversed. A new government needs to do urgent analysis on the full impact of the cuts to communities. For example it is estimated that the national annual investment of £1.6 billion in housing-related support generated net savings of £3.4 billion by avoiding costly acute services\(^{35}\). Similar figures show that for every £1 of legal advice and aid the state saves £6 on other forms of spending such as families becoming homeless and children being taken into care\(^{36}\) and the knock on effect of service users relying on more costly acute services due to lack of support early on. The cuts agenda also totally ignores the important multiplier affect caused by investing in sectors such as the Arts that generates revenues of around £112.5 billion a year and employs more than one million people.\(^{37}\)

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\(^{34}\) Care in Crisis 2014, Age UK

\(^{35}\) Research into the financial benefits of the Supporting People programme, 2009 Capgemini on behalf of the Department for Communities and Local Government

\(^{36}\) Magna Carta Today? What would a progressive government need to do, to ensure access to justice for social welfare in the twenty first century? Mayo and Koessl, Goldsmiths and Unite the Union 2015

\(^{37}\) UK Trade and Investment: Export Information. Figures compiled from details supplied by the Department for Media, Culture and Sport, 2003, Great Western Research
Members report that some funding streams have been valuable in enabling agencies to survive and to change to meet new demands, such as the Big Lottery Advice Services Transition Fund. However, there is now very little central government money available to support smaller charities and social enterprises, the very organisations that have borne the brunt of government cuts.

4.3 Competition
Unite is deeply concerned about the procurement agenda and ideological policies that drive it. Public service reform, competitive tendering and privatisation, has meant that not for profit organisations are being used to deliver formerly statutory services on the cheap.

The competitive commissioning system is driving a race to the bottom in many sectors as employers undercut each other to win bids to run services. This results in them having to cut both staffing levels, and their pay and terms and conditions. This is unsustainable and is leading to severe damage to the quality of services.

Unite members believes that tendering is not the best way to commission services, especially where it opens those services up to private providers and a race to the bottom. Many Unite members believe that grants were a more appropriate method of funding the sector not least because they did not require such levels of bureaucracy nor include gagging clauses. Unite believes any government funding should have terms and conditions of employment clearly specified and protected in the agreements so that where competitive tendering is taking place contracts are awarded on quality, not just lowest cost.

Funding grants and contracts should cover the full costs of delivering the services and be guaranteed for a minimum of 3-5 years or longer. The renewal/removal of funding should give organisations ample notice (6 months – 1 year) and funding should be of sufficient duration to enable preparation, delivery, review and improvement to take place.

Grant funding was a fairer way to fund the sector

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Unite survey, 2014
4.4 Procurement
Procurement policies such as payment by results and personalised budgets have been disastrous to many organisations and their staff\(^{38}\). Such funding arrangements have been instrumental to the increase of zero hours contracts in sectors such as social care while payments by results make it impossible for small and medium sized organisations to engage with contracts. These large contracts with payment in arrears will not deliver the quality work that is needed to support communities effectively and in some cases have led to private companies acting as an intermediary sub-contracting work to local not for profit organisations that actually understands local user needs.

Local government needs adequate funding to run services and needs to be able to use its reserves to protect vital services. Central government must also take account of demographic issues and redistribution of resources to areas of greater social need when funding councils.

Government should do more to enable charities to access contracts (providing this is not taking work away from the public sector) by ensuring that the contracts are adequately funded. Unite favours an approach which prioritises collaboration between government and consortia of smaller, locally based organisations with much more openness about what success would look like. Local authorities should be instrumental in working with such consortia to plan services, and ensure that there are locally responsive services, which can work flexibly enough to respond to changes in the local economy and which work from the basis that service users should be able to set some of the goals.

\(^{38}\) A Matter of Time, The rise of zero-hours contracts, Resolution Foundation 2013
There is a real need for funding for innovation and experimentation in relation to social need rather than just technological innovation. Funding must also understand that innovation must recognise the possibility of failure. Government should do more to share this information and create opportunities to learn from each other.

For all this to happen government funding bodies must be allowed to use procurement to drive standards up. This means that the Government must implement the EU procurement directive in the spirit it was written to allow procurement to be based on more than just lowest cost. This should include social and environmental clauses such as the promotion of collective bargaining.

**Recommendations**

- There needs to be an urgent end to the Coalition Government’s ideological austerity agenda and a comprehensive review of the sector and the services that have been lost.

- There must be clear funding commitments to rebuild youth work, play work, legal and advice services, arts, supported housing, disability support and mental health services and other services that have been lost.

- Infrastructure and funding must be put in place to support the wider variety of organisations in the sector, without concentrating resources into the hands of a small number of big organisations. This should include a return to grant funding as the norm and an end to the wasteful competitive tendering.

- Government funding must be designed to support the independence, advocacy and additionality of not for profit organisations rather than use them to provide statutory public services on the cheap.

- Funding grants and contracts should cover the full costs of delivering the services and be guaranteed for a minimum of 3-5 years or longer with ample notice for renewal.

- Local government needs adequate funding to run services, develop strategies in partnership with local not for profit organisations to promote innovation.

- The Government must implement the EU procurement directive in the spirit it was written to allow procurement to be based on more than just cost.
Quotes from members

**Legal and advice worker**
My organisation has already faced funding cuts and we fear that they will be far worse next year. Many of us work far more hours than we are paid for, and stress levels are high. We are trying to manage multiple funding streams, with lots of different targets and monitoring. What would transform things would be to have some long term, reasonably sized grants that would allow frontline agencies to use their expertise and relationships with communities.

**Arts organisation**
My personal experience has not been too bad but I have watched as services I spent years building up in the homelessness sector have been torn to shreds.

**Social, welfare, care, mental health organisation**
Setting groups up against each other for funding indicates how government undervalues the work done by all individual organisations.

**Housing association**
We have lost a number of contracts as other providers don't give full support to service users and are therefore cheaper.

The funding system can be improved by not always going for the cheapest provider but looking at the long term to provide lasting support so service users only go through the system once and don't keep using the revolving door.

**Community organisation**
We have faced cuts of our key funding from councils and other public bodies. We have to “tender“ more competitively for our contracts. Our charity is not a "sexy" one that can easily raise donations. Instead of doing the charitable work they wish to do, our volunteers often spend disproportionate amounts of time raising funds.

**Animal welfare organisation**
Our organisation carries out work that does take the pressure of public bodies. Partial funding by the Government would allow us to continue to do this work. The alternative is to pass this back to the Government which would put pressure specifically on the police and local councils.

**Campaigning organisation**
We are made to jump through hoops on yearly funding cycles that are costly and demolishing. Charities work to undercut one another or risk losing contracts, meaning a reduction in the quality of service provided to our service users.

**Refugee organisation**
Higher competition for grant funding from trusts etc. due to cuts. Stop competitive tendering. Also give money to organisations for the work they are already good at, long term, rather than making them fit their work to what the funding requires, often misguided and short term. Let the experts, is the organisations who do the work, have more say not government bodies and academic research.
5. Workforce and Volunteering

The voluntary and community sector is a major employer in the UK economy. NCVO estimates 1.65 million people are employed within civil society organisations if universities are excluded. This is equivalent to roughly 6 per cent of the total UK workforce, which compares to 1.4 million in the NHS (the UK’s single largest employer) and 2 million in the construction sector.

Charity organisations are the largest group employing around 800,000 people and accounting for more than one-third (46 per cent) of the civil society workforce excluding Universities. This is followed by housing associations which account for 170,400 and 159,000 in co-operatives, both at about 10 per cent.

These figures hide a wide variety of organisations, however, with only about one-fifth (22 per cent) of voluntary organisations employing staff and overall, over half (53 per cent) of the employees employed in workplaces with less than 25 paid staff members.

In contrast over four-fifths of staff costs (81 per cent) are incurred by large and major organisations. For example 88 charity organisations employed more than 1000 employees accounting for just fewer than 60 per cent of the workforce and just 25 housing associations employ 32 per cent of all housing association staff.

5.1 Pay and terms and conditions

A well paid workforce with excellent conditions is key to the success of the voluntary and community sector. Sadly too often that is not the case. Unite members report years of pay freezes and cuts to terms and conditions as a result of government cuts and the race to the bottom caused by competitive contracts. There are significant areas of low pay, particularly in social care, and unsurprisingly this most seriously affects the high numbers of part-time workers and women who make up the majority of the workforce.

Government has a crucial role in ensuring that more people from a diverse range of backgrounds can get work in the sector by making sure that organisations are funded to pay the Living Wage at the very least. More government funding at local and national level and more stable long-lasting funding is essential for this. Competitive tendering of services, with poorly designed targets and a downwards pressure on wages, terms and conditions are a huge cause of low pay, insecurity and stress, all of which impacts on morale and staff retention.

The insecurity for staff has also meant that there are wide variations across the sector in relation to access to pensions. Statistics are not available for the numbers of sector staff covered by a workplace pension, however due to the large proportion of organisations not previously providing any pension provision, auto-enrolment is a significant issue for the sector. This is affecting both small organisations that will have to provide a pension for the first time and large organisations
that may find it difficult to fund their scheme due to increased take up. It may be necessary to provide transition funding to prevent organisations closing down. Collective bargaining and sector-wide coordination would help deal with this problem.

5.2 Employment rights

The sector has its own specific employment issues with a higher number of non-permanent, casual and short term contract workers than either the private or public sector. This means that there are serious issues relating to employment rights. For example zero hour contracts are a growing problem in the sector driven by funding arrangements like payment by results, personalisation and contracts based on spot purchases or adhoc provision. According to the Chartered Institute of Personnel Development (CIPD) voluntary and community organisations are twice as likely than the private sector to employ people on zero-hours contracts, that do not guarantee any paid work or hours to staff each week\(^40\). The institute found that 34 per cent of voluntary sector employers used zero-hours contracts, compared with 24 per cent in the public sector and 17 per cent in the private sector.

These types of contracts put people at a significant disadvantage in terms of security of earnings and given the work of the sector in terms of helping the most vulnerable in society as they are not appropriate to building trust and good working relationships with beneficiaries and stakeholders. Unite is calling for the Government to ban these contracts that cause such insecure employment with no guaranteed hours or income\(^41\).

A key way to tackle these problems is to tighten up definitions of employment status and provide full employment rights to all workers, not just employees. Government should also legislate to grant employment rights to faith workers under S23 of the Employment Relations Act 1999.

\(^{40}\) Zero hours contracts more widespread than thought - but only minority of zero hours workers want to work more hours, CIPD Press Release, August 2013

\(^{41}\) Say no to zero hours contracts, Unite the Union website: www.unitetheunion.org
The Government has cut back on employment rights for people working in micro-businesses and on fixed term contracts e.g. health and safety. These changes have disproportionately impacted on the not for profit workforce due to the number of people working under these conditions.

Similarly TUPE legislation has never been fit for purpose in the not for profit sector and has been undermined further by the Coalition Government. Many employers are avoiding any obligations to workers that are transferred into their employment. This has led to a race to the bottom that can only be halted through clear obligations from funders and legislation to strengthen TUPE protections.

5.3 Collective bargaining
Government needs to recognise that problems such as low pay, exploitative employment contracts and the race to the bottom are intrinsically linked to the decline in collective bargaining coverage and union membership density across the UK.

Pay and collective bargaining coverage in the diverse sub-sectors that exist in the sector is far too low. While the sector is diverse, Unite believes that there is significant scope to extend collective bargaining and workforce planning to break the constant trend to cut pay and terms. This would help harmonise up pay and terms as well as bringing other benefits such as proper pension provision in the sector.

Government funding should support collective bargaining arrangements by hard-wiring pay and conditions into all funding streams. Those organisations in receipt of work from the public sector where collective bargaining exists, e.g. health, local government, should be included as part of those agreements. Government should also make strong commitments to support the maintenance of current collective bargaining arrangements in local government and across this sector, such as the JNC Pink Book for youth and community workers.

For those organisations where there is no obvious existing collective agreement government should facilitate their creation. Unite could play a key role here. There are many employer bodies within the sector but these do not currently take any responsibility for creating a better structure of industrial relations and workforce planning. The one exception to this is in the housing sector in Scotland where a national collective agreement exists between Unite and the Employers in Voluntary Housing (EVH) covering around 300 employers. Government should work with unions and employer organisations to build a fair system of industrial relations in the sector that protects service users and workers from market excesses.

5.4 Workforce planning and training and skills
Support with training and skills are a core part of supporting staff in the sector. This would require proper investment and funding to be a meaningful success. High quality training would help to deal with some of the regularly occurring issues affecting the sector such as poor management cultures, bullying and stress. This again could be developed through sector wide bargaining structures.

42. Reconstruction after the crisis: a manifesto for collective bargaining, Ewing and Hendy, J, 2013, Institute of Employment Rights
43. Employers in Voluntary Housing website: www.evh.org.uk
Providing opportunities for young people is vital to a thriving sector, and talented young people currently face huge barriers to joining the sector. Government could change this through imaginative programmes which offer funding to community based local organisations to offer high quality apprenticeships, paid internships and entry level positions for young people. These should be for sufficient time for the young people to gain meaningful experience and agencies would need to show that the young person would be able to develop real skills as well as meeting a social need. Young people could approach agencies that they had a particular interest in working for and be able to access funding for those roles.

Unite has joined up with InternAware to campaign against the use of unpaid internships in the voluntary and community sector as they are elitist, excluding people who cannot afford to work for free and are being used to replace previously paid jobs. The practice is uneven but Unite’s research has shown that around 40 per cent of the largest charity employers engage unpaid interns. Sometimes providing unpaid internships is even a condition for accessing certain funding streams. Ambiguity in national minimum wage rules are at the heart of this issue and Unite believes that there should be far greater clarity around definitions of employment and volunteering to get rid of the confusion. This could be part of wider reforms needed to tackle exploitative practices such as zero hours contracts.

5.5 Volunteering

Unite is a strong supporter of volunteering, with much of the union’s own work done by voluntary activists and representatives across the country. The voluntary and community sector is heavily reliant upon the goodwill and commitment of volunteers, but volunteering is not free. Agencies need funding to cover recruitment, support, training, supervision and volunteer’s expenses in many cases. Good volunteering needs support and engagement at a very local level, and local authorities should have volunteering strategies, co-produced with the voluntary and community sector.

44. Interns in the Voluntary Sector, Time to end exploitation, Unite the Union and InternAware 2013
45. HMRC urged to probe charities exploiting unpaid interns, Unite the Union press release, November 2013
To promote volunteering government must tackle the UK’s low pay and long hours employment culture. The cost of living crisis has meant that many people are struggling, working longer or multiple jobs to feed their families. Free time is therefore scarce so it is unsurprising that people are unable to volunteer to the degree that they may wish to.

To support volunteering and volunteers Unite has co-written a good practice guide for volunteers alongside the major volunteering agencies in each of the four UK countries. A key element of this is to support a protocol agreed with the TUC about avoiding the use of volunteers to replace paid work. There should be government and legislative support to strengthening this protocol.

The Government should also bring in greater rights for voluntary trade union representatives to receive paid facility time for trade union activities.

5.6 Workfare
There needs to be a re-assessment of the ability of unemployed people to volunteer as this is often both personally fulfilling for them and enables them to contribute to their local community. However too many people are being coerced to work for free, either by employers evading national minimum wage legislation through unpaid internships or forced to by government schemes for those unable to find paid employment. Unite opposes forcing the unemployed to work for free for the voluntary sector on any kind of workfare/work experience programmes through the threat of benefit sanctions. Ironically too often Job Centre Plus prevents unemployed people committing to volunteering, due to their “work seeking activity”, and the threat of sanctions. Unite has joined with hundreds of not for profit employers to support the Keep Volunteering Voluntary campaign.

46. Jobs recovery and rising work pressures have led to record levels of unpaid hours, TUC Press release, Feb 2014
47. Good practice in Volunteering in the Community Youth Workers and Not for Profit Sectors, Unite the Union, NCVO, Volunteer Scotland, Volunteer Now and Wales Council for Volunteer Action, 2011
48. A Charter for Strengthening Relations Between Paid Staff and Volunteers. TUC, 2009
49. Keep Volunteering Voluntary campaign website: www.kvv.org.uk
Recommendations

- Government should work with unions and employer organisations to build a fair system of industrial relations across the sector. This should seek to set out sectoral standards for example on pay and terms, health and safety, training and skills, pensions.

- The Government must reform employment rights by:
  - Strengthening and restoring TUPE protections,
  - Reintroduce employment protections for people working for micro-businesses and on short term contracts
  - Reforming employment status and banning zero hours contracts

- Government should use social clauses as conditions on procurement contracts and funding to promote collective bargaining and improve conditions in the sector. It should also reintroduce a “two-tier code” to stop undercutting in funding contracts.

- Government should support collective bargaining arrangements by hard-wiring pay and conditions into all funding streams across this and allied sectors.

- Government should introduce greater enforcement and guidance to prevent the use of volunteers to replace paid staff including preventing the use of unpaid interns.

- Government should abolish “forced volunteering” under workfare programmes that sanction people who refuse to work for free.

- Government must take action to tackle the UK’s long hours and low paying employment culture.
Quotes from members

Childrens’ charity
My experience is that, continually, we are asked to do the job of 1.5 to 2 people. Staff leave and are not replaced.

Community organisation
Unfortunately the trustees that manage the charity I work for are a little out of touch with their knowledge of employment law, and it seems to be a constant battle just to maintain our salaries and holiday entitlement.

Education and award body
My pay has not increased in real terms for years, but my workload has, as I see colleagues made redundant in endless restructures. Working conditions could be improved by increased recruitment at entry level and less use of consultants

Campaigning organisation
I have experienced pay cuts and deteriorating terms and conditions, more bullying and harassment in work places and fear from people scared to speak out. Health and safety has deteriorated. Work life balance has also deteriorated.

Local support and development organisation
I am unsure how long my job will last and am worried my employer will attempt to cut my hours (again) to save money. I haven’t had a cost of living increase in the 6 years I’ve worked for them.

Umbrella and infrastructure body
A couple of years back I took a 10 per cent reduction in salary, my team went on reduced hours and the workload doubled, forcing us to recruit even more volunteers which in turn initially increased our workload to unbearable levels through the support that had to be given to them.

Youth worker
We depend on good staff (paid and volunteer) diligently delivering good work in challenging areas with difficult young people. As people struggle they are less likely to volunteer. Therefore a range of benefits and support need to be developed to help VCS recruit staff and volunteers like.

Faith organisation
The stress is that I may lose my job because of lack of funding. Or I may have to take on additional roles to stay in post.

Cancer charity
Negotiated union backed terms and conditions would improve matters. Funders of the voluntary and community sector perceive charities as a cheap alternative to public sector provision. In many respects volunteers are priceless.
Summary of Recommendations

This report provides a strategic overview of the campaigning priorities for Unite’s Community, Youth Workers and Not for Profit Sector.

• **A new vision for the sector**
  This diverse sector has faced severe challenges as a result of successive government initiatives. There needs to be a comprehensive re-evaluation of the role of not for profit organisations and their relationship with the State, with funding designed to support a symbiotic relationship, promoting the independence, advocacy and additionality of not for profit organisations rather than use them to provide statutory public services on the cheap. Policies should be designed to improve support and sustainability for all types of organisation in the sector from micro and small to large and international.

• **End austerity and ensure fair funding**
  Austerity and cuts are destroying many organisations in the sector. There needs to be an urgent end to the cuts to funding that the sector has been experiencing. Proper analysis should be done on the impact of cuts to communities and the false economies that they produce and government should commit to sufficient funding to rebuild the services and communities that have been decimated by the Coalition’s policy.

  As part of this there should be an urgent review of funding for the sector with a return to grant funding as the norm, an end to the wasteful ideology of competitive tendering.

• **Enabling regulation**
  The relationship with government needs to be radically reshaped with government instead concentrating on building coherent support, regulation and infrastructure that enables the sector to develop and excel, building infrastructure skills and funding that strengthens its autonomy and advocacy.

  Employer bodies should be held far more accountable for the political positions that they take as well as taking responsibility for creating a better structure of industrial relations and workforce planning in the sector.

• **A new deal for the workforce**
  The sector would benefit from far greater clarity and employment protections particularly through clearer definitions of employment and volunteer status tackling issues such as zero hours contracts, and confusion surrounding what should be a paid job and what can be voluntary. Employment protections should be reintroduced to protect workers in micro-employers and TUPE legislation needs to be strengthened to protect workers from the race to the bottom.

  While the sector is diverse, Unite believes that there is significant scope to extend collective bargaining and workforce planning to break the constant trend to cut pay and terms in the sector. Such a system could help harmonise up pay and terms and set in place opportunities for proper pension provision in the sector. Government funding should support collective bargaining arrangements by hardwiring pay and conditions into all funding streams.
Organise Fightback Win
Community and Youth Workers and Not for Profit Sector

Workers Rights = Human Rights
Amnesty International