

NICVA

Salary Survey 2010

Job roles, salaries and benefits in the
voluntary and community sector

AMOUNT	DESCRIPTION
304.80	Total Gross Pay TD
186.78	Gross for Tax TD
108.79	Tax paid TD
	Earnings For NI TD
	National Insurance TD
	Pension TD (Inc AVC)
	=====
3.00	Earnings for NI
13.09	Gross for Tax
2.74	Total Gross Pay
	Nat. Insurance No

NAME

Job Roles, Salaries and Benefits in the Voluntary and Community Sector

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Preface

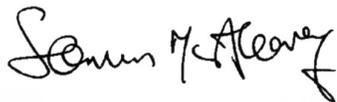
State of the Sector reports produced by NICVA over the last number of years has shown a decline in the workforce in the voluntary and community sector of approximately 10%. A View Finder survey by NICVA in early 2010 noted that the impact of the recession was leading to further reductions in staff numbers accompanied by pay freezes and indeed pay reductions in some organisations.

I think that the next few years will see continued downward pressure on numbers employed along with increased stress on the ability of organisations to maintain decent standards and conditions of employment.

Voluntary and community organisations employing staff have a duty to staff who are almost always the organisation's most important asset.

I hope you find the information in this Salary Survey Report useful and that it helps you understand pay issues in our sector which in turn helps you in your own decision-making processes.

Seamus McAleavey
Chief Executive

A handwritten signature in black ink, reading "Seamus McAleavey". The signature is written in a cursive, flowing style with a long, sweeping tail on the final letter.

Summary of Main Findings

Background

The voluntary and community sector is an important employer in Northern Ireland employing 26,737 individuals, equivalent to 3.4% of the total Northern Ireland workforce. Nonetheless there has been a decrease in the number of staff employed in the voluntary and community sector which has been attributed to the reduced level of funding. Over half of all expenditure in the voluntary and community sector (£280.4 million) goes towards staff costs which have decreased since 2003/04.¹ This research establishes that of the 46.5% of organisations which enable union representation, the majority of voluntary and community sector employees (48.1%) are represented by Unison.

Employment Profile

- The vast majority of the workforce is employed by large organisations with an income of more than £1 million.
- Smaller income organisations are more dependent on part-time staff.
- Over three quarters (76.2%) of staff within the voluntary and community workforce are aged 21-50 with the largest proportion of employees (27.4%) aged 31-40. A clear trend emerges from the findings in this analysis whereby the higher the age bracket the more likely a voluntary sector employee will secure a more senior position. This denotes a relatively young, dynamic and experienced workforce.
- Women make up the majority of employees in the workforce at 73.1%. Nonetheless, current findings show the gap has narrowed slightly with a 2.7% increase of males in the workforce. A new trend also emerges with an increase in women acquiring more senior management positions including the role of Chief Executive. Nonetheless the evidence continues to show a degree of occupational segregation with women overshadowing men in the secretarial and administrative occupations.

Recruitment

- 68.3% of organisations have defined contracts of employment as being permanent in nature. Despite more respondents recording contracts as being permanent in nature due to legislative changes, findings show that the number of organisations employing staff with permanent contracts of employment has decreased by 5.4% since the last Salary

¹ NICVA (2009) State of the Sector V, Northern Ireland Voluntary and Community Sector Almanac.

Survey in 2006. As a result of this decrease, short-term contracts have clearly become a more significant factor in the sector. A clear pattern emerges whereby the larger the income of the organisation, the longer the contract given to employees.

- Recruitment methods within the voluntary and community sector comprise of a number of both formal and informal practices. Overall, the most frequently cited formal method of recruitment was local newspaper advertising (74.8%) followed by 37.2% of organisations that advertise in regional newspapers. In addition to formal recruitment methods, 18.2% of organisations in Northern Ireland also employed more informal recruitment methods including using word of mouth.
- Findings reveal that 13.3% of organisations reported recruitment difficulties. The main difficulty with recruitment is the lack of suitably skilled applicants (55.2%) followed closely by lack of suitably qualified applicants (48.3%). Nearly one quarter of organisations believe they will face some challenge in relation to the recruitment of new staff in the next 12 months and 63.5% believe these challenges will be as a direct result of the recent economic downturn.

Retention

- 15.2% of responding organisations had difficulty retaining staff over the past 12 months.
- In this research, the most commonly cited reasons for retention difficulties were that salary levels were not enough of an incentive to encourage staff to stay long term (41.2%), followed by the lack of opportunity for career progression experienced by over a quarter of organisations (26.5%). Competition from other organisations was also a problem for retaining staff for 22.1% of organisations. This has increased by 13.3% from the last Salary Survey in 2006.
- Almost one third of organisations predicted that there would be some challenge in staff retention over the next 12 months. 36.5% of organisations believe the economic downturn will have a direct impact on their ability to retain the current levels of staff.
- 51.4% of organisations did not lose any staff within the past 12 months. This was especially the case in small organisations.
- A new trend in the migration of voluntary and community sector staff emerges with 7.5% of organisations stating that employees had left their organisation for the private sector while 14.8% stated that their employees had moved to the public sector.

- In addition to retention issues, 13.5% of organisations expect to make redundancies within the next 12-24 months. Of those who anticipate needing to make redundancies, almost 70% of organisations are likely to make one or two employees redundant and 10.8% of organisations expect to make seven or more of their employees redundant. The majority of organisations planning to make redundancies are small to medium sized organisations with incomes below £250,000.

Benefits

- The pattern emerging from the research is that the larger the organisation, the more enhanced terms, conditions and benefits they provide.
- The most common benefits provided above the statutory minimum include; annual leave offered by 60% of organisations; sick leave provided by 55.6% of organisations; above average maternity pay and leave granted by 41.2% of organisations; and family friendly benefits such as flexible working hours offered by over half of organisations; time off in lieu (TOIL) is operated by 80.4% of respondents; working from home offered by 27% of organisations and special compassionate leave offered by 40.9% of organisations. Unsurprisingly, the least commonly provided benefits in the sector are private medical insurance (1.6%), company car (0.2%), and bonuses (4.5%).
- Findings show 34.6% of organisations offer an occupational pension which is a decrease of 8.4% from 2006. This is not surprising given the increased cost of pension provision and economic uncertainty. The most common types of pension offered are; the defined contributory scheme (72.3%), the non contributory pension scheme (13.5%) and final salary pension scheme (9.5%).
- Three quarters of responding organisations state they would consider the viability of the pension scheme for a new employee, a significant increase since 2006 when only 4.5% of organisations reported they would consider the viability of the scheme. 10.7% of organisations stated they had already changed the pension arrangements for new employees and further analysis showed that of these, 61.5% have done so in the past two years and 45.2% within the 12 months preceding the research. This decrease in pension provision clearly reflects the need to contain costs.

Pay

- The average salary percentage increase by responding organisations in the past 12 months was 2%. Just over half (53.7%) of respondents stated that staff received a general percentage salary increase of 0-2%. Further analysis shows that 20.7% of respondents stated that staff received no percentage increase in their salary while 33% stated that they gave between 1% and 2%. 57.7% of respondents stated that the average increase in basic pay for employees has been affected by the current economic downturn.
- This research found that on average, organisations expected to increase basic pay for staff by 1.55%.
- The majority of organisations reported having a pay scale as a benchmark for staff salaries. Almost 85% use the NJC pay scale.
- Just over half of all organisations (50.9%) reported that they conducted a pay review.
- 10.1% of organisations reported that they had undergone major pay restructuring within the past 12 months and 4.5% of organisations anticipated future structural pay changes.
- 6.4% stated that they have initiated performance related pay.
- The average remuneration level in the voluntary and community sector for all employees (i.e. full and part time) is currently £19,447 (mean). This has increased from £18,969 in 2006.
- The pay gap within the voluntary and community sector has narrowed by 3% and females now receive on average 87.2% of their male counterparts' salaries. An examination of specific job roles shows that the pay differentials are much more marginal. For example, female Chief Executives are now paid 96.1% of their male counterparts' salaries which is less than the previous salary survey in 2006. The pay gap has also closed at Director and PA/Sectary level and findings indicate that females now earn more than their male counterparts.

1. Introduction

The voluntary and community sector workforce has traditionally been fraught with issues that have the potential to impact negatively on the recruitment and retention of staff such as short term contracts, lack of suitably skilled and qualified applicants and relatively low remuneration levels. These have previously been identified in the 2001 and 2006 salary surveys. Despite this, the paid workforce continued to increase in size and the undesirables were offset by working in a sector which has a very strong value base.

In 2010 the disposition of the sector's workforce appears more negative.² It could be argued that the key challenges affecting the voluntary and community sector workforce have been heightened due the impact of the economic recession, an end to funding streams and the impending public sector cuts. This has already resulted in a number of job losses within the sector with more predicted to come. Furthermore, research carried out by NICVA on the impact of the recession to the sector in Northern Ireland³ outlined that the majority of organisations noticed that the demand for their services had also increased as a result of the recession.

Given these factors, it could be argued that staff within the sector are stressed and facing increasing demands whilst simultaneously experiencing financial restrictions and uncertainty regarding future funding arrangements. It is not surprising that in this climate, grievances are brought to the fore.

The importance of the people who work in the voluntary and community sector cannot be underestimated. The challenges currently facing the workforce must be outlined and addressed by both individual organisations and the government which provides the largest proportion of funding to the sector.

The aim of this research is to provide an overview of the voluntary and community sector workforce in Northern Ireland, including the recruitment and retention of staff and what benefits and salaries they receive. The impact of the recession is a key theme throughout the research which enables the challenges and concerns of the workforce to be highlighted. In addition, this research compares its findings with similar research completed in the UK as well as the private and public sectors to establish common themes.

² <http://www.thirdsector.co.uk/careers/Article/942743/Rachael-Maskell-Charity-staff-hardest-hit/> 6 October 2009

³ NICVA (2010) Impact and Reaction of the Voluntary and Community Sector to the Recession in Northern Ireland.

1.1 Objectives

The objectives of this research were:

- To conduct a survey into the salary levels for all job roles across the voluntary and community sector.
- To provide a demographic profile of employees in the sector by job level, age and gender.
- To provide an assessment of recruitment and retention levels in the sector.
- To provide a profile of the benefits available to employees in the sector.
- To provide up to date information on current remuneration levels within the sector.
- To provide a comparison of salary levels in the sector with the public and private sector.

1.2 Defining the Voluntary and Community Sector

For the purposes of this research NICVA has used the general charities definition of the voluntary and community sector which was also used in the *State of the Sector* series. This definition encompasses organisations which are “self-governing, independent, non-profit distributing, benefiting from a meaningful degree of philanthropy, have a wider public benefit, are non-sacramental religious bodies/places of worship and are formally constituted”. This definition, developed by the National Office of Statistics, has been used in previous NICVA research.

Using this definition, the following organisations were excluded from the sample:

- Non departmental public bodies (which are registered charities) and quangos;
- Universities;
- Independent schools;
- Sacramental religious bodies;
- Mutual's;
- Clubs or societies;
- Co-operatives
- Housing associations.

1.3 Sample Construction

A sample of 3,500 voluntary and community organisations was generated to take part in this research. A response of 22.9% was achieved, covering 3,502

employees⁴. This research provides a snapshot study so the same organisations as last time may not have responded.

In order to ensure that the analysis focused on paid employees only, a filter question was employed at the beginning of the survey to ensure that organisations that had no paid staff were excluded from the final analysis. A total of 803 organisations responded to this survey of which 44.7% did not have paid employees and were therefore not included. Table 1 illustrates the number and percentage of organisations which took part in this survey according to income strata. As would be expected only a small number of organisations with an income of less than £10,000 per annum took part.

Table 1: Number of respondents by income of organisation

	Count	%	% of the sector
<£10,000	18	4.1	34.6
£10,001-£100,000	159	36.1	36.2
£100,001-£250,000	107	24.3	12.3
£250,001-£500,000	72	16.4	9.0
£500,001-£1 million	41	9.3	4.0
>£1 million	43	9.8	3.9
Total	440	100	100

Base: 440 organisations (4 missing)

1.4 Methodology

The overall research design was based on a postal survey which generated a sample of voluntary and community organisations in Northern Ireland. An electronic copy of the survey was sent to those organisations that felt that it would be more convenient to complete the survey and salary grid by email. The research and human resources units in NICVA designed the questionnaire and salary grid.

The questionnaire was based on previous surveys undertaken by NICVA and NCVO (National Council for Voluntary Organisations), NICVA's sister council in England. The questions refer to:

- The impact of the recession.
- The number and gender of full-time and part-time staff.
- Terms and conditions of employment.
- Recruitment and retention issues.
- Benefits, including paid leave (annual leave, sick, maternity/paternity leave, compassionate/special leave, family friendly benefits and pensions).
- Basic salary levels (and annual increases/increments).

⁴ This is a higher response rate than the last survey however a larger sample was generated.

- Salary scales and grading structures.
- Involvement in unions.

In order to record detailed information about job roles and remuneration, respondents were given a salary grid to record remuneration levels against a list of job roles. (See Section 1.7)

1.5 Structure of the Report

This report is split into four sections. In the first section voluntary and community organisations were asked for the number of employees and the number of full time and part employees they employ. It also examines diversity among the voluntary sector workforce including a breakdown of male/female staff and the age of those employed by the sector.

The second section examines recruitment and retention and looks at past and possible future staff fluctuations in the sector.

The third section analyses pay and contract of employment benefits among voluntary and community organisations such as leave, pensions, family friendly benefits and annual increments and, where possible, compares these to the private and public sector.

The final section provides a detailed analysis of job roles and salaries within various sized organisations.

A key theme running throughout the report is the impact of the economic environment including the recent downturn and the impending public sector cuts since the health of the economy is closely aligned to the labour market.

1.6 Presentation of Data

In the sections which examine the different salary levels by job role the following analysis was used to provide a more in depth profile. For each set of analyses we provide three guidelines:

LQ Lower quartile: one quarter of the posts in the sample earns this figure or less; three quarters earn this figure or more.

M Median or middle of the market figure: when the posts are ranked in order of salary, this is the middle figure. It is normally lower than the arithmetic 'average' or mean, which is obtained by adding all the figures together and dividing by the number of salaries in the sample.

UQ Upper quartile: three quarters of the posts are paid this figure or less; one quarter are paid this figure or more.

Number The number of posts in the sample.

In an attempt to gauge the salary of staff in real terms the Retail Price Index (RPI) was applied to the salary results from the 2006 Salary Survey.⁵ The average RPI increase between 2005 and 2010 was 2.8% per year. So for instance a salary in 2001 of £17,123 would be the equivalent of £19,658 if it was expressed in today's prices. This calculation takes no account of any incremental increases after the cost of living.⁶

Finally where additional analysis has been carried out on the data collected during this research project the findings have been presented in a series of tables in the appendices to this report.

1.7 Structure of Job Roles

1. Chief Executive

Purpose	To have primary responsibility for the organisation as the undisputed Chief Executive. Always a full-time member of the Board of Executive Operations Committee.
Reports to Staff	Board of Trustees/Management Committee. Has responsibility for staff across the whole organisation at a strategic rather than operational level.
Examples	Executive Director, General Secretary, Director General, Chief Officer.

2. Director

Purpose	To have overall responsibility for matters across a function, region or defined activity. Sits on the Senior Management Team or Executive Operations Committee. Formulation and implementation of policy in a major functional area, such as fundraising, regional or field operations or personnel.
Reports to Staff	Chief Executive, the Board or Executive Operations Committee. Has responsibility for staff across the whole organisation at a strategic rather than operational level.
Examples	Director of Personnel, Director of Finance, Director of Marketing, Director of Operations, Regional Director, Development Director, Deputy CEO, Assistant Director.

3. Senior Function Head/Head of Function

Purpose	To have full responsibility for a complete function or activity below board level. Responsible for service delivery and the administration of a function – with some policy formation. Top level professionals may be included here, but few in number and often without a department to manage. This level will be more common in larger organisations.
Reports to Staff	Chief Executive, Directors. Has responsibility for staff across the whole organisation at a strategic rather than operational level.
Examples	Head of Personnel, Head of IT Services, Head of Corporate Fundraising.

⁵ Retail Price Index <http://www.statistics.gov.uk/StatBase/tsdataset.asp?vlnk=7172&More=N&All=Y>

⁶ For further information on the Retail Price Index visit <http://www.statistics.gov.uk/cci/nugget.asp?ID=21>

4. Functional Manager

Purpose	Responsible for the management of a small function or sub-function e.g. Corporate Fundraising Manager responsible to Fundraising Director. This level might apply in smaller charities to Managers who report directly to the Chief Executive but are mainly responsible for the administration of a function rather than policy formulation.
Reports to	Senior Function Head, Director, Chief Executive (in smaller charities).
Staff	Responsible for staff within the unit or business area.
Examples	Regional Manager, Matron/Manager, Senior Social Worker, IT Development Manager, Development Manager, Centre Manager.

5. Specialist/Professional/Technical Staff

Purpose	Responsible for specific functional specialisms with specifically identified responsibilities. May have staff management or technical supervisory duties but not necessarily.
Reports to	Functional Manager.
Staff	Likely to have responsibility for a number of less senior staff on some projects.
Examples	Personnel Officer, Fundraising Officer, Teacher, Policy Officer, Research Officer, Development Officer, Communications Officer.

6. Clerical Supervisor/Training or Care Staff

Purpose	Responsible for the operation of a unit within a department or home e.g. assists Regional Manager with fundraising or Sister Reporting to Matron/Manager.
Reports to	Specialist Staff.
Staff	May have responsibility for a team of less experienced staff.
Examples	RGN, Legacy Officer, Shop Manager, Catering Manager, Facilities Manager, Information Officer.

7. Administrative Officer/Care Assistant

Purpose	To operate as experienced semi-skilled staff within a single area of work with a minimum of supervision.
Reports to	Specialist Staff or Clerical Staff.
Staff	Unlikely to have responsibility for staff.
Examples	Nursing Auxiliary, Care Assistant, Accounts Clerk, Catering Staff, Administrative Officer.

8. Personal Assistant/Secretary

Purpose	Assistant to Chief Executive or to other senior officers, who will undertake a range of administrative tasks as well as traditional secretarial duties.
Reports to	Chief Executive or Senior Officer.
Staff	Unlikely to have responsibility for staff.
Examples	Personal Assistant to Chief Executive.

9. Junior/Trainee Staff/Office Services

Purpose	An individual who provides secretarial or word processing service to an office or department. May include some clerical duties, or semi-skilled manual work. Junior or trainee roles in non administrative functions.
Reports to	Clerical Officer, Care Staff, Cooking Staff.
Example	Receptionist, Cashier, Handyman, Gardener, Administrative Assistant.

2. Background

Before assessing the job levels and remuneration levels of those working in the voluntary and community sector, it is necessary to place the sector within the context of the general labour market in UK and more specifically, Northern Ireland. Unlike previous Salary Surveys, there will also be a particular focus on the economic environment, a key theme in this report since the health of the economy is closely aligned to the labour market.

2.1 Employment in the UK

The employment rate in the UK for those aged from 16-64 was 70.7 per cent in the three months to July 2010, up 0.4 percentage points on the three months to April 2010 and up 0.1 percentage point from a year earlier.⁷

The number of people in employment was calculated at 29.16 million in the three months to July 2010, up 121,000 from the three months to April 2010 and up 301,000 on a year earlier. Further analysis of the latest Labour Market Statistics shows the number of people in full time employment was 21.23 million in the three months up to July 2010, up 121,000 from the three months to April 2010. Of this total, 13.60 million were men and 7.63 million were women. The number of people in part time employment was 7.93 million in the three months to July 2010, up 166,000 from the three months to April 2010. Of this total, 2.01 million were men and 5.92 million were women⁸.

Sector specific statistics show the number of people in public sector employment was 6.05 million in March 2010, down 22,000 from March 2010. On the other hand, the number of people in private sector employment was 23.11 million, up 308,000 from December 2009.⁹

Labour Market Statistics reveal that there were 30.80 million workforce jobs in June 2010, up 71,000 over the quarter but down 196,000 on the previous year. The sector showing the largest increase in jobs over the quarter was construction which increased by 53,000.¹⁰

The UK unemployment rate was calculated at 7.8 per cent in the three months to July 2010, down 0.1 percentage points from the three months to April 2010 and from a year earlier. This equates to 2.47 million people unemployed in the three months to July 2010, down 8,000 from the three months to April 2010 and down 5,000 from a year earlier. The number of unemployed men was 1.45 million in the three months to July 2010, down 58,000 from the three

⁷ Office for National Statistics, Labour Market Statistical Bulletin published 15 September 2010 - <http://www.statistics.gov.uk/pdfdir/lmsuk0910.pdf>

⁸ Office for National Statistics, Labour Market Statistical Bulletin published 15 September 2010 - <http://www.statistics.gov.uk/pdfdir/lmsuk0910.pdf>

⁹ Office for National Statistics, Labour Market Statistical Bulletin published 15 September 2010 - <http://www.statistics.gov.uk/pdfdir/lmsuk0910.pdf>

¹⁰ Office for National Statistics, Labour Market Statistical Bulletin published 15 September 2010 - <http://www.statistics.gov.uk/pdfdir/lmsuk0910.pdf>

months to April 2010. The number of unemployed women was 1.01 million in the three months to July 2010, up 50,000 from the three months to April 2010.

According to the September 2010 Labour Market Statistical Bulletin¹¹, the economic inactivity rate for those of working age (16-64) was 23.2 per cent in the three months to July 2010, down 0.4 percentage points on the three months to April 2010 but unchanged on a year earlier. The number of economically inactive people aged from 16 to 64 decreased by 158,000 over the quarter but increased by 31,000 over the year to reach 9.26 million in the three months to July 2010.

Looking at the level of earnings across the UK, the earnings growth rate for total pay (including bonuses) was documented at 1.5 per cent for the three months to July 2010, up 1.1 per cent for the three months to June. The earnings annual growth rate for regular pay (excluding bonuses) was 1.8 per cent for the three months to July 2010, up from 1.6 per cent for the three months to June 2010.¹²

More detailed analysis shows that average total pay¹³ (including bonuses) was £455 per week in July 2010. In the three months to July 2010 total pay rose by 1.5 per cent on a year earlier, up 0.4 percentage points from the three months to June 2010.¹⁴

Average regular pay¹⁵ (excluding bonuses) was £431 per week in July 2010. In the three months to July 2010 regular pay rose by 1.8 per cent on a year earlier, up 0.2 percentage points on the three months to June 2010.¹⁶

Pay across both the private and public sector rose in the last three months and indeed from the previous year. Average total pay (including bonuses) in the private sector was £451 per week in July 2010. In the three months to July 2010 total pay in the private sector rose by 1.2 per cent on a year earlier. Average regular pay (excluding bonuses) in the private sector was £422 per week in July 2010. In the three months to July 2010 regular pay in the private sector rose by 1.3 per cent on a year earlier.¹⁷

The average total pay (including bonuses) in the public sector, was estimated as £464 per week in July 2010. In the three months to June 2010 total pay in the public sector rose by 2.7 per cent on a year earlier. Average regular pay (excluding bonuses) in the public sector was £460 per week in July 2010. In

¹¹ Office for National Statistics, Labour Market Statistical Bulletin published 15 September 2010 - <http://www.statistics.gov.uk/pdfdir/lmsuk0910.pdf>

¹² Office for National Statistics, Labour Market Statistical Bulletin published 15 September 2010 - <http://www.statistics.gov.uk/pdfdir/lmsuk0910.pdf>

¹³ Average is calculated as the median.

¹⁴ Office for National Statistics, Labour Market Statistical Bulletin published 15 September 2010 - <http://www.statistics.gov.uk/pdfdir/lmsuk0910.pdf>

¹⁵ Average is calculated as the median.

¹⁶ Office for National Statistics, Labour Market Statistical Bulletin published 15 September 2010 - <http://www.statistics.gov.uk/pdfdir/lmsuk0910.pdf>

¹⁷ Office for National Statistics, Labour Market Statistical Bulletin published 15 September 2010 - <http://www.statistics.gov.uk/pdfdir/lmsuk0910.pdf>

the three months to June 2010 regular pay rose by 2.8 per cent on a year earlier.¹⁸

2.2 Employment in Northern Ireland

At the time of the 2006 Salary Survey Northern Ireland had shown a dramatic growth in employment levels.¹⁹ Conversely, during the time of this research the Northern Ireland labour market had been negatively affected by the economic downturn. The impact of the recession and the slow economic recovery means that it will take some time before there will be sustained jobs growth and employment opportunities. Chief Economist at the Northern Bank, Angela McGowan, said the current economic climate was "taking its toll" on the labour market. In addition she predicts that there may be further rises in unemployment as the local public sector shrinks, although the actual extent of those job losses cannot be accurately predicted.²⁰

The number of persons in employment in Northern Ireland in the period from May to July 2010 was estimated at 781,000. This represented increases of 7,000 over the quarter and 32,000 over the year. The working age employment rate, based on the new definition of 16-64 for both males and females, was estimated at 66.5%, up 0.5 percentage points over the quarter and 2.3 percentage points over the year. However, Northern Ireland's working age employment rate remained well below the UK average (70.7%) and was the lowest of the twelve UK regions.²¹

There were 3,898 vacancies notified to Jobs and Benefits offices of the Department for Employment and Learning in the period ending 2 July 2010. This was 1% higher than the number of vacancies notified in July 2009 (3,872) and a decrease of 38% on the number of vacancies notified in July 2008.²²

The Labour Force Survey, which takes a representative sample by asking householders about their status, suggests that the Northern Ireland rate of unemployment for the period May – July 2010 was estimated at 6.8%, down 0.3 percentage points over the quarter, but up 0.2 points over the year. The number of unemployed persons was estimated at 57,000, down 2,000 over the quarter but up 4,000 over the year. The male unemployment rate (8.8%) was over double the female rate (4.3%) in May – July 2010. In addition, unadjusted figures show that 41.4% of the unemployed have been unemployed for 1 year or more – up 10.7 percentage points over the year.²³

¹⁸ Office for National Statistics, Labour Market Statistical Bulletin published 15 September 2010 - <http://www.statistics.gov.uk/pdfdir/lmsuk0910.pdf>

¹⁹ NICVA (2006) Salary Survey, Job roles, salaries and benefits in the voluntary and community sector.

²⁰ BBC News NI (2010) 'Another rise in Northern Ireland unemployment rate', June 2010 http://news.bbc.co.uk/1/hi/northern_ireland/10328727.stm

²¹ Department of Enterprise, Trade and Investment NI (2010) Monthly Labour Market Report, September 2010.

²² Department of Enterprise, Trade and Investment NI (2010) Monthly Labour Market Report, September 2010.

²³ Department of Enterprise, Trade and Investment NI (2010) Monthly Labour Market Report, September 2010.

The number of people claiming unemployment benefit in Northern Ireland rose again in August 2010 from the previous month. The number claiming jobless benefits was 59,015, (6.6% of the workforce) a rise of 1,970 (3.5%) on the previous month. Over the year the claimant count in NI has increased by 5,600 (10.7%) and the workforce unemployment rate has increased by 0.7 percentage points. Northern Ireland showed the highest percentage monthly increase in the number of people claiming jobless benefits of all the UK regions.

The Labour Force Survey also suggested that the current rate of working age economic inactivity in Northern Ireland was 28.6%. Northern Ireland's rate of economic inactivity, defined by those who are not in employment but are not actively seeking jobs, is significantly higher than the nationwide average with the UK average rate currently 23.2%.

Looking at the level of earnings for those employed in Northern Ireland, the Annual Survey of Hours and Earnings showed the median gross weekly earnings for all full and part time employees in Northern Ireland in 2009 was £356.70, some 10% lower than the UK (£397.30).^{24 25}

Northern Ireland full time employees' median gross weekly earnings in April 2009 were £439.10 which was approximately 90% of the figure in the UK (£488.57). Full time earnings in Northern Ireland increased by 5.1% over the period, which was markedly higher than the increase in the UK (2%). The median gross weekly part-time earnings in Northern Ireland at April 2009 were £159.50, over 4% higher than the figure in the UK (4%) for part time employees.²⁶

Detailed analysis of pay in the private sector showed a marginally faster growth in median private sector weekly earnings in Northern Ireland (1.6%) compared with the UK (1%) which has resulted in a slight narrowing of the NI/UK private sector pay gap. Full time private sector gross weekly earnings in Northern Ireland at April 2009 were £383.0, some 82.4% of the figure in the UK, compared to 82.0% in the previous year.²⁷

It is also noteworthy that there has been a widening of the gender pay gap for all employees in NI over the period 2008-2009. Female median hourly earnings excluding overtime were 87.3% of male earnings at April 2009, compared to 90.4% a year earlier. Nonetheless, the Northern Ireland gender pay gap remains less marked than in the UK, where the equivalent female to male earnings ratio was 78.0% at April 2009.²⁸

²⁴ Department of Enterprise, Trade and Investment NI (2009) Annual Survey of Hours and Earnings.

²⁵ In calculating the average level of earnings, the statistical choice used throughout the Annual Survey of Hours and Earnings is the median and not the mean, on the basis that the median, as a measure of central tendency, is less affected by extreme high or low values.

²⁶ Department of Enterprise, Trade and Investment NI (2009) Annual Survey of Hours and Earnings.

²⁷ Department of Enterprise, Trade and Investment NI (2009) Annual Survey of Hours and Earnings.

²⁸ Department of Enterprise, Trade and Investment NI (2009) Annual Survey of Hours and Earnings.

2.3 Economic Environment

The widely publicised credit crunch and subsequent recession has penetrated the private, public and voluntary sectors with varying impacts. In particular the economic environment has adversely affected levels and conditions of employment. At the least, it created a decrease in the number of job vacancies; an increase in the number of unemployed persons and Job Seekers Allowance claimants; and a substantial increase in the number of redundancies. According to the recent Salary Survey by Abacus the recruitment decline started to impact in autumn of 2007, although the most severe period of economic decline was experienced between mid-2008 and late 2009. Nonetheless, considering the most recent labour market statistics, there is some degree of optimism with evidence showing economic conditions are easing, employment levels are rising, albeit slowly, economic inactivity is down on the previous quarter and year and there has been an increase in median gross weekly earnings. Recovery is expected to be slow.²⁹

As a region, Northern Ireland has been affected severely by the economic decline and is in a more disadvantaged position than the UK since earnings are already lower and the employment rate is well below the UK average. Nonetheless, to date the region has been somewhat cushioned from the effect of the economic decline on employment since the public sector is a major employer and there is a high level of economic dependency on the sector compared to other regions in the UK. However, this is now under severe threat due to impending public sector cuts.³⁰

2.4 The Voluntary and Community Sector

There are an estimated 4,700 voluntary and community sector organisations in Northern Ireland. The latest State of the Sector Report of 2009 notes a trend in the overall decline in income in the voluntary and community sector, estimating that the total income of the voluntary and community sector in Northern Ireland was £570.1 million for 2006/07. This is a 7.2% decrease from 2003/04 when the income was £614.6 million. Detailed analysis shows that government remains the largest funder of the sector, spending £259.1 million (45.4%) on the activities of the sector. This is followed by income from the general public. However, figures show that whilst these donations continue to make up a significant part of the voluntary and community sector's income, there has been a reduction in donations from 32.5% of total income in 2003/04 to 31.9% in 2006/07.³¹

While income has continued to decline, the impending public sector cuts and need for efficiency savings are also likely to impact further on the level of income allocated by government to the voluntary and community sector since many organisations are responsible for delivering public services.

²⁹ Abacus Professional Recruitment (2010) Northern Ireland Salary Survey 2010/2011.

³⁰ Abacus Professional Recruitment (2010) Northern Ireland Salary Survey 2010/2011.

³¹ NICVA (2009) State of the Sector V, Northern Ireland Voluntary and Community Sector Almanac.

Over one in every four organisations (27.5%) are dependent on government sources for 75% or more of its income, which has increased from one in five organisations in 2003/04. In addition, among organisations which receive funding from the general public, just over one in five (22.5%) relies on this for 75% or more of its total income.³² These high levels of dependency are for core funding of projects and staff. Depending on a single source of funding for the bulk of income may put these voluntary and community organisations in a very precarious position, particularly if funding ends or the funding programme is reduced. This was witnessed with Peace II monies and may also be experienced again with government funding as there will be a reduction in the level of funding available due to impending public sector cuts.

It was estimated in the last State of the Sector report³³ that in 2006/2007 just over half of all expenditure in the voluntary and community sector (£280.4 million) goes towards staff costs which includes salaries for paid staff and associated costs such as pensions and National Insurance contributions. This represents a decrease from £312.3 million (52.9% of total expenditure) from the previous State of the Sector IV in 2003/04.³⁴

Despite the decrease in the number of paid workers in the sector, the voluntary and community sector is an important employer in Northern Ireland. The latest estimate from State of the Sector V (2009) is that the sector employs 26,737 individuals.³⁵ This figure represents 3.4% of the total Northern Ireland workforce.³⁶

³² NICVA (2009) State of the Sector V, Northern Ireland Voluntary and Community Sector Almanac.

³³ NICVA (2009) State of the Sector V, Northern Ireland Voluntary and Community Sector Almanac.

³⁴ NICVA (2005) State of the Sector IV, Northern Ireland Voluntary and Community Sector Almanac.

³⁵ NICVA (2009) State of the Sector V, Northern Ireland Voluntary and Community Sector Almanac.

³⁶ Department of Enterprise, Trade and Investment NI (2010) Monthly Labour Market Report, September 2010.

3. Employment Profile of the Voluntary and Community Sector Workforce in Northern Ireland.

Before focusing on the pay and benefits received by those in the sector, it is necessary to establish the number of employees within the sector and the organisations in which they are employed. The findings from this research are that the large voluntary and community organisations are more likely to have the resources to pay employees.

It is also important within this research to develop a profile of the type of person who works within the sector. This section therefore focuses on the workforce composition of the sector in terms of age and gender by job level and/or part/full time status.

3.1 Employees in the Sector

This section of the research is concerned with the number of employees according to the income in each organisation and the nature of the full-time and part-time employees.

Table 2: Number of paid employees by income of organisation

	Count	%
<£10,000	41	1.2
£10,001-£100,000	363	10.4
£100,001-£250,000	489	14.0
£250,001-£500,000	603	17.3
£500,001-£1 million	534	15.3
>£1 million	1,465	41.8
Total	3,495	100

Base: 3,495 employees (7 missing)

From Table 2 it is evident that a major proportion of the sample's workforce is employed by organisations with an income of more than £1 million. This is to be expected as the largest proportion of income is generated by these organisations and consequently they have the resources to support large numbers of staff. The findings also correlate with Table 9.2 in the State of the Sector V which shows the distribution of paid staff is consistent with the distribution of income.³⁷

Nonetheless, in comparison to the 2006 Salary Survey,³⁸ there are variations. For example, there has been a decline in the number of paid employees mainly from those large organisations with an income over £1 million (by 9.2%) and organisations with an income of £100,001-£250,000 (by 4%). On

³⁷ NICVA (2009) State of the Sector V, Northern Ireland Voluntary and Community Sector Almanac.

³⁸ NICVA (2006) Salary Survey, Job Roles, salaries and benefits in the voluntary and community sector.

the contrary, the number of paid employees has increased in organisations in all other income brackets with the most notable difference in organisations with an income of £250,001 - £500,000 (4.6%). The fluctuations in paid employees within each income bracket may well be attributed to the beginning and end of funding streams.

Table 3: Job Level by Income of Organisation

	Full-time employees	%	Part-time employees	%	Total employees	Total %
<£10,000	12	29.3	29	70.7	41	1.2
£10,001-£100,000	122	33.9	238	66.1	360	10.3
£100,001-£250,000	284	58.2	204	41.8	488	14.0
£250,001-£500,000	390	64.9	211	35.1	601	17.2
£500,001-£1 million	329	61.6	205	38.4	534	15.4
>£1 million	1,060	72.5	402	27.5	1,462	41.9
Total	2,197	63.0	1,289	37.0	3,486	100

Base: 3,486 employees (7 missing)

Table 3 analyses the number of full-time and part-time employees by the annual income of the organisations. It establishes that organisations with an income of more than £100,000 are more likely to have a higher proportion of full-time employees compared to part-time employees. In the case of smaller income organisations they are usually more dependent on part-time employees as many do not have the revenue to sustain full-time staff.

3.2 Age

From Table 4 it is notable that over three quarters (76.2%) of staff within the voluntary and community sector are aged 21-50 with the largest proportion of employees (27.4%) aged 31-40. This denotes a relatively young, dynamic and experienced workforce which is also supported by the findings in Table 4.

Table 4 analyses the nine job levels by age.

Table 4: Overall age distribution of employees

	16-20	21-30	31-40	41-50	51-60	61-70	Total
Chief executive	-	1.8	22.9	33.1	34.9	7.3	100
Director	-	2.1	20.6	40.2	32.0	5.1	100
Senior function head	-	8.9	35.4	31.3	20.7	3.7	100
Functional manager	0.3	13.0	27.7	35.1	19.6	4.3	100
Specialist/professional	0.5	22.7	30.2	25.3	17.7	3.6	100
Clerical supervisor/training	0.2	27.5	28.7	26.8	11.4	5.4	100
Admin officers/care officers	0.8	27.7	28.8	22.0	14.8	5.9	100
PA/secretary	-	19.0	21.4	31.7	23.8	4.1	100
Junior/trainee staff	4.6	31.6	10.6	24.7	14.1	14.4	100
Total	0.8	21.8	27.4	27.0	17.5	5.5	100
Overall count	26	754	948	934	605	190	3,457

Base: 3,457 employees (45 missing)

This research has found variations in age groups when looking at job levels. For example, three quarters (75.3%) of Chief Executives are aged 41 or more; Director posts follow a similar pattern. The largest proportion of employees with senior head functions are those aged 31-50 (66.7%). Those with responsibilities for staff or budgets including Functional Managers, clerical supervisors/trainers and those with specialist/professional roles are most common in the young/middle age brackets ranging from 21-50. Unsurprisingly, the most widely held role for those aged 16-20 is on a junior or trainee level. A clear trend emerges from the findings in this analysis whereby the higher the age bracket the more likely a voluntary sector employee will secure a more senior position.

3.3 Gender

The voluntary and community sector is often characterised by a largely female workforce and the results of this survey do not deviate from this view. As noted in Table 5 women make up the majority of employees in the sector at 73.1% and this is broadly supported by State of the Sector V³⁹ which revealed that seven out of every ten employees in the sector are female. This is also similar to the results recorded in the 2006 Salary Survey.⁴⁰ Nonetheless, comparing current findings to the 2006 Salary Survey shows the gap has narrowed slightly, with a 2.7% increase in males in the workforce.

Whilst the voluntary and community sector workforce is predominantly female, there are exceptions when job level and full/part time status are considered. Table 5 examines the number of full time and part time employees by gender.

³⁹ NICVA (2009) State of the Sector V, Northern Ireland Voluntary and Community Sector Almanac.

⁴⁰ NICVA (2006) Salary Survey, Job roles, salaries and benefits in the voluntary and community sector.

Table 5: Job type (or Full/Part time status) by gender

	Full-time	%	Part-time	%	Total Count	%
Male	728	20.8	210	6.0	938	26.8
Female	1,470	42.1	1,085	31.1	2,555	73.1
Total	2,198	62.9	1,295	37.1	3,493	100

Base: 3,493 employees (9 missing)

Substantially more females have part-time posts than males with 31.1% of females working part time compared to only 6% of males. Nonetheless this is not unique to the voluntary and community sector as statistics across the Northern Ireland labour market show women are more likely to work part time with 37% of female employees working part time compared to just 8% of male employees.⁴¹ Evidently since the last Salary Survey in 2006⁴², the number of part time females within the sector has decreased by almost 5% whilst there has been a very slight increase in the number of part time males.

Furthermore, both the number of full time male and female employees rose (2.2% increase in female employees and 2.4% increase in male employees).

Table 6: Job Level by Gender

	Males	%	Females	%	Total	%
Chief executive	59	51.8	55	48.2	114	3.3
Director	43	43.9	55	56.1	98	2.8
Senior function head	85	34.3	163	65.7	248	7.1
Functional manager	123	30.8	276	69.2	399	11.4
Specialist/professional	233	25.8	669	74.2	902	25.8
Clerical supervisor/training	94	21.5	343	78.5	437	12.5
Admin officers/care officers	118	12.9	724	87.1	912	26.0
PA/secretary	8	6.3	119	93.7	127	3.6
Junior/trainee staff	109	41.1	156	58.9	265	7.5
Total	942	26.9	2,560	73.1	3,502	100

Base: 3,502 employees

The research also examined the different job levels that exist within organisations and the gender of individuals who fill these posts.

Table 6 also reiterates that the majority of the paid workforce within the sector is female (73.1%).

⁴¹ Department of Enterprise, Trade and Investment NI (2010) Labour Market Statistics Bulletin: Women in Northern Ireland.

⁴² NICVA (2006) Salary Survey, Job roles, salaries and benefits in the voluntary and community sector.

Analyses of different job levels by gender found that despite female predominance in the sector, 51.8% of Chief Executives are male and 48.2% are female. This trend correlates to some extent with Department for Enterprise, Trade and Investment's 'Women in Northern Ireland' report⁴³ which showed that across the labour market only 7% of women are managers and/or senior officials compared with 13% of males. However, this research data shows a more marginal difference between men and women in the most senior position and this has narrowed by 11.1% since the last Salary Survey in 2006⁴⁴ which found that two out of every three Chief Executives in the sector were male. The new trend for women to acquire more senior management positions has continued and is also notable at Senior Function Head with 7.2% more females taking this role from males. The only exception to the rise of women in senior positions was at director level with 4.9% less female Directors than recorded in the previous 2006 Salary Survey, however, the number of female Directors continue to outweigh the number of male Directors (56.1% and 43.9% respectively).

At the other end of the job level scale there have also been notable changes since the last 2006 Salary Survey.⁴⁵ For example, there has been a rise in the number of male employees within clerical supervision and training (5.7%), as well as male PAs/ Secretaries (2.7%) and most noteworthy is the increase of males as junior/trainee staff (18%). This increase of almost one fifth more males into the sector at junior/trainee level would indicate that new trends will emerge in the future. Nonetheless, the number of women continues to overshadow men in the secretarial and administrative occupations, not only within the voluntary and community sector, but across the Northern Ireland labour market as also evidenced by the DETINI Women in Northern Ireland Report.⁴⁶

⁴³ Department of Enterprise, Trade and Investment NI (2010) Labour Market Statistics Bulletin: Women in Northern Ireland.

⁴⁴ NICVA (2006) Salary Survey, Job roles, salaries and benefits in the voluntary and community sector.

⁴⁵ NICVA (2006) Salary Survey, Job roles, salaries and benefits in the voluntary and community sector.

⁴⁶ Department of Enterprise, Trade and Investment NI (2010) Labour Market Statistics Bulletin: Women in Northern Ireland.

4. Recruitment and Retention.

Media reports through 2009 and 2010 have indicated the UK wide problem of employers recruiting and retaining staff given the credit crunch and subsequent economic recession. Cost reduction strategies adopted by employers across different sectors have included recruitment on temporary contracts, flexible working, shorter working weeks, pay freezes, pay decreases and programmes of redundancy. The following analysis provides information on the wide range of issues voluntary and community organisations are currently experiencing with regard to the recruitment and retention of staff. Changes from the last Salary Survey in 2006⁴⁷ will be identified to allow some discussion on possible recruitment and retention strategies introduced as a result of the economic recession. The information gathered does not distinguish between different levels within the organisation.

4.1 Contracts

The length of contracts that individuals working in the voluntary and community sector can expect to receive is a much debated and controversial issue. Anecdotal evidence would suggest that the majority of contracts are short-term in nature (i.e. two to three years maximum) and that this can often have detrimental effects on the organisation's ability to deliver services in a sustainable manner. However, the findings in Table 7 present a clear picture of what is the agreed norm in the sector.

It is worth noting that there has been an amendment to employment legislation covering the contracts of fixed term employees since the last Salary Survey in 2006. Under the Fixed-Term Employees (Prevention of Less Favourable Treatment) (Amendment) Regulations (Northern Ireland) 2008, any employee who has been on a fixed-term contract for four or more years will usually be classed in law as a permanent employee if their contract is renewed, or if they are re-engaged on a new fixed-term contract. This has implications for the interpretation of findings and comparisons to the previous salary survey as more respondents recorded their staff as having contracts that are permanent in nature.

Table 7: Length of Contract

	Count	%
0-1 years	340	10.7
1-2 years	315	9.9
2-3 years	312	9.8
Fixed contract	41	1.3
Permanent contract	2,173	68.3
Total	3,181	100

Base: 3,181 employees (321 missing)

⁴⁷ NICVA (2006) Salary Survey, Job roles, salaries and benefits in the voluntary and community sector.

As can be seen on Table 7 above, 68.3% have defined these contracts as being permanent in nature. Despite more respondents recording contracts as being permanent in nature due to legislative changes, findings show that the number of organisations employing staff with permanent contracts of employment has decreased by 5.4% since the last Salary Survey in 2006.⁴⁸ As a result of this decrease, short-term contracts have clearly become a more significant factor in the sector. The trend for a reduction of permanent contracts in favour of more temporary employment arrangements could be taken as a strategy employed by various voluntary and community organisations in light of both the economic recession and impending public sector cuts.

More detailed analysis shows there has been a rise in the number of contracts ranging from one to four years with the biggest increase being between one and two years (3.5%) and two to three years (3%). This could be taken as an indication of the current uncertainty with regard to future funding and the impending public sector cuts. Fixed term contracts also appear to be a new feature but are not particularly significant (1.3%).

Short term contracts may be considered problematic as they are often thought to lead to staff insecurities. Figures show that 10.7% of staff in responding organisations are the most vulnerable with contracts of employment lasting for one year or less. Nonetheless this has fallen by 0.8% since the last Salary Survey in 2006.⁴⁹

Table 8: Length of Contract by Income of Organisation

	£1,0001- £10,000	£10,001- £100,000	£100,001 - £250,000	£250,001 - £500,000	£500,001 - £1 million	£1 million+	Total
0-1 years	.3	18.2	27.9	24.4	11.5	17.6	100
1-2 years	1.6	10.5	30.8	19.7	18.4	19	100
2-3 years	.3	10.9	11.9	18.3	26	32.7	100
Permanent	.7	7.2	9.6	13.4	16.3	52.9	100
Fixed	.0	9.8	14.6	73.2	.0	2.4	100
Total	.7	9.1	13.9	16.4	16.7	43.1	100

Base: 3,177 employees (325 missing)

Table 8 looks in more detail at the length of contract and size of organisations employing on this basis. As can be noted, middle sized organisations are recruiting staff on short term contracts, lasting under two years. In particular, fixed term contracts are a significant feature for staff within middle sized organisations with 73.2% of staff on fixed term contracts in voluntary and community organisations with an income between £250,001 to £500,000. As discussed, temporary contracts of employment are related to the issue of short term funding. A clear pattern emerges whereby the larger the income of

⁴⁸ NICVA (2006) Salary Survey, Job roles, salaries and benefits in the voluntary and community sector.

⁴⁹ NICVA (2006) Salary Survey, Job roles, salaries and benefits in the voluntary and community sector.

the organisation, the longer the contract given to employees. It is notable that over half (52.9%) of voluntary and community sector employees who have permanent contracts of employment are employed within large organisations earning over £1 million.

4.2.1 Recruitment Methods

Table 9: Recruitment Methods

	Count	%
Local newspapers	332	74.8
Regional newspapers	165	37.2
Private recruitment agencies	48	10.8
Internet	158	35.6
Internal promotion	83	18.7
UK national newspapers	9	2.0
Trade/specialist journals	17	3.8
Word of mouth	81	18.2
Ads in shop windows	32	7.2
CommunityNI website	116	26.1
Job centres/job centres online	61	12.2
Church/parish newsletters	4	0.8
North West Community Network	3	0.6
Other	21	4.2

Base: 444 organisations (multiple response)

Recruitment methods within the voluntary and community sector comprise a number of formal and informal practices. Overall, the most frequently cited method of recruitment was local newspaper advertising (74.8%) followed by 37.2% of organisations advertising in regional newspapers such as the Belfast Telegraph. Over a third of organisations surveyed also frequently use the internet as a recruitment method (35.6%). This could include the organisation's own corporate website or NICVA's CommunityNI website, which is used by 26.1% of organisations to advertise current vacancies. In addition to the aforementioned formal recruitment practices 18.2% of voluntary and community organisations in Northern Ireland also utilise more informal recruitment methods including word of mouth.

Research carried out by the Chartered Institute of Personnel and Development into recruitment practices within the UK across various industry sectors showed that the most effective methods of attracting applicants within the voluntary, community and not-for-profit sector were through organisations' own corporate websites (78%), local newspaper advertisements (60%) and specialist journals/trade press (45%).⁵⁰

⁵⁰ Chartered Institute for Professional Development (2010) Annual Survey Report Learning and Talent Development.

In comparison to other sectors including the public and private sector, the print media is a very popular medium to recruit within the voluntary and community sector. Local newspapers are utilised almost twice as much as any other sector to advertise vacancies.⁵¹

4.2.2 Recruitment Difficulties

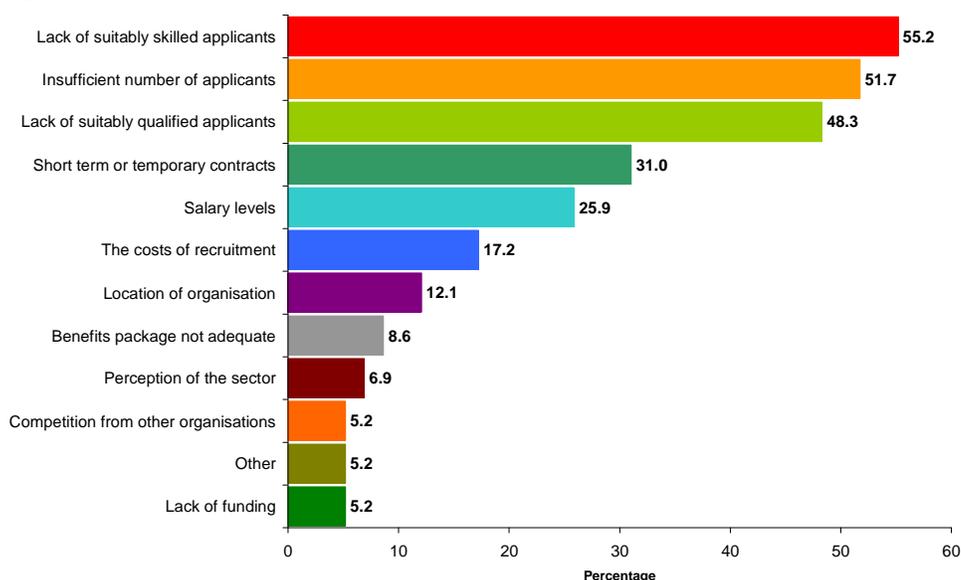
Table 10: Recruitment Difficulties

	Count	%
Yes	58	13.3
No	261	59.7
Did not recruit	118	27.0
Total	437	100

Base: 437 organisations (7 missing)

In 2008, there was a consensus among one fifth of organisations surveyed in the Northern Ireland Voluntary and Community Sector Skills Survey 2008⁵² that they were going to find recruitment more difficult in the future. Latest figures in Table 10 dispel this notion to some extent as only 13.3% of organisations who provided data reported recruitment difficulties. This has reduced by 13.3% since the last Salary Survey in 2006 which documented over one quarter (26.6%) as having recruitment difficulties.⁵³

Figure 1: Problems with Recruitment



Base: 58 (multiple response)

⁵¹ Chartered Institute for Professional Development (2010) Annual Survey Report Learning and Talent Development.

⁵² Skills for Justice (2008) Northern Ireland Voluntary and Community Sector Skills Survey 2008.

⁵³ NICVA (2006) Salary Survey, Job roles, salaries and benefits in the voluntary and community sector.

Organisations which had experienced recruitment difficulties in the past were asked the reasons why they felt they had encountered them. Figure 1 shows that the main difficulty with recruitment is the lack of suitability skilled applicants (55.2%) followed closely by a lack of suitability qualified applicants (48.3%). These issues are not unique to Northern Ireland and a study by CIPD also shows the main problems with recruitment are similar to those experienced by the voluntary and community sector in the UK.⁵⁴ Despite recent high levels of unemployment as a result of the economic downturn, surprisingly over half (51.7%) of organisations reporting recruitment difficulties reported that their problems were due to an insufficient number of applicants. Short term or temporary contracts as well as salary levels also emerge as problems for voluntary and community organisations' recruitment. Over a quarter of organisations (25.9%) in the sample who reported recruitment difficulties, stated that the salary level was a barrier for potential recruits in comparison to 36% for the UK as a whole.

State of the Sector V outlined funding as one of the key challenges faced by the voluntary and community sector.⁵⁵ As funding for the sector is often short term or project specific in nature, it can be deemed a challenge when it comes to the recruitment and development of staff and volunteers. Nonetheless, lack of funding was one of the least frequently cited problems with regard to recruitment. However, perhaps respondents may have only advertised vacancies after funding was secured so it may not have been deemed a significant problem for recruitment. Further narrative cannot be provided as there is no comparable data in relation to this problem in the previous Salary Survey in 2006.⁵⁶

Table 11: Extent of Challenges in Recruiting New Staff over the Next 12 Months

	Count	%
Great extent	34	8.0
Some extent	71	16.6
Not sure	110	25.8
Limited extent	88	20.6
Not extent at all	124	29.0
Total	427	100

Base: 427 organisations (17 missing)

As Table 11 above highlights, nearly one quarter of organisations who provided data stated that they believe they will face at least some challenge in relation to the recruitment of new staff in the next 12 months. The responding organisations were also asked to indicate whether they believe the challenges facing their organisation in relation to the recruitment of staff in the next 12 months will be a result of the current economic downturn. Overall the majority

⁵⁴ Chartered Institute for Professional Development (2010) Annual Survey Report Learning and Talent Development

⁵⁵ NICVA (2009) State of the Sector V, Northern Ireland Voluntary and Community Sector Almanac.

⁵⁶ NICVA (2006) Salary Survey, Job roles, salaries and benefits in the voluntary and community sector.

of responding organisations believe there will be challenges in recruiting new staff as a direct result of the current economic downturn (63.5%). Findings in Table 12 below show the extent to which these organisations believe the economic downturn will impact on the recruitment of new staff. For example, almost two thirds believe the recession will, to some or a great extent, impact on recruitment. These figures reveal that the financial environment is creating insecurity and will impose difficulties for many organisations.

Table 12: Extent of challenges in Recruiting New Staff as a Result of the Current Economic Downturn

	Count	%
Great extent	36	34.6
Some extent	30	28.9
Not sure	15	14.4
Limited extent	15	14.4
Not extent at all	8	7.7
Total	104	100

Base: 104 (1 missing)

4.3 Retaining Staff

The Annual Survey Report on Learning and Talent Development shows that most organisations across all sectors experienced some retention difficulties in 2009. It also stated that organisations did less to address retention issues in 2009 in comparison to previous years and suggested this may be due to the impact of the recession on budgets.⁵⁷

The costs associated with labour turnover within any organisation can be high, especially where organisations are faced with a loss of skills and knowledge and consequent reduction in productivity, as well as the costs of replacing leavers. At the same time, labour turnover is sometimes desirable to make room for new employees with different ideas and perspectives to bring fresh approaches to the organisation.

The 19th Annual Voluntary Sector Salary Survey found that there was a large increase in the rate of staff turnover and the proportion of organisations reporting problems with staff retention in the UK.⁵⁸ Labour turnover rose to 12.0% in 2007 from 7.6% in 2006. Also in 2007, 57.5% of participating organisations reported problems with retaining staff, compared to 44% in the previous survey. The most commonly cited reasons for retention problems were lack of opportunity for career progression and salary levels.⁵⁹

⁵⁷ Chartered Institute for Professional Development (2010) Annual Survey Report Learning and Talent Development.

⁵⁸ New salary survey shows voluntary sector organisations more confident of recruiting and retaining staff, NCVO Press Release <http://www.ncvo-vol.org.uk/press/releases.asp?id=977>

⁵⁹ NCVO (2007) 19th Annual Voluntary Sector Salary Survey. Inside Research, London: NVCO.

Table 13 below looks at the results on staff retention found in this research.

4.3.1 Difficulties Retaining Staff

Table 13: Difficulties with Retaining Staff over the Past 12 Months

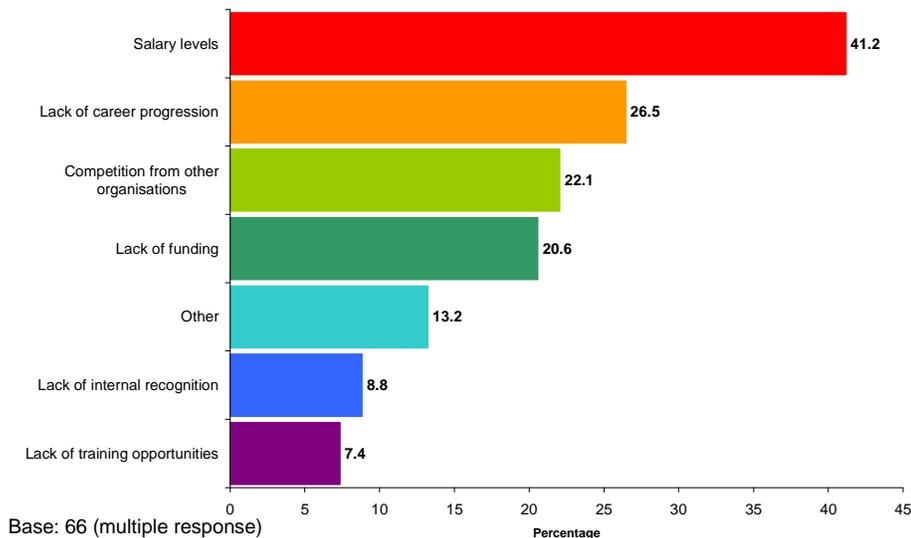
	Count	%
Very difficult	20	4.6
Difficult	46	10.6
Not sure	43	9.9
Easy	143	33.0
Very easy	181	41.8
Total	433	100

Base: 433 organisations (11 missing)

15.2% of responding organisations had difficulty retaining staff over the past 12 months. This has reduced from the 2006 Salary Survey that revealed that almost one quarter of organisations had difficulties retaining staff over the previous 12 months.⁶⁰ The Abacus Salary Survey suggests that some candidates were unwilling to consider alternative opportunities even if it provided a greater level of financial security and job satisfaction due to a fear of a 'double dip' recession.⁶¹

Figure 2 examines reasons why organisations have problems retaining staff.

Figure 2: Problems with Retaining Staff



⁶⁰ NICVA (2006) Salary Survey, Job roles, salaries and benefits in the voluntary and community sector.

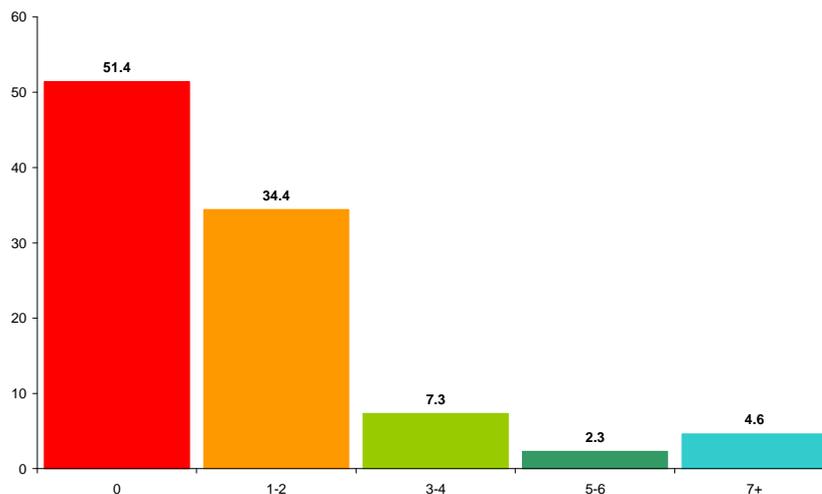
⁶¹ Abacus Professional Recruitment (2010) Northern Ireland Salary Survey 2010/2011.

As can be seen in Figure 2, 41.2% of respondents stated that the salary levels within their organisations were not enough to encourage staff to stay long term, followed by a lack of opportunity for career progression, experienced by over a quarter of organisations (26.5%). Issues relating to staff retention appear to be universal across the voluntary and community sector in the UK and Ireland with research by NCVO⁶² and The Wheel⁶³ also citing the same retention problems. Nonetheless it is interesting that lack of funding is not one of the top three problems in retaining staff, but it is a significant problem for one fifth of organisations. Evidence from the 2006 Salary Survey indicated that funding was a problem for retaining staff for 26.3% of organisations due to the short term nature of funding.⁶⁴ It is also interesting that findings from this research show that competition from other organisations is a problem for retaining staff for 22.1% of organisations which is up 13.3% from the last Salary Survey in 2006. Perhaps this may be because other organisations have attracted more funding for projects or offer greater job security. As salary levels have been identified as one of the main difficulties in both the recruitment and retention of staff, perhaps organisations should aspire to pay the upper quartile of salary levels which are currently only paid by one quarter of voluntary and community organisations.⁶⁵

4.4 Number of Leavers

Organisations were also asked to comment on the number of staff leaving their organisation in the past 12 months.

Figure 3: Number of Employees Leaving Over the Past 12 Months



Base: 395 (44 missing)

⁶² NCVO (2007) 19th Annual Voluntary Sector Salary Survey. Inside Research, London: NVCO.

⁶³ The Wheel (2008) National Survey on Pay and Benefits in Community, Voluntary and Charitable Organisations.

⁶⁴ NICVA (2006) Salary Survey, Job roles, salaries and benefits in the voluntary and community sector.

⁶⁵ See Section 1.6

As can be seen in Figure 3, 51.4% of organisations did not lose any staff within the past 12 months. This was particularly the case within small organisations. Within larger organisations the number of employees who left in the last year varied slightly compared with the previous Salary Survey in 2006.⁶⁶ For example the number of employees who left organisations with five to six staff in the last 12 months increased by 0.6% to 2.3% and there was a slight decrease to 4.6% in organisations with seven or more staff.

Organisations were also asked to specify an approximate percentage of employees who had moved to the private or public sector within the past 12 months. Overall 7.5% of organisations stated that employees had left their organisation for the private sector while 14.8% stated that their employees had moved to the public sector. Findings reveal that a new trend has emerged among those who left organisations within the past 12 months whereby employees are now moving to the public sector rather than the private sector, an opposite trend to that reported in the previous salary survey published in 2006.⁶⁷

In addition to asking about the number of employees who have left over the past 12 months, the survey asked organisations to predict the extent of the challenge in retaining staff over the next 12 months.

Table 14: Predicted Challenges in Staff Retention Over the Next 12 Months

	Count	%
Great extent	45	10.4
Some extent	90	20.9
Not sure	94	21.8
Little extent	97	22.5
No extent at all	105	24.4
Total	431	100

Base: 431 (13 missing)

Almost one third of the organisations who responded predict that there will be some challenge in staff retention over the next 12 months, with 21.8% of organisations not sure as to the extent of challenges they could face in retaining staff.

Further analysis shows that smaller income organisations are less concerned about potential challenges in relation to staff as opposed to larger income organisations who predict uncertainty and the likelihood of challenges in retaining staff.

⁶⁶ NICVA (2006) Salary Survey, Job roles, salaries and benefits in the voluntary and community sector.

⁶⁷ NICVA (2006) Salary Survey, Job roles, salaries and benefits in the voluntary and community sector.

Table 15: Retention Difficulties as a Result of the Economic Downturn

	Count	%
Great extent	68	16.0
Some extent	87	20.5
Not sure	90	21.2
Little extent	83	19.5
No extent at all	97	22.8
Total	425	100

Base: 425 (19 missing)

There is speculation within the sector and the media that retention difficulties could arise as a result of the economic downturn. Table 15 substantiates this tentative belief with 36.5% of organisations believing this will have a direct impact on their ability to retain the current levels of staff.

4.5 Redundancies

In addition to retention issues, the research also examined potential redundancies within the sector. As shown on Table 16 below, 13.5% of organisations expect to make redundancies within the next 12-24 months.

Table 16: Redundancies within the Next 12-24 Months

	Count	%
Yes	59	13.5
No	238	54.6
Not sure	139	31.9
Total	436	100

Base: 436 (8 missing)

Further analysis shows that of those who anticipate making redundancies, almost 70% are likely to make one or two employees redundant. Nonetheless, it is also noteworthy that 10.8% of organisations making redundancies will have to make seven or more of their employees redundant. Furthermore, findings show that of those organisations planning to make redundancies, the majority fall within small to medium sized organisations with incomes of £10,001 to £100,000 (37.3%) and £100,001 to £250,000 (23.7%). Unfortunately no comparative analysis on redundancies within the sector can be made from previous years.

Table 17: Number of Employees Facing Redundancy

	Count	%
1-2	38	69.1
3-4	8	14.6
5-6	3	5.5
7+	6	10.8
Total	55	100

Base: 55 (4 missing)

5. Benefits and Pay

5.1 Benefits

Employee benefits are commonly provided across various labour market sectors, particularly the commercial sector, to attract and retain employees. This research shows that many organisations within the voluntary sector also offer a range of benefits to recruit and retain the most able employees. Table 18 outlines the range of benefits on offer by voluntary and community organisations and the percentage of organisations that make these available.

5.1.1 Benefits above the Statutory Requirement

Table 18 outlines the benefits provided by organisations that are above the level required by law.⁶⁸ As can be noted, almost 60% of organisations offer annual leave beyond the 28 days required by law and 55.6% provide additional sick leave and allowance. Over four in ten organisations (41.2%) also provide above average maternity pay and leave. Nonetheless one benefit that could be influential in attracting employees, particularly given the experience of recent labour market activity, is the redundancy package offered by voluntary and community organisations. Findings show that only 16% of organisations offer a redundancy package above the statutory requirement. This may not be a big enough incentive for many potential recruits.

Table 18: Benefits above Statutory Requirement

	Count	%
Annual leave	266	59.9
Sick leave and allowance	247	55.6
Paternity, parental and adoption leave	136	30.6
Maternity leave and pay	118	41.2
Additional special leave (juror duty/trade union duties etc)	114	25.7
Redundancy package	71	16.0
Time off for dependents leave	28	6.3
Other	12	2.7

Base: 444 (multiple response)

⁶⁸ Participants were provided with a breakdown of the statutory minimum level for each benefit along with the questionnaire. These include:

Annual Leave; 28 days paid leave per year (pro rata for part time workers)

Redundancy; Those with two or more year's continuous service are entitled to payment based on length of service with the employer - 1 ½ weeks pay for years employed between the ages of 41 and 65, 1 week's pay for years employed between 22 and 40 and ½ week's pay for years employed between 18 and 21.

Maternity Leave; All entitled to 52 weeks.

Maternity Pay; Those with 26 weeks continuous service (as above) are entitled to a maximum of 39 weeks statutory maternity pay – the first 6 weeks at 90% of average weekly earnings, the remaining at the standard rate (currently £123.06 per week)

5.1.2 Benefits by Income of Organisation

Table 19: Benefits by Income of Organisations (above the rate required by law)

	<£10,000	£10,001- £100,000	£100,001- £250,000	£250,001- £500,000	£500,001- £1 million	>£1 million
Sick leave and allowance	22.2	43.4	53.3	70.8	78.0	76.7
Paternity, parental and adoption leave	16.7	19.5	26.2	37.5	53.7	55.8
Annual leave	27.8	47.2	58.9	73.6	87.8	76.7
Time off for dependents leave	-	4.4	5.6	8.3	12.2	9.3
Redundancy package	22.2	6.9	18.7	23.6	19.5	25.6
Additional special leave (juror duty/trade union duties)	-	17.0	25.2	27.8	43.9	48.8
Maternity leave and pay	27.8	31.4	39.3	48.6	58.5	60.5

The pattern emerging from the research is that the larger the organisation, the more enhanced terms, conditions and benefits they provide. This is particularly the case with the provision of leave, including annual leave. For example, over three quarters of organisations with incomes over £500,000 offer enhanced sick pay and leave in comparison to just over one fifth of organisations with an income of £10,000. Additional special leave, which for the purpose of this research encompasses leave for special health purposes, for trade union duties and jury service, is granted to nearly half of organisations in the higher income brackets as opposed to those lower income organisations, who in some cases do not grant any leave for such circumstances. With a predominantly female workforce, maternity leave would be appealing to many female employees and again the larger organisations are better placed to offer enhancements with approximately 60% of organisations with incomes of £500,000 offering more than the statutory requirement.

5.1.3 Additional Benefits

Table 20 looks at additional benefits offered to staff by voluntary and community organisations.

Working in the voluntary and community sector can require employees to work unsocial hours during evenings and weekends. Since this may discourage some from working within the sector this research has considered how employees are compensated for working 'out of hours'. Findings show that the majority (80.4%) of respondents operate a time off in lieu (TOIL) policy. Again this increases as the income size of organisations increases. As shown on Table 20, unlike the private sector, remuneration for overtime is not

common, nor is payment for anti social hours. Again this may inhibit the recruitment and retention of employees to the sector.

Table 20: Compensate Staff for Out of Hours/Anti-Social Hours Working

	Count	%
Time off in lieu	357	80.4
Overtime payments	34	1.4
Anti-social hours payment (one off)	6	7.7
Anti-social hours payment (annual amount)	5	1.1

5.1.4 Family Friendly Benefits

This research has already established that women make up the majority of the voluntary sector workforce (73.1%). Family friendly benefits may therefore be a major factor in attracting and retaining many voluntary sector employees. Findings in Table 21 show that over half of voluntary sector organisations offer family friendly benefits in the form of flexible working hours followed closely by special compassionate leave (40.9%) when the need arises. The least common family friendly benefits offered by voluntary organisations are with regard to childcare. Many organisations within the sector obviously recognise the benefit flexible working and family friendly policies can have for their employees, families and indeed the organisation.

Table 21: Family Friendly Benefits

	Count	%
Flexible working hours	230	51.8
Special compassionate leave	181	40.9
Job share	57	12.8
Term time working	55	12.4
Contribution to childcare costs	37	8.3
Childcare provision	17	3.8
On site crèche	5	1.1

Table 22 takes a more in-depth look at the family friendly benefits offered to employees, broken down by income level of voluntary sector organisations that are over and above the legal requirements. A general trend emerges across each benefit whereby the larger resourced organisations offer each family friendly benefit more often than the smaller resourced organisations. For example, job share is offered by (41.9%) of organisations with incomes over £1 million as opposed to no organisations with incomes under £10,000. The one exception is with regard to term time working whereby the smallest and largest resourced organisations are on a par. As shown on Table 22,

contribution to childcare is the least frequently provided family friendly benefit across the sector and where this is provided, it is offered by a small number of middle sized organisations with the exception of contribution to childcare costs.

It is interesting that in comparison to 2006,⁶⁹ flexible working hours are offered less often by the small income organisations and more often by the medium to large organisations. For example, findings currently only show 16.7% of organisations with incomes less than £10,000 offer flexible working hours in comparison to 57.1% in 2006. Furthermore flexible working in organisations with incomes of over £500,001 has increased by 26.1%.

Table 22: Family Friendly Benefits by Income of Organisations (above the level required by law)

	<£10,000	£10,001- £100,000	£100,001- £250,000	£250,001- £500,000	£500,001- £1 million	>£1 million
Contribution to childcare vouchers	-	2.5	3.7	8.3	24.4	27.9
On site crèche	-	1.3	-	2.8	2.4	-
Childcare provision	-	3.1	4.7	6.9	2.4	2.3
Job share	-	5.7	8.4	19.4	17.1	41.9
Flexible working hours	16.7	35.8	59.8	68.1	65.9	67.4
Term time working	27.8	8.8	8.4	11.1	14.6	27.9
Special/compassionate leave	22.2	21.4	41.1	58.3	63.4	67.4

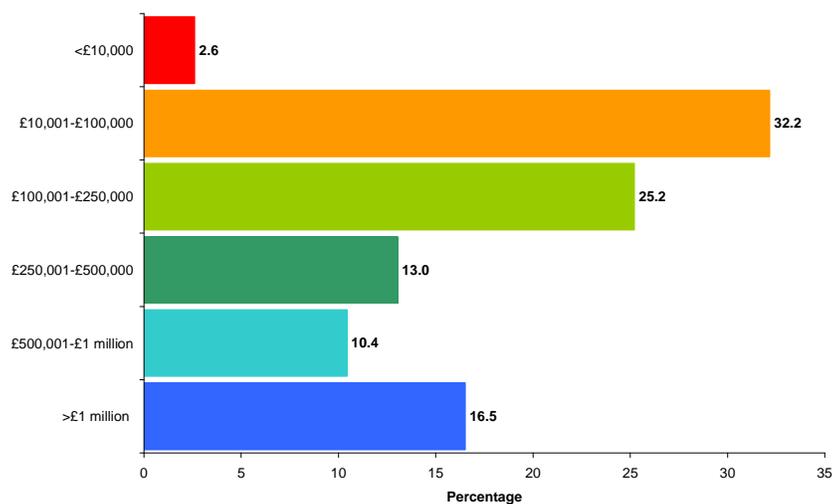
Work life balance is a 'hot topic' among organisations in all sectors and is actively encouraged through government policy. Working from home is deemed another family friendly policy under flexible working practices that is commonly associated with the voluntary sector. Almost 27% of organisations reported that they permit staff to work from home. This is an increase of nearly 10% since 2006.⁷⁰ In the previous report, the general pattern reported was that the higher the organisation's income, the more likely the organisations would facilitate staff working from home. This time however the pattern has changed slightly.

⁶⁹ NICVA (2006) Salary Survey, Job roles, salaries and benefits in the voluntary and community sector.

⁷⁰ NICVA (2006) Salary Survey, Job roles, salaries and benefits in the voluntary and community sector.

5.1.5 Working from Home

Figure 4: Working from Home by Income of Organisation



As Figure 4 illustrates organisations with an income between £10,001 and £100,000 are more likely to facilitate staff to work from home than those with an income of more than £250,000. Only 16.5% of organisations with an income of over £1 million reported facilitating employees to work from home compared to 40% in 2006.

Those organisations that promote working from home were asked if they provide any additional benefits to such staff such as contributions towards heating and electricity. The most common benefit for employees working from home is a telephone or mobile phone which is provided by almost one quarter of organisations (23.5%). Financial allowances are also provided by a few organisations to staff working from home for running costs such as electricity (6.1%) and heating (4.3%). Internet Service Provider charges are also met by 12.2% of organisations.

Table 23: Additional Benefits for Home-Based Staff

	Count	%
Telephone/mobile	28	23.5
ISP charges (emails etc)	14	12.2
Electricity	7	6.1
Fax machine	6	5.2
Heating	5	4.3
Laptop/computer/printer	5	4.3
Housing Allowance	4	3.5
Stationery allowance	2	1.7
Other	2	1.7

Table 24: Benefits you Offer Either to All Staff, or to Selected Staff

	All Staff %	Selected Staff %
Travel and subsistence allowances	55.4	6.1
Redundancy package	12.6	0.9
Annual bonuses	4.5	1.4
Private medical insurance (PMI)	1.6	0.7
Company car	0.2	1.1

In order to attract and retain the right calibre of staff, voluntary sector organisations show some signs of offering benefits traditionally offered by private sector organisations. It was felt important to establish if organisations in the voluntary and community sector offer benefits typically associated with the private sector such as private medical insurance and company cars. Unsurprisingly these were the least commonly provided benefits in the sector with only 1.6% offering PMI and 0.2% offering a company car. Annual bonuses are another private sector benefit that is offered to staff in attempt to drive and achieve results. Nonetheless this also appears to be limited within voluntary organisations with only 4.5% of organisations offering annual bonuses (there is no comparable data from 2006). Perhaps it could be argued that the aforementioned benefits (PMI, company car and annual bonuses) are rarely offered by voluntary and community sector organisations because they are expensive and may not sit comfortably with the sector's ethos. On the other hand, findings show a common benefit offered to over half of all staff is travel and subsistence allowances.

5.1.6 Small Benefits

Table 25: Additional Benefits

	Count	%
Free tea and coffee	256	57.7
A Christmas party	189	42.6
Career break opportunities	66	14.9
Subsidised canteen with hot food	24	5.4
Subsidised canteen with cold food	11	2.5
Other	29	6.5

Base: 444 (multiple response)

The voluntary sector also offers a number of small benefits to employees including free tea and coffee, provided by 57.7% of organisations, and a Christmas party (42.6%).

5.1.7 Pension Schemes

Issues concerning pensions and retirement age frequently dominate the public affairs arena. Over the last year the pension packages offered to employees within the voluntary sector has also come to the fore. Whilst many private and public sector organisations left defined benefit schemes because of escalating costs, many voluntary sector organisations tried to retain such schemes to attract good employees and compensate for lower wages. Nonetheless these same organisations later became increasingly concerned about soaring pension liabilities. This research establishes the pensions currently offered by voluntary sector organisations and recent changes in provision.

Previous research in 2006 established that 43% of organisations offered staff an occupational pension scheme, of which 98% were contributory in nature. In this research 34.6% of organisations reported that they offer an occupational pension scheme which is a decrease of 8.4%. The decline in provision is not surprising given economic uncertainty and the increased costs for pension provision.

Organisations were also asked to provide information on the types of pension they offer to staff. Where specified, the most common type of pension was the defined contributory scheme (including money purchase schemes) with 72.3% of organisations that provide pensions offering this scheme. The second most common scheme is the non contributory pension scheme with 13.5% of organisations offering this scheme to staff while 9.5% of responding organisations offer a final salary pension scheme. This varies again from the results from 2006 which found that 28% of organisations provided staff with the final salary defined benefit pension. This decrease in non contributory pension provision clearly reflects the need to contain costs.

As in 2006, organisations that offered final salary pensions were asked if they were considering the viability of the scheme for new employees. Three quarters of responding organisations stated that they would do so. This is a huge increase since 2006 where 4.5% of organisations reported then that they would consider the viability of the final salary pension scheme for new employees. The review of the final salary pension scheme on offer to employees or to potential employees clearly indicates that there are a number of concerns within the voluntary and community sector over the costs associated with the provision of this scheme.

In addition, organisations that use final salary pension schemes (9.5%) were asked if they would consider contributing to their employee's own personal pension as an alternative to the organisation's occupational pension scheme. Again the results in relation to this have changed significantly. In 2006 20% of organisations stated that they would consider this option compared to 45.5% of responding organisations this time.

Furthermore, organisations were asked if they have changed the type of pension scheme offered to new employees and 10.7% stated that they had

changed the pension for new employees, an increase of 6.2% from 2006. For those organisations that have changed the scheme, 61.5% did so in the past two years whilst 45.2% had changed within the 12 months preceding the research. Reasons given by organisations for changing the pension scheme included that their final salary scheme ceased to operate and the organisation no longer contributes towards pensions and the accumulating pension deficits.

Finally organisations were asked if they have changed the pension scheme they offer to staff as a result of pension debt. The majority of organisations reported that they had not, with only 12.5% of organisations reporting that they had changed their pension as a result of an underfunded multi-employer final salary pension scheme.

As can be noted from the findings, in common with the private sector, the voluntary sector has also had to abandon final salary pension schemes due to their escalating costs. According to the Remuneration Economic survey only 19% of charities continue to operate such schemes, similar to the private sector where only 20% of companies report still having final salary schemes available.⁷¹

5.2 Pay

Pay within the voluntary and community sector is commonly considered to be less competitive than pay within the private and public sector. Nonetheless, for many voluntary sector workers, the attraction of other benefits such as flexible working, as previously identified in this research, and the opportunity to engage in work which may be deemed socially rewarding, can outweigh a bigger pay cheque.

This research shows remuneration levels received within the sector and compares this to the private and public sector. It also considers pay scales, salary increases and the potential for future salary increases in light of the economic recession. Pay reviews and major pay restructuring within the sector are also topical given the current economic environment.

5.2.1 Percentage Salary Increases

This research established that the average salary percentage increase in responding organisations in the past 12 months was 2%. Table 26 examines the general percentage increases organisations have awarded employees over the past 12 months.

⁷¹ Johnson, O and Morris, T. (2010) RIGHT PEOPLE, RIGHT STYLE, RIGHT PRICE - Recruitment, Reward and Retention in the Voluntary Sector. Remuneration & Succession Committee of SCOPE. <http://www.liv.ac.uk/valuenetworkmarch2010/Documents%20for%20Website/Bibliog%20docs/NCVO%20docs/Morris,%20Trevor%20&%20Johnson.%20Olga.pdf>

Table 26: Percentage Salary Increases

	Count	%
0-2%	180	53.7
2-4%	136	40.6
4-6%	13	3.9
6-8%	4	1.2
8%+	2	0.6
Total	335	100

Base: 335 (109 missing)

What can clearly be seen from the above table is that in total, 94.3% of organisations who provided data awarded their employees an annual percentage salary increase of 4% or less. In fact over half (53.7%) of respondents stated that staff received a general percentage salary increase of 0-2%. Further analysis shows that 20.7% of respondents stated that staff received no percentage increase in their salary while 33% stated that they gave between 1% and 2%. These findings differ from those of the 2006 Salary Survey⁷² which revealed that 88.5% of organisations gave staff an annual percentage increase of between 2% and 4% that year. This compares to only 40.6% in this research. These findings are unsurprising given that a period of economic decline was experienced between mid 2008 and late 2009.

In addition to looking at percentage salary increases, the research also focused on what the likely average increase in basic pay will be at the next review.

Table 27: Future Percentage Salary Increases

	Count	%
0-2%	157	54.7
2-4%	118	41.2
4-6%	11	3.8
6-8%	-	-
8%+	1	0.3
Total	287	100

Base: 287 (157 missing)

This research found that on average, organisations expected to increase basic pay for staff by 1.55%. Again the results from this survey differ from those in the 2006 Salary Survey.⁷³ In that report 2.3% of organisations reported that they would contribute between 0 and 2% to percentage salary increases, however, in this report this has increased dramatically to 54.7%. There are several reasons why there has been such a dramatic change in relation to the likely average increase in basic pay for staff. One prominent reason is the economic downturn. 57.7% of respondents who provided data

⁷² NICVA (2006) Salary Survey, Job roles, salaries and benefits in the voluntary and community sector.

⁷³ NICVA (2006) Salary Survey, Job roles, salaries and benefits in the voluntary and community sector.

stated that the average increase in basic pay for employees has been affected by the current economic downturn.

5.2.2 Salary Scales

Subject to satisfactory service, pay increments are normally awarded annually until an individual meets the maximum point on a pay scale. In the absence of a voluntary and community sector pay scale, many voluntary organisations use salary scales linked to local authority, civil service or specific groups for levels of pay. They are also used to seek comparisons with scales from other sectors, to help describe posts for recruitment and equivalence, to provide a benchmark for their own salaries and for incremental pay increases negotiated each year by trade unions.

The number of organisations that report pay being linked to a specific pay scale has remained fairly static since 2006 with 67% of organisations having a pay scale as a benchmark for staff salaries.⁷⁴ Findings in this research show that 63.2% of voluntary and community organisations link pay to specific salary scales. Table 28 below examines the different types of pay scales used as a benchmark for salary.

Table 28: Pay Scales

	Count	%
NJC	218	84.8
JNC	17	6.6
NI Civil Service	5	1.9
Agenda for change	4	1.6
Internal pay scale	2	0.8
NI health service pay scale	2	0.8
Other	9	3.5
Total	257	100

Base: 257 (7 missing)

As can be noted from Table 28, the vast majority of responding organisations use the NJC pay scale as a benchmark which has increased by nearly 10% since the last Salary Survey in 2006.⁷⁵ This increase is met by the decrease particularly in organisations that use the NI Civil Service Pay Scale as a benchmark.

5.2.3 Pay Review

Just over half of all organisations (50.9%) reported that they conduct a pay review. Of those organisations that do conduct a pay review, 71.3% stated

⁷⁴ NICVA (2006) Salary Survey, Job roles, salaries and benefits in the voluntary and community sector.

⁷⁵ NICVA (2006) Salary Survey, Job roles, salaries and benefits in the voluntary and community sector.

that they do so this an annual basis while 5.1% of organisations stated that they are unsure as to how often these reviews take place.

Pay reviews help maintain and develop an adequate salary structure and take into account changes in employee duties, cost of living and sometimes performance. For this incoming year (2010-2011) employees of organisations using the NJC salary scale as a benchmark may not be offered a pay increase due to the recession and the Government's need to make radical public spending cuts.

Table 29: Pay Review

	Count	%
1-6 months	60	27.8
7-12 months	94	43.5
1-2 years	20	9.3
2-3 years	3	1.4
3-4 years	2	0.9
4-5 years	4	1.9
5 years +	8	3.7
Total	216	100

Base: 191 (25 missing)

5.2.4 Major Pay Restructuring

Organisations were also asked to indicate if they had undergone any major pay restructuring in the past 12 months. 10.1% of organisations reported that they had, however, the majority of organisations (86.2%) stated that they had not undergone such a review and 3.7% of organisations reported that they were unsure if this had taken place. Of those organisations that had not already undergone pay restructuring in the past 12 months, 4.5% of them reported that they anticipate future structural pay changes while the majority do not (78.5%).

5.2.5 Performance Related Pay

Performance related pay is used by a number of organisations to reward employees on an individual and/or team basis. It is used both in the public sector and parts of the private sector, where it is perceived to be a way of incentivising those at the top of a pay band or as a means of progressing through the pay system. In these cases, the employee will be awarded higher pay when he or she has met pre-agreed performance targets or objectives.

The number of voluntary and community organisations that have initiated performance related pay has remained fairly static since the last Salary Survey in 2006.⁷⁶ In that report 5.8% of responding organisations stated that

⁷⁶ NICVA (2006) Salary Survey, Job roles, salaries and benefits in the voluntary and community sector.

the salary system contained an element of performance related pay and rising to 6.4% in this report.

The organisations that operated performance related pay were also asked how this was determined. Of the 31 organisations that responded to this question, 77.8% stated that they used a document appraisal/review process and 14.8% stated that they used a merit award system whereby pay awards were determined by senior management. These results greatly differ to those reported in 2006 where half of responding organisations used a document appraisal/review process and half used a merit award system.⁷⁷

5.2.6 Remuneration Levels

The remuneration levels for employees in the sector are one of the main areas on which this research has focused. No single source can give definitive information about salaries within the voluntary sector, nor indeed the public or private sector. Nonetheless, this survey combines data on salaries at a point in time and a comparison with the change in salaries from 2006 across a number of voluntary and community organisations.

As previously outlined, the majority of voluntary and community organisations reported using a salary scale to set remuneration levels. This research shows the most popular scale used as a benchmark by almost 85% of responding voluntary organisations was the NJC salary scale.

Table 30 below examines the pay of employees broken down by job level and gender.

Table 30: Average Male and Female Remuneration Levels

	Male	Female	Female pay as % of male	Number of posts	Overall mean
Chief Executive	£38,269	£36,785	96.1	112	£37,540
Director	£34,862	£35,114	100.7	91	£35,004
Senior Function Head	£30,620	£28,545	93.2	245	£29,256
Functional Manager	£24,906	£23,586	94.7	391	£23,984
Specialist/Professional	£19,534	£20,108	102.9	894	£19,962
Clerical Supervisor/Training	£19,600	£17,000	86.7	435	£17,562
Administrative/Care Officers	£15,936	£14,265	89.5	892	£14,617
PA/Secretary	£10,576	£13,094	123.8	127	£12,936
Junior/Trainee Staff	£12,536	£9,950	79.4	263	£11,012
Total	£21,455	£18,712	87.2	3,450	£19,447

Base: 3,450 employees (52 missing)

⁷⁷ NICVA (2006) Salary Survey, Job roles, salaries and benefits in the voluntary and community sector.

As shown on Table 30, the average annual (mean) remuneration level for all (i.e. both full and part time) employees in the voluntary and community sector is currently £19,447, an increase from £18,969 in 2006.^{78 79} The movement in the voluntary sector's average earnings has therefore continued to increase by 2.5% from the previous Salary Survey published in 2006⁸⁰ but at a slower rate than previous 2001 Salary Survey.⁸¹

Looking at overall earnings in Northern Ireland, figures from the 2009 Annual Survey of Hours and Earnings provide evidence of a lower than average annual remuneration level for those working in the voluntary and community sector. The average (mean) annual gross pay for all (i.e. both full and part time) employees in Northern Ireland is £21,828.^{82 83} Comparative analyses of salaries within different sectors show some variation in remuneration levels. For instance, the average (mean) salary for all employees (i.e. both full and part time) in the private sector is £20,260 and £23,958 in the public sector.⁸⁴
85 86

As indicated in Table 30, females receive on average 87.2% of their male counterparts' salaries. Comparing the current findings with the previous salary survey in 2006, it is noteworthy that the pay gap within the voluntary and community sector has narrowed by 3% since the 2006 Salary Survey.⁸⁷ A similar analysis of government statistics show that the average (mean) annual gross pay for all (i.e. full and part time) male employees in Northern Ireland is £26,300 and average (mean) for all female employees (i.e. full and part time) is £17,608.^{88 89}

A more detailed analysis of the remuneration level of males and females and specific job roles show that the pay differentials are much more marginal.

⁷⁸ NICVA (2006) Salary Survey, Job roles, salaries and benefits in the voluntary and community sector.

⁷⁹ The statistical choice is the mean and not the median as the mean allows for comparison to the made with previous NICVA salary surveys.

⁸⁰ NICVA (2006) Salary Survey, Job roles, salaries and benefits in the voluntary and community sector.

⁸¹ NICVA (2001) Salary Survey, Job roles, salaries and benefits in the voluntary and community sector.

⁸² Department of Enterprise, Trade and Investment NI (2009) Annual Survey of Hours and Earnings www.detini.gov.uk/ashe_2009_headline_results.xls

⁸³ See Section 2.2 of this report for the Annual Survey of Hours and Earnings analysis of pay using the median statistical measure.

⁸⁴ Department of Enterprise, Trade and Investment NI (2009) Annual Survey of Hours and Earnings www.detini.gov.uk/ashe_2009_by_public_private_table_4-2.xls

⁸⁵ The statistical choice is the mean gross pay for all employees (i.e. full and part time) to keep it comparable with current and previous NICVA analyses of salary levels. Nonetheless, the researcher recognises that the mean measure may be affected by extreme high and low income levels.

⁸⁶ See Section 2.2 of this report for the Annual Survey of Hours and Earnings analysis of public and private sector pay using the median statistical measure.

⁸⁷ NICVA (2006) Salary Survey, Job roles, salaries and benefits in the voluntary and community sector.

⁸⁸ Department of Enterprise, Trade and Investment NI (2009) Northern Ireland Annual Survey of Hours and Earnings. http://www.detini.gov.uk/ashe_2009_headline_results.xls

⁸⁹ In reference to gender comparisons, the Annual Survey of Hours and Earnings report indicates that there is no correct measure or combination of measures to adopt in respect of the gender pay gap. The ratio of female to male full time median hourly earnings, excluding overtime, is the most common version used to report on the pay gap and is adopted by the DETI and the Office for National Statistics. Nonetheless, the measure adopted in this research is the ratio of all full and part time female to male employees' average (mean) annual gross pay as this is more closely aligned to the measure adopted in the analysis of this research and therefore allows for a more accurate comparison. Nonetheless, the researcher recognises that this measure is more likely to reduce the ratio of women's pay compared to that of men. In measuring the average, the Annual Survey of Hours and Earnings' statistical choice is the median on the basis that as a measure of central tendency, it is less affected by extreme high or low values.

For example, with regard to the Chief Executive level, findings indicate females are now paid 96.1% of their male counterparts' salaries which represents a narrowing of the pay gap compared with the previous salary survey in 2006 when female Chief Executives were paid 94.2% of their male counterparts' salaries. The closing of the gap can also be found in relation to the roles of Directors and PAs/secretaries. In 2006 female Directors received 96.7% of the salaries that their male colleagues received. This has now changed with organisations reporting that females now earn (0.7%) more than their male counterparts. Similarly in 2006 female PA/secretaries received 97.6% of the salaries of their male counterparts. This has now dramatically increased with organisations reporting that females now earn 23.8% more than their male colleagues in these positions.⁹⁰

5.3 Union Representation

According to the TUC, union membership in the voluntary and community Sector stands at around 115,000, equivalent to 20%, which is lower than the public sector and around the same as the private sector.⁹¹

This research examined union representation in the sector by asking organisations if they enabled their employees to be represented by union(s). Fewer organisations in this research (46.5%) compared to the 2006 Salary Survey⁹² (55.5%) stated that they did enable union representation. Nonetheless, union representation by voluntary and community organisations in Northern Ireland is substantially higher than in England with just over one fifth of employees being trade union or staff association members (22.5%).⁹³

Table 31: Union Representation

	Count	%
Unison	63	48.1
NIPSA	42	32.1
UNITE	7	5.3
MSF	5	3.8
Equity	5	3.8
Other	9	6.9
Total	131	100

Base: 188 (57 missing)

As found in the 2006 Salary Survey the predominant union representing employees in the voluntary and community sector is Unison.⁹⁴ This representation has increased from 40% in 2006 to 48.1% in 2010. NIPSA is the second largest union in the sector with 32.1% of organisations stating that

⁹⁰ NICVA (2006) Salary Survey, Job roles, salaries and benefits in the voluntary and community sector.

⁹¹ TUC http://www.worksmart.org.uk/career/can_i_join_a_union_if_i

⁹² NICVA (2006) Salary Survey, Job roles, salaries and benefits in the voluntary and community sector.

⁹³ NCVO (2010) The UK Civil Society Almanac 2010.

⁹⁴ NICVA (2006) Salary Survey, Job roles, salaries and benefits in the voluntary and community sector.

NIPSA represents their staff, similar to the 2006 Salary Survey which found that NIPSA represented 29.3% of staff from responding organisations. Fewer organisations reported in this research that their staff were represented by MSF compared to 2006. In that research 8% of responding organisations had staff represented by the MSF union compared to only 3.8% in 2010.⁹⁵

⁹⁵ NICVA (2006) Salary Survey, Job roles, salaries and benefits in the voluntary and community sector.

6. Job Level Analysis

The data presented below is a detailed analysis of job roles and salaries based on the job roles presented in Section 1.7 of this report. Salaries are expressed as lower quartiles (LQ), median (M) and upper quartiles (UQ).

Level 1. Chief Executive				
Income	LQ	M	UQ	Number
Less than £100,000	19,986	25,587	27,750	18
£100,001 - £250,000	28,362	30,934	41,208	24
£250,001 - £500,000	32,136	38,575	43,860	26
£500,001 or greater	40,908	45,000	53,894	37
All incomes 2010	30,588	39,645	46,290	105
2005 salaries (in real terms)	30,916	38,358	50,292	
% change from 2005-2010	-1.1%	+3.3	-8.0%	

The majority of Chief Executives are placed in organisations with incomes of £500,001 or greater. Chief Executives in lower income organisations are paid substantially less than those in higher income organisations. The general trend emerging was a reduction in salary levels, most notably by Chief Executives in the upper quartile.

Level 2. Directors				
Income	LQ	M	UQ	Number
Less than £100,000	16,856	28,876	43,000	5
£100,001 - £250,000	24,865	29,926	37,438	24
£250,001 - £500,000	25,118	34,549	38,961	23
£500,001 or greater	36,485	41,128	46,649	37
All incomes 2010	28,938	36,666	41,520	89
2005 salaries (in real terms)	32,058	38,912	45,017	
% change from 2005-2010	-9.7%	-5.8%	-7.8%	

The trend in the reduction of salary levels for senior management has also continued at Director Level. Nonetheless, the reduction has been more severe across each level, in particular the lower quartile, with a decrease of almost 10%.

It is notable that the lower quartile and median of Directors' salaries in organisations with an income of £250,000 or less are higher than that of Chief Executives in the same income brackets. One possible explanation for this may be that small income organisations do not have the need or the income to support Chief Executives. Another explanation may be that in some organisations a Director may be the most senior position and therefore are remunerated accordingly.

Level 3. Senior Function Head/Head of Function

Income	LQ	M	UQ	Number
Less than £100,000	23,708	24,000	27,000	13
£100,001 - £250,000	23,000	25,008	27,604	19
£250,001 - £500,000	23,303	29,236	32,800	60
£500,001 or greater	29,091	32,000	36,071	111
All incomes 2010	27,000	30,022	33,551	203
2005 salaries (in real terms)	24,526	29,198	34,201	
% change from 2005-2010	+10.1%	+2.8%	-1.9%	

Senior Function Heads are also usually found in higher income organisations. There has been some positive change in salary levels within this role including increases at both the lower and median quartile level.

Level 4. Function Manager

Income	LQ	M	UQ	Number
Less than £100,000	18,000	23,473	26,500	31
£100,001 - £250,000	19,593	24,331	28,000	53
£250,001 - £500,000	21,000	25,039	30,000	55
£500,001 or greater	25,179	28,000	30,011	164
All incomes 2010	22,958	26,757	30,000	303
2005 salaries (in real terms)	22,052	26,641	30,268	
% change from 2005-2010	+4.1%	+0.4%	-0.9%	

The higher the income of the organisation, the higher salary Function Managers receive. The most notable change from 2005 to 2010 was an increase in salary at the lower quartile level.

Level 5. Specialist/Professional/Technical Staff

Income	LQ	M	UQ	Number
Less than £100,000	14,746	19,000	24,034	42
£100,001 - £250,000	14,560	21,519	23,019	86
£250,001 - £500,000	20,853	22,545	25,472	127
£500,001 or greater	18,809	23,000	27,03+	347
All incomes 2010	18,720	22,000	26,000	602
2005 salaries (in real terms)	20,002	21,607	25,561	
% change from 2005-2010	-6.4%	+1.8%	+1.7%	

Specialist/Professional/Technical Staff are also concentrated in organisations with larger incomes. From 2005 to 2010 the change in salaries has increased marginally with the exception at the lower quartile with a 6.4% decrease. It is also notable that organisations in the £250,001 - £500,000 income bracket

pay more in the lower quartile than those organisations with an income of £500,001 or greater.

Level 6. Clerical Supervisor/Training or Care Staff				
Income	LQ	M	UQ	Number
Less than £100,000	12,831	13,529	17,950	18
£100,001 - £250,000	15,000	17,387	18,970	28
£250,001 - £500,000	13,102	16,022	18,664	20
£500,001 or greater	19,170	23,265	24,701	193
All incomes 2010	17,000	20,704	23,977	259
2005 salaries (in real terms)	14,475	18,320	22,494	
% change from 2005-2010	+17.4%	+13%	+6.6%	

There has been a notable increase in salaries for Clerical Supervisor/Training or Care Staff across each quartile. It is also interesting that organisations earning £100,001 to £250,000 offer a more attractive salary across all quartiles than organisations with an income of £250,001 to £500,000. Not surprisingly more staff are located within organisations with greater levels of pay.

Level 7. Administrative Officers/Care Officers				
Income	LQ	M	UQ	Number
Less than £100,000	10,809	15,714	19,040	14
£100,001 - £250,000	13,364	16,440	18,218	37
£250,001 - £500,000	14,039	16,054	18,135	50
£500,001 or greater	16,000	17,739	19,478	383
All incomes 2010	15,286	17,314	19,341	484
2005 salaries (in real terms)	12,596	15,410	17,759	
% change from 2005-2010	+21.4%	+12.4%	+8.9%	

The biggest increase in salary levels is among Administrative Officers/Care Officers across all income quartiles.

Level 8. Personal Assistance/Secretary				
Income	LQ	M	UQ	Number
Less than £100,000	12,000	12,000	12,000	1
£100,001 - £250,000	13,264	16,255	19,613	4
£250,001 - £500,000	18,000	18,000	18,000	1
£500,001 or greater	14,000	16,830	18,985	44
All incomes 2010	13,750	16,830	18,955	50
2005 salaries (in real terms)	16,017	17,948	20,470	
% change from 2005-2010	-14.1%	-6.2%	-7.4%	

The salary levels of Personal Assistants/Secretaries have reduced across all income quartiles. The biggest decrease is within the lower quartile. It is also notable that organisations with incomes less than £100,000 and £250,001 to £500,000 make no salary distinction between quartiles.

Level 9. Junior/Trainee Staff				
Income	LQ	M	UQ	Number
Less than £100,000	-	-	-	-
£100,001 - £250,000	5,008	9,000	10,400	9
£250,001 - £500,000	10,686	10,686	12,700	17
£500,001 or greater	12,152	13,604	15,402	71
All incomes 2010	11,150	12,700	14,844	97
2005 salaries (in real terms)	10,525	12,636	13,380	
% change from 2005-2010	+5.9%	+0.5%	+10.9%	

The salaries of junior and trainee staff vary widely. A distinct pattern emerges showing the higher the income of the organisation, the higher the salary that staff receive. For example, junior/trainee staff employed by organisations with an income over £250,001 earn more than twice as much as staff working for organisations with an income of £100,001-£250,000.

7. Discussion

7.1 Voluntary Sector Workforce

The majority of workers within the voluntary and community sector are employed in large organisations with incomes of more than £1 million. This is to be expected as the largest proportion of income is generated by these organisations that are more likely to have the resources to support large numbers of staff. Nonetheless the findings in this research identify a recent decline of almost 10% since 2006 in the number of paid employees from large organisations, possibly attributable to the end of funding streams and/or the need for organisations to reduce the number of staff during the period of economic decline and reductions in budgets. Part time workers in the sector are mainly employed in the smaller income organisations.

7.2 Diversity: Age and Gender

The promotion of equality and diversity is a key priority for many voluntary and community organisations as it clearly links with their work and ethos to promote and champion equality in society. Despite policies in place to promote diversity within the workforce, there are notably high numbers of women and people in the 21-50 age category employed in the sector.

Until the recent economic downturn, women in Northern Ireland had been experiencing historically high levels of employment. Despite the recent fall in employment during the economic downturn, the number of women in employment (16+) has increased by an estimated 58% when compared to 1984. Women in Northern Ireland now make up almost half (46.8%) of those aged 16-64 currently in employment.⁹⁶ According to Gray and Horgan women's economic activity rates are influenced by the number and age of the children they have.⁹⁷

The voluntary and community sector has historically been characterised by a largely female workforce and the most recent findings in this research show that currently 73.1% of the sector's employees are women. It can be speculated that proportionally more women are attracted to the sector due to the range of family friendly benefits offered including flexible working and that women possess many of the skills required by such organisations. A disproportionate number of women in the sector (31.1%) also tend to work part time.

Despite female predominance in the sector, there still appears to be a degree of gender disparity. Nonetheless, the most recent findings in this research show the level of disparity has narrowed since the last Salary Survey in

⁹⁶ Department of Enterprise, Trade and Investment NI (2010) Labour Market Statistics Bulletin: Women in Northern Ireland.

⁹⁷ Gray, A.M and Horgan, G. (2009) Figuring it Out: Looking Behind the Social Statistics in Northern Ireland. 'Are we Working? Shifting Patterns of Employment'.

2006,⁹⁸ with women acquiring more senior management positions, including that of Chief Executive and Senior Head. According to recent findings by Gray and Horgan⁹⁹ occupational segregation is not unique to the voluntary and community sector as the Northern Ireland labour market is characterised by a high degree of occupational segregation, particularly in relation to occupational areas and to the position of men and women within organisations.

7.3 Recruitment of the Workforce

The voluntary and community sector is an important employer in Northern Ireland. Nonetheless, the latest estimate from State of the Sector V¹⁰⁰ notes a decrease in the number of paid workers from 28,932 in 2005 to 26,737 in 2009. It has been suggested that the decrease in the number of paid employees is attributable to the reduced levels of funding available to the sector. Given the full impact of the recession, further cuts to funding streams and the impending public sector cuts, NICVA predicts that many organisations will face further financial threats. Consequently some organisations may merge and collaborate and/or many organisations may be forced to make further decreases in staff due to budgetary constraints.¹⁰¹ The majority of organisations in this research (63.5%) believe that there will be challenges in recruiting new staff as a direct result of the economic downturn.

Increased cuts in personnel could be followed by future competition for the recruitment of staff within the voluntary and community sector. It has been suggested that as the economy continues to decline, corporate white-collar workers are looking at third sector positions with new interest even though jobs in the third sector have been seen as duller, lower paid and not for high achievers¹⁰². With increased interest for jobs within the sector from a range of available and skilled individuals, the recruitment and retention policies of voluntary and community organisations may become a high priority. In a new competitive environment, organisations may be keen to attract fresh and new skills and/or hold on to existing experienced core staff. Nonetheless it is speculated that staff within organisations will be expected to provide better value for money with further budgetary constraints. This may also adversely impact on the pay and benefits packages offered by the sector.

As current findings highlight, recruitment within the sector is fairly frequent with over one third of staff recruited on short term contracts lasting for a period of zero to three years. This is due to the short term nature of specific projects and the lifetime of funding cycles. It is difficult to reliably estimate the effect, if any, that the recession has had on contracts of employment for staff. However, current findings identified that contracts on a permanent basis have

⁹⁸ NICVA (2006) Salary Survey, Job roles, salaries and benefits in the voluntary and community sector.

⁹⁹ Gray, A.M and Horgan, G. (2009) Figuring it Out: Looking Behind the Social Statistics in Northern Ireland. 'Are we Working? Shifting Patterns of Employment'.

¹⁰⁰ NICVA (2009) State of the Sector V, Northern Ireland Voluntary and Community Sector Almanac.

¹⁰¹ NICVA (2010) Impact and Reaction of the Voluntary and Community Sector to the Recession in Northern Ireland.

¹⁰² Private sector staff seek careers in the public and third sectors, HR Magazine, October 2009, <http://www.hrmaazine.co.uk/news/rss/940881/Private-sector-staff-look-careers-public-third-sectors>

decreased by 5.4% since the last Salary Survey in 2006.¹⁰³ This decrease in permanent contracts has been met with an increase in temporary contracts lasting 1-2 years which also supports the above hypothesis.

It is interesting that recruitment methods within the sector comprise of a combination of formal and informal practices including advertising in newspapers and word of mouth. Findings in this study revealed that local newspaper advertising was the most common medium used to advertise vacancies, and almost double the rate used by the public and private sector. The Annual Survey Report on Learning and Talent Development¹⁰⁴ reveals that organisations advertise more senior or hard to fill positions in local and national press. In Northern Ireland currently only over a third of organisations use the internet as a recruitment method in comparison to 78% across the UK. Nonetheless, large national voluntary organisations in the UK are more likely to have up to date and well resourced websites that interested candidates will check frequently for advertised positions. Organisations in Northern Ireland may utilise this channel more in the future since it is free to advertise and would help reduce the recruitment costs.

Findings in this report show that the main difficulties with recruitment within the sector are the lack of suitably skilled and suitably qualified candidates. Nonetheless, given the increased competition for jobs within the sector, including those from non traditional backgrounds, these difficulties are less likely to be concerns for the future. Future difficulties are more likely to include the intensification of other problems such as salary levels and short term contracts which may once again make the sector less appealing to candidates especially as activity increases within the public and private sector. It is clear from the research that organisations already recognise the challenges with regard to recruitment within the next 12 months which the majority of organisations (63.5%) attribute to the economic downturn.

7.4 Retention and Movement of the Workforce

The 2006 Salary Survey¹⁰⁵ and the preceding 2001 Salary Survey¹⁰⁶ identified a general pattern whereby more employees leave the voluntary and community sector to move to the private sector rather than the public sector where wages are generally higher, benefits greater and where there are more opportunities for promotion than both the voluntary/community and public sector. The findings in this research identify a recent new trend with the movement of a substantially higher number of voluntary and community sector employees leaving to go to the public sector (15%) as opposed to the private sector (7.5%).

¹⁰³ NICVA (2006) Salary Survey, Job roles, salaries and benefits in the voluntary and community sector.

¹⁰⁴ Chartered Institute for Professional Development (2010) Annual Survey Report Learning and Talent Development.

¹⁰⁵ NICVA (2006) Salary Survey, Job roles, salaries and benefits in the voluntary and community sector.

¹⁰⁶ NICVA (2001) Salary Survey, Job roles, salaries and benefits in the voluntary and community sector.

This change of pattern may be attributed to the economic downturn. The impact of the recession on private sector workers was well documented in the early recession stage with daily media coverage on job casualties and private businesses going into administration. The assumption may have been that there was greater job security in the public sector which was considered a more attractive and viable option for many voluntary sector workers than the private sector. The most 'recession resistant' jobs that provided necessary goods and services were deemed to be those in the public sector including in education, healthcare, local government and social security.¹⁰⁷

Despite the trend identified at the research gathering stage of this research, current labour market research shows there has been a recent slow down on movement to the public sector, with many organisations starting redundancy programmes. It is also predicted that the months ahead will see a substantial reduction in the public sector headcount as a direct consequence of the coalition government's determination to tackle the UK's massive structural deficit.¹⁰⁸ At the same time demand for staff in the private sector has started to grow again and future research may find the return to the traditional migration of voluntary sector workers to the private sector.

Furthermore, the voluntary and community sector is traditionally associated with the frequent movement of staff into different jobs rather than staying in one role for one organisation. The highest level of turnover is amongst lower grade staff.¹⁰⁹

The Annual Survey Report on Learning and Talent Development showed that most organisations across all sectors experienced some retention difficulties in 2009. It also stated that organisations did less to address retention issues in 2009 in comparison to previous years and suggested this may be due to the impact of the recession on budgets.¹¹⁰ Voluntary and community organisations across the UK and the Republic of Ireland all have reported problems retaining staff largely due to uncompetitive salary levels and lack of opportunity for career progression.^{111 112 113}

Further analysis of the research findings show that there was a slight increase in the numbers voluntarily leaving organisations with 5-6 employees and a slight decrease in the number of organisations within seven or more staff. This variability may be indicative of the impact of recession, competition from other organisations or a natural end to funding programmes which generally run on a three or four year cycle. In particular, the impact of the recession

¹⁰⁷ 'Recession Resistant Jobs' <http://ezinearticles.com/?Recession-Resistant-Jobs&id=1621604>

¹⁰⁸ The Independent (2010) 'Private Sector Demand not enough to offset Public Job Cuts' (9 August 2010) <http://www.independent.co.uk/news/business/news/privatesector-demand-not-enough-to-offset-public-job-cuts-2047168.html>

¹⁰⁹ Christie, F. (2008) Career Pathways for graduates into the voluntary/community sector. Manchester: PROP, Manchester University.

¹¹⁰ Chartered Institute for Professional Development (2010) Annual Survey Report Learning and Talent Development.

¹¹¹ NCVO (2007) 19th Annual Voluntary Sector Salary Survey. Inside Research, London: NVCO.

¹¹² The Wheel (2008) National Survey on Pay and Benefits in Community, Voluntary and Charitable Organisations.

¹¹³ Christie, F. (2008) Career Pathways for graduates into the voluntary/community sector. Manchester: PROP, Manchester University.

could have resulted in employees reacting in a number of ways. Some may have fled at the sight of a more secure job offer with a higher salary and greater opportunity and others may have been unwilling to consider alternative opportunities even if it provided a greater level of financial security and job satisfaction due to a fear of a 'double dip' recession.¹¹⁴

The costs associated with labour turnover within any organisation can be high, especially where organisations are faced with a loss of skills and knowledge and consequent reduction in productivity as well as the costs of replacing leavers. At the same time, taking a more optimistic outlook, labour turnover is desirable to make room for new employees with different ideas and perspectives to bring fresh approaches to the organisation.

As previously discussed, State of the Sector V indicates that the sector experienced a decrease in the number of staff employed in the voluntary and community sector in Northern Ireland.¹¹⁵ The findings in this research correlate with these findings and show that almost half of organisations lost staff over the last 12 months. The biggest casualties for leavers were the larger organisations who lost on average five to six members of staff. One third of research participants predict they will experience further challenges in the retention of staff in the next financial year and results suggest that the larger income organisations predict the most uncertainty about the challenges ahead in the retention of staff. Consistent with research findings in the UK and the Republic of Ireland, common reasons cited for problems with staff retention within the sector include salary levels, lack of career progression, funding competition from other organisations and, not surprisingly, the economic downturn.

In addition to retention difficulties, findings reveal many organisations have or are planning a number of redundancies. According to NICVA's report on the Impact and Reaction of the Voluntary and Community Sector to the Recession in NI, 13% of organisations had by September 2009 made staff redundant and a further 21% expected to make redundancies soon.¹¹⁶ Findings in this report correlate with this and further indicate that of those organisations who anticipate making redundancies, almost 70% are likely to make one or two employees redundant. Nonetheless, it is worrying that 10% of organisations making redundancies plan to make seven or more employees redundant.

Rural Community Network (RCN) is one organisation unable to recruit core staff positions given the uncertainty of the new funding scenario and in addition, staff received two protective redundancy notices in the year up to 31 March 2010. This insecurity impacts negatively on organisational planning, staff workloads and the development of new programmes as attention becomes focused on what can be done to limit the potential number of redundancies and the protection of reserves to meet legal obligations.¹¹⁷

¹¹⁴ Abacus Professional Recruitment (2010) Northern Ireland Salary Survey 2010/2011.

¹¹⁵ NICVA (2005) State of the Sector IV, Northern Ireland Voluntary and Community Sector Almanac.

¹¹⁶ NICVA (2010) Impact and Reaction of the Voluntary and Community Sector to the Recession in Northern Ireland.

¹¹⁷ NICVA (2010) Impact and Reaction of the Voluntary and Community Sector to the Recession in Northern Ireland.

7.5 Benefits

Regardless of whether the terms and conditions of employment are intended as an incentive for recruitment or retention, they vary widely across various sectors and by individual organisations. Findings in this research showed that the most generous benefits package offered within the sector were by larger voluntary and community organisations. This is consistent across the range of benefits including annual leave, sick leave, flexible working, and pension provision. Given that women make up the majority of the voluntary sector workforce (73.1%), it could be surmised that the key benefits offered are considered family friendly. Family friendly benefits and flexible working practices are considered to benefit both the employee and employer by more than half of those in the voluntary and community sector. This gives the employee more opportunity to combine employment with family life thus achieving a suitable work life balance and greater job satisfaction. The employer can also benefit from such working practices as staff are more content, productive and likely to retain employment. It is also noteworthy that there has been a rise in the number of organisations offering flexible working, such as the option to work from home. Given the stretched resources of voluntary organisations, more flexible working practices, including working from home could become more common as a way for organisations to reduce costs including overheads for offices. From the findings, it appears that some organisations, particularly the lower income organisations, have already adopted this practice during the period of economic decline.

The nature of work within the sector often means that employees are required to work additional hours to provide responsive services, to cope with work demands and/or to attend specific events which often occur in the evenings or weekends. In particular, research findings show that demand for services from voluntary organisations increases during the recession, which would put extra demand on staff time.¹¹⁸ Unlike other sectors, overtime is rarely provided and instead a time off in lieu policy is offered by over 80% of organisations. Again for some individuals this may inhibit the recruitment and retention of employees to the sector as there is limited opportunity to increase the basic salary, however others may value the flexibility of this working practice.

In recent years there has been some concern in the public, private and voluntary and community sector in relation to pensions. A huge pension debt has emerged which has resulted in many organisations reviewing the pension scheme they offer to staff. In the UK many charities have closed their defined-benefit schemes to new entrants because of fears about soaring pension liabilities. According to the Remuneration Economics Committee only 19% of charities continue to operate such schemes, which is surprisingly similar to the private sector where only 20% of companies report still having final salary schemes available.¹¹⁹ Nonetheless, Liz Hazell, Head of Charities at PricewaterhouseCoopers, said many charities felt they needed to retain

¹¹⁸ NICVA (2010) Impact and Reaction of the Voluntary and Community Sector to the Recession in Northern Ireland.

¹¹⁹ Johnson, O and Morris, T. (2010) RIGHT PEOPLE, RIGHT STYLE, RIGHT PRICE - Recruitment, Reward and Retention in the Voluntary Sector. Remuneration & Succession Committee of SCOPE.
<http://www.liv.ac.uk/valuenetworkmarch2010/Documents%20for%20Website/Bibliog%20docs/NCVO%20docs/Morris,%20Trevor%20&%20Johnson,%20Olga.pdf>

defined-benefit schemes to attract good employees and compensate for lower wages, but were worried about the cost of repayments.¹²⁰

The turbulent pension and current economic environment has resulted in voluntary and community organisations in Northern Ireland also reviewing the schemes on offer to potential employees. Consequently a number of pension scheme closures have been undertaken on cost containment grounds. For example, findings in this research show three quarters of organisations in Northern Ireland are currently considering the sustainability of pension provision as opposed to only 4.5% in the last Salary Survey in 2006.¹²¹ Most notably there has been an 8.4% decrease in occupational pension provision, with the most dramatic fall in organisations offering final salary pension schemes.

NICVA, the umbrella body for voluntary and community organisations in Northern Ireland identified that the recession had a major impact on the Northern Ireland Charities Pension Scheme (NICPS). This defined benefit pension scheme offered by NICVA and 25 other organisations was in place for over 30 years and like most other private pension schemes found itself in crisis. Actuarial evaluations showed a large deficit which was due to calculations that people were living longer and income from the pensions investments had been seriously hit in the global economic downturn. NICVA reacted rapidly to protect the viability of the organisation, negotiating with staff and closing the NICPS to future accrual.¹²² An estimated 12.5% of organisations in this research initiated the same course of action.

Whilst legally obliged to meet the deficit for previous years, the action taken by NICVA and others was designed to protect the organisation(s) from the danger of bankruptcy but at the expense of staff pensions. NICVA, and a further 10.7% of organisations within the sector have now put a new defined contribution scheme in place for their staff with more modest employer contributions.¹²³ This could be argued to be a smart solution in tough times since it will allow organisations to divert funds to pay for past liabilities and will also justify to funders that organisations are spending money more carefully in a bid to lower costs and remain competitive. Nonetheless, this course of action may come at the cost of recruiting and retaining the most able employees.

7.6 Pay

The effect of the 'contract culture' which emerged in the 1980's meant that voluntary sector organisations were under pressure to compete for the

¹²⁰ Third Sector Online (2010) Defined-benefit pensions attract staff, in General Charity News, January 2010. <http://www.thirdsector.co.uk/news/Article/977843/defined-benefit-pensions-attract-staff>

¹²¹ NICVA (2006) Salary Survey, Job roles, salaries and benefits in the voluntary and community sector.

¹²² NICVA (2010) Impact and Reaction of the Voluntary and Community Sector to the Recession in Northern Ireland.

¹²³ NICVA (2010) Impact and Reaction of the Voluntary and Community Sector to the Recession in Northern Ireland.

provision of publicly funded services. In practice this resulted in organisations having to contain wage levels and offer short term employment contracts.¹²⁴

Findings in this research support the theory that pay within the voluntary and community sector (current average mean pay for all employees £19,447) is less than the Northern Ireland average (£21,828) and also less than the remuneration level in both the public and private sector which is £23,958 and £20,260 respectively.¹²⁵ To date, previous analyses of salaries within the sector have centred on the differences in salaries between genders. For example, the 2006 Salary Survey found that men were generally paid more than their female counterparts in the sector.¹²⁶ The results of this study do not deviate from this position, however, current findings show that females now receive on average 87.2% of their male counterparts' salaries which indicates that the pay gap has narrowed by 3%. In addition, the pay differentials between males and females are much more marginal across specific job roles with clear evidence of the closing of the pay gap and across some levels, i.e. Directors and PA/secretaries, females now earn more than their male counterparts.

This year, 2010, marks 40 years of equal pay legislation in Northern Ireland. Whilst there has been a narrowing of the equal pay gap in recent years, the current differentials as experienced across all sectors is still of concern to employees, trade unions, policy makers and feminists. Findings in this research show the voluntary sector is already taking lead over the public and private sector in promoting good practice in upholding equal pay legislation. Whilst the causes of inequalities in pay between men and women are complex and may include higher value being placed to jobs requiring traditionally 'male' qualities, the concentration of women in certain job roles, the concentration of women in part-time roles, childcare requirements, and women missing out on promotion opportunities due to maternity leave, it is unlikely that the pay differential is a discriminatory issue as findings show that the majority of voluntary and community organisations use a range of salary scales to set remuneration levels, such as the NJC salary scale, which is used as a benchmark by almost 85% organisations who provided data.

Despite the pay levels being low in comparison with other sectors, largely due to the fact that the sector doesn't have the capacity for greater pay levels, several studies suggest that many voluntary sector workers joined their organisations 'for the chance to make a difference' and/or because of the 'rewards and conditions'.¹²⁷ Furthermore a study of those currently working in the sector, revealed some workers explicitly stating they didn't mind earning less as they felt highly motivated at work.¹²⁸

¹²⁴ Parry, E and Kelliher, C (2009) Voluntary Sector Responses to Increased Resourcing Challenges. Employee Relations, 2009, Vol 31, No.1, pp. 9-24. Cranfield School of Management.

¹²⁵ Department of Enterprise, Trade and Investment NI (2009) Northern Ireland Annual Survey of Hours and Earnings www.detini.gov.uk/ashes_2009_by_public_private_table_4-2.xls

¹²⁶ NICVA (2006) Salary Survey, Job roles, salaries and benefits in the voluntary and community sector.

¹²⁷ Parry, E and Kelliher, C (2009) Voluntary Sector Responses to Increased Resourcing Challenges. Employee Relations, 2009, Vol 31, No.1, pp. 9-24. Cranfield School of Management.

¹²⁸ Christie, F (2008) Career Pathways for graduates into the voluntary/community sector. Manchester: PROP, Manchester University

These explanations belong to the 'warm glow' theory used by Andreoni (1990) to describe the utility received by a donor from the act of giving, rather than the outcome itself.¹²⁹ More recently Besley and Ghatak (2005) outlined a model of 'motivated agents' that gain utility from producing goods or services that are in line with their 'mission'. Essentially a 'warm glow' arises from working in the voluntary sector. This warm glow is said to form part of the compensation received by workers for their efforts, and so predicts that motivated workers will accept employment in the mission-oriented sector at lower wages than non-motivated agents.¹³⁰

A key thread of discussion throughout this report has been the economic recession and the impact this has had on salaries and employment within the voluntary and community sector. The evidence presented here would suggest that the recession has had a negative impact on salaries and benefits across the voluntary and community sector in Northern Ireland.

In response to the economic downturn and the impending public sector cuts it is clear from this research that some organisations have reacted rapidly to these financial threats. For example, in the last year 10.1% of organisations reported that they had undergone major pay restructuring and a further 4.5% anticipate future structural pay changes.

Furthermore in its report 'Impact and Reaction of the Voluntary and Community Sector to the Recession in Northern Ireland' NICVA reported that just over one fifth of organisations (20.2%) stated that they have had to introduce or will have to introduce a wage freeze, particularly to their management.¹³¹ This reflects similar findings from research conducted in England. For example in 2009 ACEVO reported that 28% of charity Chief Executives have had their salaries frozen in the past year¹³². Third Sector online reported that charities are more likely to impose pay freezes than private sector.¹³³ The Charity Reward survey also found that charities are almost three times as likely as private companies to have imposed a pay freeze during the recession.¹³⁴

Further evidence of the recession having an impact on salary levels includes the decision by the majority of organisations that took part in this research to only award employees percentage salary increases below 4%. Looking at the results of the 2006 Salary Survey, 88.5% of organisations gave staff an annual percentage salary increase of between 2% and 4% compared to only 40.6% in the past year and over one fifth of organisations gave no percentage

¹²⁹ Andreoni, J (1990) "Impure Altruism and Donations to Public Goods – A Theory of Warm Glow Giving". Economic Journal, Vol. 100, No.401, pp. 464-477 as quoted in Rutherford, A (March 2010) 'On the Up: Voluntary Sector Wages in the UK 1998-2007'. Stirling University Discussion Paper.

¹³⁰ Besley, T and Ghatak, M (2005) "Competition and incentives with motivated agents". American Economic Review, Vol. 95, No.3, pp.616-636 as quoted in Rutherford, A (March 2010) 'On the Up: Voluntary Sector Wages in the UK 1998-2007'. Stirling University Discussion Paper.

¹³¹ NICVA (2010) Impact and Reaction of the Voluntary and Community Sector to the Recession in Northern Ireland.

¹³² 2008/2009 Pay Salary, *Acevo*, 2009

¹³³ Third Sector online (2009) Charities more likely to impose pay freezes than private sector, in General Charity News, October 2009. <http://www.thirdsector.co.uk/careers/Article/942637/Charities-likely-impose-pay-freezes-private-sector/>

¹³⁴ Third Sector Online (2010) Defined-benefit pensions attract staff, in General Charity News, January 2010. <http://www.thirdsector.co.uk/news/Article/977843/defined-benefit-pensions-attract-staff>

increase at all.¹³⁵ Findings regarding organisations future predictions in terms of basic pay increases also make grim reading.

This research found that on average organisations expected to increase basic pay for staff by only 1.55%. The economic downturn, end of several funding streams, impending public sector cuts and no incremental uplifts from funders are mitigating factors suppressing the likelihood of a percentage increase in salary levels within the voluntary and community sector.

All the available evidence shows that pay within the voluntary and community sector is less than any other sector and yet salary levels are not predicted to increase a great deal in the coming 12 months. With the economic forecast in the public sector predicted to decline due to the anticipated public sector cuts, perhaps it could be argued that organisations which have the ability to contain costs through lower than average wage levels may find themselves in the best position to deliver services most competitively.

Nonetheless, the voluntary sector workforce has a high level of skills, commitment and expertise and deserves fair pay and conditions of employment. Given the increased pressure on costs, voluntary organisations and their staff must not be misused as a low cost option and it is important that organisations are funded properly with stability so that they can continue to provide high quality services. Fair pay and conditions of employment are vital to recruit and retain a highly motivated and highly skilled workforce.

¹³⁵ NICVA (2006) Salary Survey, Job roles, salaries and benefits in the voluntary and community sector

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Appendix One

Table 1: Benefits

	Private medical insurance	Redundancy entitlement	Company car
<£10,000	-	-	-
£10,001-£100,000	-	18.3	-
£100,001-£250,000	11.1	28.3	-
£250,001-£500,000	22.2	23.3	16.7
£500,001-£1 million	44.5	11.8	33.3
>£1 million	22.2	18.3	50.0

Base: 9 organisations (1 missing), 60 organisations, 6 organisations

Table 2: If final salary is used, are organisations considering the viability of the scheme for new employees?

	Yes	No
<£10,000	-	-
£10,001-£100,000	10.0	90.0
£100,001-£250,000	-	100
£250,001-£500,000	62.5	37.5
£500,001-£1 million	50.0	50.0
>£1 million	33.3	66.7

Base: 26 organisations

Table 3: Performance related pay

	Yes	No	Considering it
<£10,000	-	85.7	14.3
£10,001-£100,000	5.3	92.7	2.0
£100,001-£250,000	1.9	97.1	1.0
£250,001-£500,000	5.7	90.1	4.2
£500,001-£1 million	17.9	76.9	5.2
>£1 million	14.3	78.6	7.1

Appendix 2

NICVA would like to thank all the following organisations for participating in this study.

1 in 3 Cancer Support Group	Armo Community Development Association
1st Newcastle Scout Group	Army Cadet Force Association
ACCORD NI Newry	Artability NI Ltd
Acorn Club	Arthritis Care Antrim
Acorn the Business Centre	Arthritis Care Armagh
Action for Children Northern Ireland	Artillery Youth Centre
Action Mental Health Central Office	Arts & Disability Equality Charter
ADAPT Northern Ireland	ASBAH Ballymena Branch
Adopt NI	ASBAH Belfast and District
Advernet	ASBAH Coleraine & Ballymoney & District
Advocacy Group	ASBAH Regional Office
Age Concern Beragh	ASBAH Western Branch
Age Concern Castlederg	Atlas Women's Centre
Age Concern Cookstown	Audiences Northern Ireland
Age Concern Greencastle	Aughnacloy Parent & Toddler Group
Age Concern Irvinestown	Autism NI
Age Concern Owenkillew	Aware Defeat Depression Derry Office
Age Concern Roslea	BAAF Adoption & Fostering
Age Concern Trillick	Ballee Community Association
Aghalee Village Hall Management Committee	Ballinderry Bridge Playgroup
Alphabet Playgroup	Ballycastle Community & District Workshop
Altnaveigh House Ltd	Ballycastle Creative Writers Group
Altnaveigh House Womens Group	Ballygowan Senior Citizens Club
An Droichead Group	Ballyholland Development Association
Anahilt Pre-School Playgroup	Ballyholme Presbyterian Church Playgroup
Annalong Community Association	Ballyhornan & District Community Association
Antrim Glens Tourism Group	Ballykelly Community and Youth Association
Antrim Glens Traditions Group	Ballykinlar Cross Community Group
Antrim Road Regeneration Committee	Ballymac Womens Group
Ardboe Literary Photographic & Historical Association	Ballymagroarty & Hazelbank Community Partnership
Ardglass Community Centre	Ballymena & District Carers Group
Ardglass Development Association	Ballymena Shopmobility
Ardglass Festival Association	Ballymore Open Centre
Ardglass Youth Centre	Ballynure & District Community Association
Ardoyne Association	Bangor Abbey Pre School Centre
Ards Development Bureau & Community Network	Bannagh Community Project
Ardstraw & District Community Development Association	Barnardos Helper Group Dungannon
Armagh and Dungannon Foster Care Group	Beat NI Ltd
Armagh CAB	Belfast & District Set Dancing & Traditional Music Society
Armagh Natural History & Philosophical Society	Belfast & Lisburn Womens Aid
Armagh Rhymers Education & Cultural Organisation	Belfast Association For The Blind
Armagh Rural Transport	Belfast Celtic Society
Armagh Senior Citizens Forum	Belfast City Council Community and Leisure Services
Armagh Travellers Support Group	
Armagh Widows Association	

Belfast Foyer
Belfast Interface Project
Belfast Music Society
Belfast Regional Office
Belfast Shopmobility HQ
Belleek & District Community Partnership
Belmont Pre-School Playgroup
Belvoir Community Association
Belvoir Thursday Night Senior Citizens Group
Benburb Thursday Club
Best Cellars Music Collective
Beyond Skin NI
Big Heart
Blackmountain Zen Centre
Blackwatertown Development Association
Blue Grass Play Club
Bob Harte Memorial Trust
Boho Peeps Playgroup
Boho Women's Group
Bo-Peep Corner Playgroup
Border and Hand Wave
Botanical Society of the British Isles
Bowling Green Playgroup
Boys Brigade Belfast Battalion
Boys Brigade NI
Breakthru Centre
Brigh Senior Citizens
Bright Community Association
Bringing Hope
Brocagh Playgroup
Brook NI
Brookeborough & District Community Development Association
Bruiser Theatre Company
Building Change Trust
Burkina Development Partnership
Burren Community Forum
Busy Bee Playgroup Hillsborough
CAB Craigavon & District Office
Cairde Strabane Republican Ex Prisoners Association
Cairncastle Community Association
Camlough Heritage Society
Camowen Partnership Ltd
Camphill Communities Trust NI
Cancer Lifeline
Cane & Able Club For The Visually Impaired
Care In Crisis
Caring Canines NI
Carnhill Community Centre
Carnlough Community Association
Carrickfergus Community Forum
Carrickfergus Enterprise
Carrickfergus Neighbourhood Development Group
Carrickfergus Shopmobility

Carrickmannon MRI Unit Fund
Carryduff Presbyterian Church Parent & Toddlers
Carryduff Pre-School Playgroup
Carryduff Retirement Association
Castle Community Association
Catalyst Arts Ltd
Causeway Area Rural Transport
Causeway Coast & Glens Heritage Trust
Causeway Downs Syndrome Support Group
Causeway Voluntary Action Trust
Causeway Womens Aid
Cavan District Development Association
Cedar Foundation Living Options Lisburn
Central Benevolent Fund
Centre for Global Education
Centre for Health & Wellbeing
Challenge for Youth
Changing Faces Northern Ireland
Changing Our Views by Education Women's Group
Charity Bank
Cheers Youth Centre
Child Care in Practice Group
Children In Northern Ireland
Choices For Children (Barnardos)
Christ Church Presbyterian Church Bright Hour
Church of Ireland Board for Social Responsibility
Churches Voluntary Work Bureau
Churchill & District Community Development Association
Churchtown Parents Support Group
Citizens Advice Regional Office
City of Derry Drama Festival
Clan Mor Sure Start
Clan Na Gael
Clanrye Group Ltd
Clarawood Community Association
Clare Lodge Holiday Home
Clogher Development Association
Clomore Regeneration Group
Cloney Rural Development Association
Clooney Estate Residents Association
Cloughmills Golden Oldies
Clubs for young people
CO3
Coalisland Learn & Leisure Association
Coalisland Training Services
Coalisland & District Development Association Ltd
Coleraine Music Festival Association
Coleraine SureStart
Coleraine Twinning Association
Coleraine University of the Third Age
Colin Neighbourhood Partnership

Colin Neighbourhood Sure Start
Collective Objectors to Lignite Development Ltd
Comber Churches Forum
Comber Romanian Orphanage Appeal Ireland
Comfort & Care For The Terminally Ill
Comhairle na Gaelscolaiochta
Community Arts Forum
Community Change
Community Development & Health Network
Community Development and Transition Group/Prisoners Aid Post Conflict
Community Dialogue Belfast
Community Organisations of South Tyrone & Areas Ltd
Community Places
Community Restorative Justice Ireland Central Office
Compass Advocacy Network Ltd
Comrades Support Group
Confederation of Community Groups Newry & District
Conflict Trauma Resource Centre
Consumer Credit Counselling Services
Contact Youth Counselling
Conway Mill Preservation Trust
Conway Street Community Enterprise Project Ltd
Cookstown Local History Group
Coolcreaghy Community Association
Co-operative for Artists Handicapped Physically at Abidjan
Corpus Christi Youth Centre
County Antrim Agricultural Association
County Armagh Community Development
County Armagh Grand Orange Lodge
CRAIC Theatre
Craigavon & Banbridge Community Transport Project
Craigavon Intercultural Programme
Craigavon Sister City International Charity Foundation
Craigavon Travellers Support Committee
Creative Writers Network
Creggan Country Park Enterprise Ltd
Craigavon Independent Advice Centre
Crossgar Community Centre
Crossgar War Memorial Committee
Crossmaglen & District Development Co Ltd
Crossmaglen University of the Third Age
Crumlin Together
Cullybackey Improvement Association
Culturlann Ui Chanain
Currynrierin Community Association
Cushendall Development Group

Dairy Farm Job Club
Dance Resource Base
David McWilliams Appreciation Society
De Borda Institute
Denamona Pre-School Centre
Derg Valley Care Ltd
Derg Valley Vintage Club
Derrychara Community Association
Derrytrasna Senior Citizens Committee
Diabetes UK Northern Ireland
Digital Art Studios
Disability Action NI
Dixon Hall Management Committee
Dixon Park Residents Association
Donaghadee Community Partnership
Donaghcloney Rural Needs Development Group
Donaghmore Historical Society
Donemana Community Playgroup
Dooneen Community Association
Down & Connor Pioneer Association
Down Arts Forum
Down district CAB
Down District Volunteer Centre
Downpatrick Group Scouting Ireland
Dromara Village & District Community Association
Drumahoe County Markets
Drumgallon Area Community Association
Drumquin Development Association
Drumquin Womens Group
Dry Arch Childrens Centre
Dunamanagh & District Community Association Ltd
Dungannon & District Community Transport
Dungannon Youth Resource Centre
Dungiven Retirement Association
Dunmullan Rural Community Association
Dunsford Arts & Crafts Group
Early Years Ballygawley
Early Years Organisation for Young People Ballinascreen
East Belfast Community Development Agency
East Belfast Enterprise Park Ltd
East Belfast Mission
East End Residents
Echo Echo Dance Theatre Company
Edenderry Community Development Association
Educational Shakespeare Company
Eglinton & District Community Safety Forum
Eglinton Community Ltd
Employers Forum for Disability
Enable NI
Epilepsy Action

Equality 2000 Ltd
Erne & Melvin Enhancement Company Ltd
Erne East Community Partnership
Extern
Falls Community Council
Falls Womens Centre
Family Care Society
Family Mediation NI
Federation Of Womens Institutes Of NI
Fermanagh CAB
Fermanagh Rural Community Network
Fermanagh Talking Newspaper Association
Fermanagh Womens Aid
Fermanagh Womens Network
FHASS
Finn Valley Senior Citizens Club
Firenne
Fivemiletown Half Door Club
Focus On Family
Footprints Trading Ltd
Footprints Womens Centre
Forbairt Feirste
Forthspring Inter Community Group
Foyle Downs Syndrome Trust
Foyle Womens Aid
Foyle Womens Information Network
Friday Folk Crossgar
Friendly Care Group
Friends of Carlisle House
Friends of Christian Brother School
Friends of Lindsay House
Friends of Portaferry Presbyterian Church
Friends of Waterworks Committee
Friends of Woodvale Park
Galliagh Community Development Group
Garvagh & District Development Association
Garvagh Historical Society
Garvagh Pre-School Playgroup
Gateway Club Armagh
Gelvin Community Association Ltd
GEMS Northern Ireland Ltd
Gerry Rogan Initiative Trust
Gingerbread Club Cookstown
Girl Guiding Ulster
Glen Rural Community Group Armoy
Glen Ward Community Development Association
Glenanne Loughgilly & Mountnorris Community Development Association
Glenarm Village Committee
Glenavy Youth Project
Glencoline Residents Association
Glencriag Integrated Childrens Centre
Glenshane Community Development Ltd
Glenside & Iona House
Glenullin & Agivey Conservation &

Development Group
Glenview Pre-School Centre
Goal Line Youth Trust Portadown
Golden Millennium Club
Good Morning Ballysillan
Good Morning Magherafelt
Good Morning NI Network
Gortalowry House
Gortnaghey Community Association
Gracehill Village Environmental Committee
Gran Tots Playgroup
Gransha Rural Community Development Association
Greater Shankill Sports Committee
Greater Shantallow Area Partnership
Greater Shantallow Community Arts
Greater Village Regeneration Trust
Greenan Womens Group
Greenisland Community Council
Greyabbey Senior Citizens Monday Club
Grieving Families United
Groundwork Northern Ireland
Guide Dogs for the Blind Association
Hampsey School of Traditional Music & Harp
Harbour Community Group
Harmony Community Trust Strangford
Harpurs Hill Children & Family Centre
Hartford Community Development & Cultural Association
Head of Concern Worldwide NI
Headway Ballymena
Hearing Voices
Hearth Revolving Fund
Heather Womens Group
Help & Advice With Victims Every Needs
Helping Hand
Helping Hand Craigavon
Hillsborough New Parents Group
Holy Trinity Centre
Holywell Consultancy
Holywell Trust
Hollywood Conservation Group
Home Accident Prevention Foyle
Home-Start Armagh and Dungannon
Home-Start Banbridge
Home-Start Carrickfergus
Home-Start Causeway
Home-Start Down District
Home-Start Lisburn
Home-Start Newry & Mourne
Home-Start North Down
Hurt NI
Hysterectomy & Endometriosis Support Group
Institute for Conflict Research
Intercomm WEAVE

International Fellowship of Evangelical Students Ireland
Iona Enterprises
Irish Central Border Area Network
Irvinestown Community Association
Irvinestown Community Partnership
Irvinestown Cross Community Playgroup
Islandmagee & District Conservation Society
Jigsaw Northern Ireland
Jonesborough & Dromintee Community Enterprise Ltd
Kabosh Theatre Ltd
Karuna Home
Kells & Connor Environmental Improvement Association
Kells & Connor Senior Citizens Committee
Kesh Womens Institute
Kilcronaghan Community Association
Kilcronaghan Youth Hostel Ltd
Kilkeel Development Association
Kilkeel Parish Bridge Association Ltd
Kilkeel Community Association
Killen District Development Ltd
Killen Pipe Band
Killesher & Cleenish Community Care Association
Killycoogan Accordion Band
Killycurragh Parent & Toddler
Killyfole Development Association
Killylea Young At Heart Club
Kilmore Youth Club
Kilrea Development Committee
Kilskerry & Trillick Youth Council
Kingsmills Co-ordinating Committee
Knockloughrim Parent Teacher Association
Lagan Valley Patchwork Guild
Lagan Valley Rural Transport
L'Arche Belfast
Larne Community Care Centre
Larne Community Development Project
Larne Youth
Laurelvale & District Community Association
Laurencetown Lenaderg & Tullylish Community Association
Laurencetown Summer Scheme
Law Centre NI
Learmount Community Development Ltd
Lesbian Advocacy Service Initiative
Letterbreen Community Development Association
Lettershandoney & District Development Group
Lettershandoney Womens Group
Liberty Consortium
Library & Information Services

Life NI
Lifestart Strabane District
Limavady Volunteer Centre
Limavady Volunteer Centre
Lisbellaw Wednesday Club
Lisburn Downs Syndrome Support Group
Lisburn Indian Malayalee Association
Lisburn Shopmobility
Lisnaskea Community Group
Lisnaskea Out of School Club
Little Friends Playgroup
Little Hands Surestart Derry
Little Rascals Playgroup
Little Smarties
Little Starfish Playgroup
Loughbrickland & District Community Association
Loughview Training Service Ltd
Love a Child Africa
Lower Andersonstown Mothers Support Group
Lurgan Horse & Cattle Show Society Ltd
Magherafelt & Cookstown Breast Cancer Support Group
Magherafelt Country Dancing Group
Maghera District Hall Committee
Magilligan Community Association
Maiden City Festival Committee
Mamta Ministries
Manor Park Community Association
Mediation Northern Ireland
Melvin Enterprises
Melvin Enterprises
Member Application - Anne Maxwell
Men to Men
Mencap In Northern Ireland
Mencap Omagh
Meningitis Research Foundation
Men's Action Network
Merchant Navy Association of Northern Ireland
Mid Antrim Bee Keepers Association
Mid Ulster Culture & Heritage Association
Mid Ulster Women's Network
Middletown & District Community Development Association
MindWise Downpatrick
Mindwise HQ
Mission Impossible
Moneydig Community Association
Moneyslane Cultural & Rural Development Association
Monkstown Community Forum
Monkstown Re School Playgroup
Mosside Development Group
Mourne Mountain Rescue Team
Mourne Stimulus Ltd
Moving Mountains Trust

MS Society Ballymoney Branch
Muintir na Mointeach Community Group
Mulholland After Care Services
Mullinure Hospital Support Group
Multimedia Heritage
Muslim Association of Coleraine
Naiscoil Na Fuisoige
Naiscoil na Speirini
Naiscoil Neachtain
National Autistic Society NI
Network Personnel Ltd
Network Personnel Ltd
New Horizons Partnership
New Life Counselling Service
New Lodge Duncairn Community Health Partnership
Newry & Mourne Community Transport
Newry & Mourne Mental Health Forum
Newry & Mourne Women Ltd
Newry & Mourne Women Ltd
Newry Womens Aid
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NI Childminding Association
NI Community of Refugees & Asylum Seekers
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NI Cycling Initiative
NI Leukaemia Research Fund
NI Youth Forum
NIACRO Belfast
NICVA
North Antrim Dalriada Group
North Belfast Advice Partnership
North Belfast Employment Centre
North Down & Ards Road Safety Committee
North Down & Ards University of the Third Age
North Down Community Network
North Down Home Accident Prevention Committee
North Irish Dragoons
North West Centre for Learning & Development
North West Centre for Learning and Development (NI) Ltd
North West Hard of Hearing Group
North West Lifelong Learning Association
Northern Ireland Centre for Trauma & Transformation
Northern Ireland Community Addiction Service HQ
Northern Ireland Group For Art As Therapy

Northern Ireland Kidney Patients Association Lisburn
Northern Ireland Kidney Research Fund
Northern Ireland Lymphoedema Support Group
Northern Ireland Museums Council
Northern Ireland Retired Police Officers Association
Northern Ireland Rural Womens Network
Northern Ireland Transplant Association
Northways Community Association
Not Forgotten Association NI
Now Project
NSPCC North
Ocean Youth Trust Ireland
Off The Street Community Youth Initiative
Old Museum Arts Centre
Omagh & District Downs Syndrome Parents Support Group
Omagh Anglers Association
Omagh Ethnic Communities Support Group
Omagh Gardening Society
Omagh Independent Advice Services
Omagh Support & Self Help Group
Omagh Volunteer Centre
Omagh Youth Centre
Open House Traditional Arts Festival
Orange Community Network
Orchard County Vintage Vehicle Club
Order Of Malta Ambulance Corps Armagh
Orphan to Sonship Ministries
Out & About Community Transport
Pais Project Northern Ireland
Parkanaur College
Pat Finucane Centre
Peace & Reconciliation Group
Perinatal Trust Fund NI
Peter Thompson Hall Management Committee
Phoenix Centre
Play-A-Way Childcare Centre
Playboard NI
Portstewart Vision- The Community Forum
Positive Action to Help Those Bereaved By Suicide
Praxis Mental Health Newtownards
Prime Cut Productions
Prison Fellowship NI
Project Mexico
Prospects Newtownards
Public Achievement Ltd
Quarker Service
Queerspace Belfast
Rainbow Community Playgroup Derry
Rainbow Playgroup Dungannon
Ransom Productions
Rascals Playgroup Gortin

Rasharkin Community Association
Rath Mor 50+ Club
REACH Across
React Armagh
REACT Northwest
Redrock Development Partnership
Rehability
Reminiscence Network Northern Ireland
Replay Productions
Resurrection Nursery & Playgroup
Richhill Morning Out Group
Riding For The Disabled Association Moy
Riding For The Disabled Association NI Regional
Royal British Legion Retired Club
Royal National Lifeboat Institute Portrush
Royal Scottish Pipe Band Association
Sailortown Cultural and Historical Society
Saintfield Community Estates Partnership
SALT Community Association Ltd
Salvation Army Thorndale House
Samaritans Coleraine & District
Sandy Row Residents Association
Sandy Row Resource Centre
Save The Children Omagh
School Employer Connections
Scout Foundation NI
Sea Turtle Trust
Seacourt Community Council
Seacourt Print Workshop
Seagoe Youth Group
Senior Gateway Club Armagh
Shalom Care Ltd
Shantallow Community Residents Association
Share Holiday Village
Sharing Fair
Shotokan Karate Club
Signature
Sion Mills Buildings Preservation Trust
Sion Mills Community Association
Sixtowns Community Group
Slatequarry Community Association
Smart Attack Childcare
Social Economy Agency Belfast
Society of St Vincent De Paul Kilrea
Society of St Vincent de Paul St Josephs Conference
Society of St Vincent de Paul Stewartstown
SOS Bus NI
South Antrim Rural Network
South Down Action for Healing Wounds
South Lough Neagh Regeneration Association
South West Antrim Rural Development
Southern Group Enterprises
Special Education Needs Advice Centre

Special Olympics Ireland Ulster
Speedwell Trust
Spiritual Assembly of the Baha'is of Londonderry
Sporting Hearts
Springhill Community House
Springwell Centre
St Anne's One World Group
St Columba's Youth Club
St Columb's Park House
St Colum's Pre-School Centre
St Elizabeth's Senior Citizens
St John Ambulance Northern Area
St John Bianney Youth Centre
St Josephs Centre for Deaf People
St Patricks Youth Club Armagh
Stadium Youth & Community Project
Star Neighbourhood Centre
Star Neighbourhood Centre
Station Road Resource Centre Support Group
Stepping Stones Playgroup Maghera
Stitches for Children
Strabane & District Community Network
Strabane & District Women Together
Strabane Community Project
Strabane SureStart
Stramore Community Association
Strathfoyle Womens Activity Group
Suffolk & Lenadoon Interface Group
Summer Palace Press
SureStart Shantallow Community Support Partnership
Survivors of Trauma
Sycamore Club
TADA Rural Support Network
Taghnevan Youth & Community Centre
Talking News Coleraine & District
Talking Newspaper Association Banbridge
Talking Newspaper Association Carrickfergus
Talking Newspaper Association Craigavon
Talking Newspaper Association Downpatrick
Talking Newspaper Association Dungannon & District
Talking Newspaper Association Mid-Ulster
Talking Newspaper Association South Belfast
Tamlaght O'Crilly Local History Group
Tar Anall
Tempo Farmers Group
Tempo Historical Society
The Armagh Harpers
The Ballance House
The Base Drop In Centre
The Base Project
The Bushmills Trust

The Bytes Project Head Office
The Christopher McCollum Fund
The Committee On the Administration of Justice
The Compassionate Friends
The Drummond Centre Project Ltd
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The Honourable Irish Society
The Hopefuls
The Legion of Mary Regina Coeli Hostel
The Link Family Community Centre
The Monday Club Magherafelt
The Open Door Centre
The Plum Club
The Pushkin Trust
The Savoy House Committee
The Stroke Association Northern Ireland
The Stroke Association Northern Ireland
The Tempo & District Development Association
The Ulster Society
The Ulster Sports Museum
The Village Garden
The Void Art Centre
The Women's Centre Derry
Thornhill Community Association
Threeways Community Association
Tiddli-Winks Playgroup
Timber Recycling Eco Enterprises
Tiny Toons Playgroup
Tiny tots Cross community
Tiny Tots Cross Community Playgroup Enniskillen
TinyLife
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Toome Association of Community Groups
Toomebridge & District Womens Group
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Torrent Valley Initiative
Townsend Street Social Outreach Centre
Traad & Ballyronan Ballinderry Development Association
Traad & Ballyronan History Group
Training For Women Network Ltd
Trauma Recovery Centre
Tullyally & District Development Group
Tyrone Community Games
Tyrone Donegal Partnership
Ulster Aviation Society
Ulster Cancer Foundation
Ulster Historical Foundation
Umbrella Nepal
UNA NI
Upper Springfield Development Trust
Victim Support NI
Victims & Survivors Trust
Vishan Drama Group

Voice of Young People in Care Ltd HO
W F Marshall Education Centre
Waterside Youth Council
Wattlebridge Derrykerrib Community Association
WAVE Trauma Centre Ballymoney
West Belfast Enterprise Board Ltd - TA Ortus
West Tyrone Federation of Youth Clubs
West Tyrone Voice
Western Area Childcare Partnership
Whitegates Community Business Ltd
Whitehead Over Fifties Club
Windmill Heights Community Association
Womens Aid Federation NI
Womens Information Group
Womens Institute Rathfriland
Womens Resource & Development Agency
Word Of Mouth Poetry Collective
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YMCA Larne
YMCA Lisburn
Young At Heart Day Care Centre
Young at Heart Men's Club Lurgan
Youth Concern Whitehead
Youth Initiatives
Youth Link NI
ZEST NI
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