2012

PCS
ANNUAL
DELEGATE
CONFERENCE

National organising strategy 2012

Introduction

During 2011 PCS members have been at the forefront of a massive campaign right across the public and private sector. A campaign led by PCS to defend our pensions, pay and jobs. A campaign that brought 500,000 protesters on to the streets on 26 March. A campaign that inspired nearly one million workers to strike on 30 June and more than two million workers to strike on 30 November.

At every stage organising has been at the heart of our national campaign. Being well organised moved thousands of ordinary members to act and join the march in London on 26 March. An organising approach made 30 June the best supported strike for a generation and attracted 7,000 non-members to join the union. A mass programme of organising-focused reps briefings meant that 30 November was an even bigger success adding another 3,000 new members.

PCS members continue to face a hostile working environment. An attack on our pensions, a pay freeze, job cuts, privatisation and an attack on facility time. In this environment organising and the national campaign must continue to be the constant priority of every PCS officer, group, region, branch and activist. This means that organising and campaigning must become "business as usual" in our work with departments and employers.

The need to negotiate will of course remain but groups must make every issue of concern to members part of a group action plan. An action plan that is used to organise and build support for the national campaign.

By making organising a priority in our bargaining agenda we send a clear message that we are determined to defend ourselves and win the national campaign.

Photo: Andrew Aitchison

"By making organising a priority in our bargaining we send a clear message that we are determined to defend ourselves and win the national campaign

2012 national organising strategy objectives

This document, which is for endorsement by the national conference, sets out seven clear objectives that all full-time officers, groups, regions, branches and activists will then adopt and implement.

Aim
The aim of the PCS 2012 national organising strategy is to:

continue to counter the hostile environment by increasing union activity and membership density

Objectives
To achieve this aim the 2012 national organising strategy has been kept very tightly focused with much the same clear and measurable objectives as in 2011. Overcoming any attack on facilities and improving links between PCS groups and regions are the only additions integrated into objectives 1 and 4. Objectives 5 and 8 from NOS 2011 have been merged into one.

1

Measurable increase in activity by members and reps in both formal union structures and campaigns including over-coming any attack on facility time by developing more organising, focused, sustainable ways of campaigning and bargaining

Who
- Organising department
- NEC
- SNOs
- Groups
- Regions
- National branches

How
- Through action plans
- The effective deployment of industrial officer resources
- Use of campaign techniques

Measured
This will be measured through changes in the member to activist ratio recorded on Commix.

2

A measurable increase in membership density

Who
- Organising department
- NEC
- SNOs
- Groups
- Regions
- National branches
- Learning department

How
- Using national, group and other campaigns to recruit non-members
- Action plans/mapping
- Effective deployment of industrial officer resources
- Focusing organising training on building the confidence of reps for face-to-face recruitment
- Planned campaigns in low density employers and workplaces

Measured
- Within the civil service this will be measured using consistent measures of density: ONS data and PCS membership data. This will be produced by the organising department on a quarterly basis
- Branches will also be encouraged to continue to input workplace density on Commix.

3

A measurable increase in participation in union activity by under-represented groups

Who
- Organising department
- Equality department
- NEC
- SNOs
- Groups
- Regions
- National branches

How
- Action plans
- Effective deployment of industrial officer resources
- Planned campaigns in low density workplaces

Measured
This will be measured through changes in the ratio of activists from under-represented groups as a proportion of all activists.

4

A measurable improvement in campaign organisation, including PCS town-based committees and local links with other unions and community groups and improved links between PCS groups and regions

Who
- Organising department
- NEC
- SNOs
- Regions
- National branches

How
- Action plans
- Effective deployment of industrial officer resources
- Campaign/organising training for activists

Measured
This will be measured through regular regional surveys.

5

An increase in our ability to communicate with reps and members independent of employer communication facilities to organise campaigns and strike activity and an improvement in the speed and accuracy of updating activist data on Commix, including non-work email and mobile contact details

Who
- Campaigns, communications and organising
- SNOs
- Groups
- Regions
- National branches

How
- Increased use of internet and non-work email and mobile phone contact
- Increased use of e-campaigning
- Development of the use of social networking
- Increased use of car park and other non-standard meetings
- A centralised system for updating activist details on Commix and increased use of iMembership
- Improved systems within groups and branches for informing membership of activist names and details
- The possibility of a third party being used to quickly gather data

Measured
This will be measured through a communications survey including information about changes to the volume of posted information, e-campaigning and social networking data and through quarterly reporting on the data on activist numbers, including distributor numbers and non-work contact details.

6

A sustainable increase in collective bargaining coverage

Who
- Organising department
- Groups
- Regions
- Commercial sector

How
- Strategic approach to identifying recognition targets
- Strategy to provide resources to consolidate membership and organisation in recent commercial sector recognition agreements
- New resources for groups and branches to organise existing and new workplaces

Measured
This will be measured through tracking change in the bargaining coverage, and membership density within recognition agreements.

7

The development of alternative methods of joining the union, and payment of subscriptions

Who
- Organising department
- ITT department

How
- The development of a plan to cover withdrawal of employer facilities
- The development of on-line and telephone direct debit systems
- The development of full online joining

Measured
This will be measured through progress on the introduction of these plans and systems.

2012 national organising strategy work plan

2011 national organising strategy progress report

1

Measurable increase in activity by members and reps in both formal union structures and campaigns, including overcoming any attack on facility time by developing more organising focused sustainable ways of campaigning and bargaining with less facility time.

An increase in activity by members and reps is the key to building the strength of the union. To recruit and deliver campaigns we must have activists in all of our workplaces. To win campaigns we must have more active members. During 2011 the number of offices with a distributor has gone up from 63% to 68%. Ninety-three per cent of our members are now covered by a distributor giving out union leaflets face to face compared to 87% at the end of 2010 (see table 1).

This improvement has been achieved by a combination of two factors. Groups are continuing to cleanse and update their Commix records by removing offices that are no longer open or are duplicates. Groups are also showing improvements in the number of workplaces with a distributor, PSG up by 60, MoJ up by 48, Home Office up by 12 and DfT up by 12.

Seventy-seven per cent of all key branch officer posts (chair, secretary, organiser and treasurer) are filled compared to 76% at the end of 2010 (see table 2).

The ratio of activists to members has remained constant at one activist for every 26 members. This is a significant achievement at a time of massive staffing cuts and many older experienced reps leaving on VER schemes. We have continued organising around green issues and using this as an avenue to engage with potential and existing members on wider issues in the workplace.

2011 has seen a massive increase in the number of young activists. Before the strike in June, we had 468 activists under the age who were 27 or under. By the end of 2011, after the strikes on 30 June and 30 November, 812 activists were young members, a 74% increase in young activists.

At a time when young workers are under attack, our union has been able to encourage our young members to get active. This clearly rebuffs the myth that unions are out of date and unrepresentative.

Case study 1
Nur Alam
PCS rep
Home Office, Heathrow

“We started preparing for 30 November several months before. The BEC had mapping training and agreed an organising plan. We did more than 20 face-to-face desk topping sessions to talk to members individually.

Many members and non-members felt there was nothing they could do to stop the attack on our pensions so I used the PCS pension calculator and this made a big difference. I was able to convince many staff that they could not afford not to strike.

On the day of the strike BAA brought in hundreds of poorly-trained extra staff, including the prime minister’s personal staff. But nearly

Table 1: Workplace with a distributor by group

Group	No. of workplaces	No. of workplaces with a distributor Dec 2011	Percentage of workplaces with a distributor Dec 2011	Percentage of workplaces with a distributor 2010	Comparison between 2010/2011	No. of members Dec 2011	No. of members receiving union materials Dec 2011	Percentage of members receiving materials Dec 2011	Percentage of members receiving materials 2010	Comparison between 2010/2011
EFRA	187	130	70%	71%	-1%	3,952	3,639	92%	67%	25%
MoD	662	434	66%	75%	-9%	14,510	12,879	89%	92%	-3%
DfT/DCLG and GO Geo Brs	21	15	71%	77%	-5%	874	841	96%	95%	1%
Forestry Commission	61	38	62%	53%	9%	982	758	77%	66%	11%
Health	42	16	38%	31%	7%	1,456	1,028	71%	83%	-12%
Home Office	249	130	52%	54%	-1%	17,187	14,655	85%	77%	8%
Land Registry	18	17	94%	88%	6%	3,405	3,404	100%	91%	9%
Met Police	245	119	49%	51%	-3%	9,477	7,932	84%	83%	1%
ONS	7	2	29%	25%	4%	1,139	1,124	99%	94%	5%
NOMS	163	138	85%	82%	3%	5,191	4,904	94%	91%	3%
Scottish government	93	45	48%	45%	4%	3,200	2,625	82%	81%	1%
BIS	108	59	55%	54%	0%	4,835	4,769	99%	82%	17%
National Assembly for Wales	50	22	44%	54%	-10%	2,515	2,358	94%	77%	17%
DWP	1392	1240	89%	85%	4%	81,686	79,355	97%	97%	0%
Group 48	35	34	97%	69%	28%	2,655	2,653	100%	88%	12%
MoJ	769	453	59%	50%	9%	15,221	12,687	83%	72%	11%
CPS	118	95	81%	71%	9%	2,840	2,628	93%	84%	9%
Culture sector	257	117	46%	34%	12%	4,551	3,893	86%	68%	18%
PSG	496	292	59%	45%	13%	14,852	12,857	87%	75%	12%
Commercial sector	108	25	23%	16%	7%	1,397	1,054	75%	63%	12%
Siemens	13	6	46%	50%	-4%	1,164	656	56%	92%	-36%
HP enterprise services	60	19	32%	20%	12%	1,910	1,670	87%	59%	28%
Capita	11	5	45%	70%	-25%	441	389	88%	95%	-7%
Fujitsu	67	38	57%	54%	3%	1,630	1,539	94%	94%	0%
HMRC	505	426	84%	72%	13%	57,432	56,920	99%	89%	10%
DfT	493	317	64%	65%	-1%	8,077	7,296	90%	84%	6%
Aviation	46	37	80%	82%	-2%	1,603	1,545	96%	95%	1%
DCLG GO	53	34	64%	52%	12%	1220	1,085	89%	85%	4%
Education	32	18	56%	21%	36%	1,768	1,654	94%	51%	43%
Total/Averages	**6,362**	**4,322**	**68%**	**63%**	**5%**	**269,989**	**251,616**	**93%**	**87%**	**7%**

Note: 93% of members are covered by a distributor compared to 87% at the end of 2010. 68% of workplaces are covered by a distributor compared to 63% at the end of 2010

all permanent immigration officers went on strike and a quarter of flights were cancelled. There was unprecedented media interest at Heathrow. We approached the news reporters and gave them our version of the story.

I explained that the strike had been effective. The reporters were interested in what PCS had to say and I did several live interviews. The news reports gradually changed from broadcasting an ineffective strike to broadcasting its effectiveness.

Management was not able to put the 'successful' spin on the day as they had originally hoped, which resulted in our members' confidence increasing a lot.

Last year saw the introduction of an innovation. We introduced a database called PCSReporter, which draws data from Commix, but allows for data to be entered on specific organising campaigns. PCSReporter was used to track progress of organising activity before the strike on 30 November, and to accurately record data from workplaces on the level of support for the action on and after the strike day.

In terms of activity in campaigns by members figures collected by regions and groups on pcsReporter show that at least 76% of members went on strike on 30 June and 30 November, 2011.

As many as 25,000 PCS members attended the massive march in London on 26 March, 2011 and members also supported hundreds of protests, marches and demonstrations all around the country in June and November.

These figures demonstrate successful progress towards the implementation of objective 1 of the 2011 National Organising Strategy. In 2012 all groups will be asked to continue to fill all branch positions and find a rep and distributor in every office (see tables 2 and 3). An attack on facility time in a 10-minute rule bill was defeated in 2011 and the government are now consulting about trade union facility time, particularly in the public sector. To overcome any attack on facility time our union must respond by having more reps sharing out the work of representing members and campaigning to defend our pensions, pay and jobs.

Case study 2
Kelly Baker
Green rep, HMRC, Salford

"I stood for the position of PCS green rep in 2011 because I really wanted to make a difference around the huge environmental challenges we face. I believe we all need to sit up and listen to the facts out there concerning global warming because if we don't, sooner rather than later everything else will be irrelevant.

Every change in the workplace, no matter how small, can help and as a union green rep I am in a unique position to influence these changes – both through raising awareness and working with HMRC to make the workplace greener.

I think PCS's position that every branch should have a green rep is really important and I would encourage other members to get involved around this very important issue.

Not only are you helping the environment but it's a way of getting active in your union too by helping increase membership density and union profile in the workplace.

2

A measurable increase in membership density

When our union fights on issues of concern to staff our campaigns attract thousands of new members to join PCS. The boost in membership from the strike on 30 June was about 7,000 new joiners. The boost in membership from the strike on 30 November was about 3,000 new joiners (see table 4).

When the Lib Dem MP Danny Alexander stood up in parliament to announce details of coalition plans to attack our pension, the phones in PCS offices and our website were jammed before he sat down with angry civil servants wanting to join. The number of young members joining our union has been particularly noticeable. Approximately 20% of the new members recruited around 30 June and 30 November were young members – 27 or under.

Table 6 shows PCS civil service membership as a proportion of the total number of civil service employees (as measured by the Office of National Statistics) from 2005 until 2011. Table 6 shows that the cuts have led to a reduction of 35,000 in the number of civil service jobs over the past year. PCS membership in the civil service has only fallen by just over 12,000 members in 2011.

The data shows that at the end of 2011, 53% of all civil servants were PCS members. This has risen from 51% at the end of 2011. The data in table 6 takes no account of the 70–80,000 members of other unions in the civil service (FDA, Prospect, POA, UNITE etc). If they were taken into account it would show a PCS membership density of around 69.4% – a rise of 1.8% on 2010. During 2011 the organising department has worked

Table 2: Branch positions by group

Group	Total branches	Branch secs	Branch treasurers	Branch chairs	Branch orgs	**Total branch vacancies as at 31/12/11**	Total branch vacancies 2010	**Comparison of branch vacancies between 2010/2011**	**Percentage of branch posts covered**
EFRA	16	15	13	13	14	**9**	10	**-1**	**86%**
MoD	60	50	42	40	35	**73**	73	**0**	**70%**
DfT/DCLG and GO Geo Brs	3	3	2	3	3	**1**	1	**0**	**92%**
Forestry Commission	11	8	8	8	6	**14**	12	**2**	**68%**
Health	4	4	2	4	4	**2**	0	**2**	**88%**
Home Office	30	29	27	25	29	**10**	54	**-44**	**92%**
Land Registry	16	16	16	16	15	**1**	0	**1**	**98%**
Met Police	12	11	12	9	11	**5**	2	**3**	**90%**
ONS	3	2	2	2	2	**4**	9	**-5**	**67%**
NOMS	9	9	9	8	5	**5**	3	**2**	**86%**
Scottish government	12	11	10	9	10	**8**	9	**-1**	**83%**
BIS	13	12	11	10	11	**8**	20	**-12**	**85%**
National Assembly for Wales	6	6	6	6	3	**3**	4	**-1**	**88%**
DWP	113	113	111	111	110	**7**	0	**7**	**98%**
MoJ	43	36	33	35	28	**40**	50	**-10**	**77%**
CPS	10	10	10	9	8	**3**	6	**-3**	**93%**
Culture sector	44	31	21	24	24	**76**	72	**4**	**57%**
PSG	108	73	48	58	47	**206**	209	**-3**	**52%**
Commercial sector	21	11	8	7	5	**53**	23	**30**	**37%**
Siemens	4	4	4	3	1	**4**	12	**-8**	**75%**
HP enterprise services	5	5	5	4	2	**4**	63	**-59**	**80%**
Capita	3	3	3	2	1	**3**	1	**2**	**75%**
Fujitsu	6	5	5	5	5	**4**	n/a	**n/a**	**83%**
HMRC	82	82	78	77	71	**20**	35	**-15**	**94%**
DfT	42	35	28	28	21	**56**	57	**-1**	**67%**
Aviation	15	12	12	11	10	**15**	9	**6**	**75%**
DCLG GO	6	6	4	5	2	**7**	8	**-1**	**71%**
Education	9	8	8	8	7	**5**	5	**0**	**86%**
Total	**706**	**610**	**538**	**540**	**490**	**646**	**747**	**-105**	**77%**

Note: 77% of core branch positions are filled, the same as last year.

Table 3: Unique activist by group

Group	Member-ship total	Group activist total 31/12/11	Group activist total 31/12/10	Comparison between 2010/2011	**Percentage change**	Ratio of members to each rep 2010	Ratio of members to each rep 2011	**Increase/ decrease**
EFRA	3,952	256	269	-13	**-5%**	16	15	**-1**
MoD	14,510	808	858	-50	**-6%**	17	18	**1**
DfT/DCLG and GO Geo Brs	874	52	65	-13	**-20%**	19	17	**-2**
Forestry commission	982	72	65	7	**11%**	14	14	**0**
Health	1,456	70	68	2	**3%**	21	21	**0**
GCG	2,819	3	3	0	**0%**	1,001	940	**-61**
Home office	17,187	463	406	57	**14%**	37	37	**0**
Land registry	3,405	178	190	-12	**-6%**	22	19	**-3**
Met police	9,477	235	248	-13	**-5%**	40	40	**0**
ONS	1,139	32	26	6	**23%**	45	36	**-9**
NOMS	5,191	276	304	-28	**-9%**	18	19	**1**
Scottish government	3,200	111	114	-3	**-3%**	32	29	**-3**
BIS	4,835	176	195	-19	**-10%**	27	27	**0**
National Assembly for Wales	2,515	92	90	2	**2%**	31	27	**-4**
DWP	81,686	2484	2535	-51	**-2%**	35	33	**-2**
Branch 48	2,655	90	91	-1	**-1%**	29	30	**1**
MoJ	15,221	736	783	-47	**-6%**	20	21	**1**
CPS	2,840	188	197	-9	**-5%**	14	15	**1**
Culture sector	4,551	300	300	0	**0%**	16	15	**-1**
PSG	14,852	766	785	-19	**-2%**	21	19	**-2**
Commercial sector	1,397	64	65	-1	**-2%**	49	22	**-27**
Siemens	1,164	27	26	1	**4%**	52	43	**-9**
HP enterprise services	1,910	63	51	12	**24%**	39	30	**-9**
Capita	441	23	27	-4	**-15%**	21	19	**-2**
Fujitsu	1,630	72	n/a	n/a	**n/a**	n/a	23	
HMRC	57,432	2012	1983	29	**1%**	30	29	**-1**
DfT	8,077	452	477	-25	**-5%**	17	18	**1**
Aviation	1,603	159	161	-2	**-1%**	11	10	**-1**
DCLG GO	1,220	52	104	-52	**-50%**	18	23	**5**
Education	1,768	98	101	-3	**-3%**	9	18	**9**
Total	**269,989**	**10410**	**10587**	**-155**	**-146%**	**26**	**26**	**0**

Note: 2011 Avg of 26 members to each activist same as last year

Table 4: Membership and recruitment rate by group

Group	Group membership Dec 2011 total	2010 membership	Comparison between 10/11	Change (%)	Joiners 2011	Leavers 2011	Monthly recruitment rate 2011 (avg joiners per month)	Monthly recruitment rate 2010 (avg joiners per month)	Comparison between 10/11 monthly recruitment rate increase/ decrease	Change (%)
EFRA	3,952	4,217	-265	-6%	285	658	24	28	-4	-15.2%
MoD	14,510	14,677	-167	-1%	1,123	1,366	94	106	-12	-11.7%
DfT/DCLG and GO Geo Brs	874	1,188	-314	-26%	45	126	4	6	-2	-37.5%
Forestry commission	982	959	23	2%	95	82	8	10	-2	-20.8%
Health	1,456	1,475	-19	-1%	141	171	12	11	1	6.8%
GCG	2,819	2,964	-145	-5%	128	320	11	20	-9	-46.7%
Home office	17,187	14,826	2,361	16%	1,013	2,078	84	98	-14	-13.9%
Land registry	3,405	3,813	-408	-11%	203	618	17	7	10	141.7%
Met police	9,477	10,049	-572	-6%	499	1,145	42	85	-43	-51.1%
ONS	1,139	1,137	2	0%	112	114	9	7	2	33.3%
NOMS	5,191	5,334	-143	-3%	332	533	28	36	-8	-23.1%
Scottish government	3,200	3,366	-166	-5%	262	503	22	22	0	-0.8%
BIS	4,835	5,190	-355	-7%	350	793	29	28	1	4.2%
National Assembly for Wales	2,515	2,635	-120	-5%	219	345	18	17	1	7.4%
DWP	81,686	86,982	-5,296	-6%	5,337	11,073	445	560	-115	-20.6%
Group 48	2,655	2,586	69	3%	206	151	17	18	-1	-4.6%
MoJ	15,221	15,574	-353	-2%	1,169	1,792	97	87	10	12.0%
CPS	2,840	2,821	19	1%	293	286	24	19	5	28.5%
Culture sector	4,551	4,758	-207	-4%	470	778	39	44	-5	-11.0%
PSG	14,852	16,444	-1,592	-10%	1,516	2,432	126	153	-27	-17.4%
Commercial sector	1,397	1,814	-417	-23%	95	537	8	26	-18	-69.6%
Siemens	1,164	1,276	-112	-9%	20	126	2	5	-3	-66.7%
HP enterprise services	1,910	1,947	-37	-2%	206	261	17	5	12	243.3%
Capita	441	579	-138	-24%	16	153	1	8	-7	-83.3%
Fujitsu	1,630	1,658	-28	-2%	116	92	10	1	n/a	n/a
HMRC	57,432	57,002	430	1%	4,160	3,760	347	106	241	227.0%
DfT	8,077	8,076	1	0%	601	659	50	37	13	35.4%
Aviation	1,603	1,697	-94	-6%	100	219	8	5	3	66.7%
DCLG GO	1,220	1,819	-599	-33%	121	678	10	24	-14	-58.0%
Education	1,768	2,177	-409	-19%	192	651	16	46	-30	-65.2%
ARMS, life members and staff	10,558	10,283	275	3%	281	477	n/a	n/a	n/a	n/a
Total/Average	**280,547**	**289,323**	**-8,776**	**-3%**	**19,706**	**32,977**	**56**	**61**	**-15**	**-24.45%**

closely with civil service groups to gather staff in post figures and details of staff not in PCS grades. This data also tells us that at least 65% of staff in PCS grades are members of PCS, up from 61% at the end of 2010.

These figures only cover the civil service. Additional full-time officer resources have been allocated to the commercial sector for 2012 to assist with organising and recruitment. Specific projects have been launched to organise and recruit workers in the outsourced work programme in the DWP, Fujitsu and Capita.

These figures demonstrate successful progress towards the implementation of objective 2 of the 2011 national organising strategy.

However, despite this improvement in membership density there are still 127,000 non-union members in the civil service staff in PCS grades.

There are:

- 32,000 non-members in the DWP
- 21,000 non-members in the MoD
- 17,000 non-members in the HMRC
- 11,000 non-members in the MoJ
- 8,000 non-members in the Home Office
- about 2,300 non-members in EFRA.

It is therefore vital that we capitalise on the success of the national campaign strikes and ensure that branches prioritise organising and recruitment. New recruitment leaflets will continue to be produced based on campaign issues to help branches recruit (see table 5).

Photo: Jacky Chapman

3

A measurable increase in participation in union activity by under-represented groups

We know that the cuts hit women, black communities, all under-represented groups and atypical workers hardest of all. All groups, regions, devolved nations and sub-committees of the NEC need to be fully committed to ensuring those members in groups currently under-represented in our union's structures are encouraged and supported to play a full and active role.

For more information on equality and tackling under-representation, please email: equality@pcs.org.uk

New reports, now available on commix and pcsReporter, have made it possible for groups and regions to gather, report and track equality data for the first time.

Gender

In 2011 59.95% of all members were women. There are 4,678 women activists. This is 44.55% of all activists. Therefore women are under-represented by 14.40% but despite the cuts there has been a small but measurable increase of 0.20% during 2011 in the percentage of activists who are women.

Ethnicity

6.83% of all members are BME. There are 759 BME activists. This is 7.22% of all activists. But despite the cuts there has been a small but measurable increase of 0.07% during 2011 in the percentage of activists who are BME. However, it should be noted that only 60.31% of members have disclosed their ethnicity.

Disability

2.29% of all members are disabled. There are 705 disabled activists. This is 6.71% of all activists. Despite the cuts there has been a small but measurable increase of 0.59% in the percentage of activists who are disabled. However, it should be noted that only 54% of members have disclosed whether or not they have a disability.

Sexuality

LGBT members in 2010 stood at 1,269 and in 2011/12 rose to 1,679. The rise in LGBT members recording their data could be because of increased awareness of LGBT equality and activity due to campaigning work on motion A48/11.

However, the figures for sexuality show that despite the increase we still do not have data for 217,516 members which makes it impossible to produce more statistically valid data.

These figures demonstrate that there has been good progress towards the successful implementation of objective 3 of the 2011 National Organising Strategy. In 2012 all groups will be asked by the organising department to look more closely at their equality data and put plans in place to encourage more members from underrepresented groups to get involved in the union.

4

A measurable improvement in campaign organisation including PCS town-based committees and local links with other unions and community groups and improved links between PCS groups and regions

The biggest success story of 2011 is the massive increase in campaigning activity by PCS reps and members.

- **In London and south east** PCS activists are now involved in 61 anti-cuts groups and 41 trades councils. With a Windsor anti-cuts group and Slough trades council set up for the first time with the key involvement of PCS
- **In the north west** towns such as Lancaster, Stockport, Bolton, Bury and Chester saw significant campaign activity and action for the first time in a generation
- **In the eastern region** Southend and Watford set up campaigning town committees for the first time
- **In the south west** many PCS reps worked with other unions for the first time to build for strike action in June and November
- **Scotland** saw a resurgence of trades council activity often led by PCS
- **In Northern Ireland** PCS launched the Welfare – Alternative Vision pamphlet
- **In Wales** there are now cross-union anti-cuts coalitions in all cities and larger towns and PCS reps are at the forefront in almost every one

Photo: Murdoch Ferguson

- **In the midlands** there are now 12 town committees with PCS reps leading activists in Lincoln
- **In Yorkshire** there has been increased activity in York, Sheffield and Leeds town committees, anti-cuts alliances and trades councils
- **In the northern region** there are now 11 town based public sector alliances.

This massive increase in campaign activity by our union members and reps has played a major role in building the fightback against the attack on our pensions, pay and jobs right across the public sector (see table 7).

These figures demonstrate that there has been good progress towards the successful implementation of objective 4 of the 2011 national organising strategy. In 2012 the organising department will introduce new measures to improve the link between groups and regions to help to consolidate our campaign work.

Table 5: Workplace density by group

Group	Total workplaces Dec 2011	Total workplaces Dec 2010	Increase/ decrease	No. of workplaces with density recorded Dec 2010	No. of workplaces with density recorded Dec 2011	Percentage of workplaces with density recorded on Commix	Increase/ decrease	Identified potential members to recruit on Commix
EFRA	187	203	-16	26	36	19%	10	1,248
MoD	662	632	30	12	369	56%	357	53,857
DfT/DCLG and GO Geo Brs	21	25	-4	17	1	5%	-16	178
Health	42	47	-5	6	6	14%	0	589
Home office	249	244	5	54	112	45%	58	1,978
Land registry	18	26	-8	1	12	67%	11	909
Met police	245	242	-3	0	1	0%	1	115
ONS	7	10	-3	1	2	29%	1	704
NOMS	163	176	-13	119	120	74%	1	2,996
Scottish government	93	97	-4	18	21	23%	3	575
BIS	108	132	-24	54	58	54%	4	2,845
National Assembly for Wales	50	77	-27	0	27	54%	27	515
DWP	1,392	1,413	-21	297	608	44%	311	15,948
Group 48	35	49	-14	8	–	–	n/a	–
MoJ	769	812	-43	59	95	12%	36	1,814
CPS	118	143	-25	78	78	66%	0	1,419
Culture	257	263	-6	12	14	5%	2	554
PSG	496	504	-8	69	69	14%	0	4,426
Commercial sector	108	199	-91	7	7	6%	0	92
Siemens	13	12	1	0	0	0%	0	0
HP enterprise services	60	29	31	6	7	12%	1	3,220
Capita	11	51	-40	6	5	45%	-1	554
Fujitsu	67	n/a	n/a	n/a	6	9%	n/a	293
HMRC	505	827	-322	255	462	91%	207	21,573
DfT	493	506	-13	52	113	23%	61	2,193
Aviation	46	46	0	27	27	59%	0	387
DCLG GO	53	58	-5	2	16	30%	14	687
Education	32	50	-18	2	3	9%	1	1,017
Total	**6,361**	**6,940**	**-652**	**1,192**	**2,281**	**33%**	**1,091**	**120,867**

Case study 3
Samantha Oxford
DVLA, Chester

"I became active in PCS because we didn't have a rep in the office, which made it difficult to get information.

The office was going through a period of low morale with many things happening that I didn't agree with so I became a workplace rep and I'm glad I did, after four-and-a half years; I'm still a rep in the DVLA in Chester. For 30 November we organised the first trades council march in Chester for 20 years of over 1,500 people. To do this we set up an anti-cuts campaign group and started planning.

In October 2011 we told the North West TUC about our plans for a march, which they agreed to fund. In October and November we held Cheshire West Against the Cuts (CWAC) organising meetings, agreed actions and got to work.

Leaflets and placards advertising the event were made up and distributed in workplaces and from our campaigning stall held every Saturday around west Cheshire. A press release was sent to local press; we also provided lead union contacts with regular updates and worked closely with Unison and Chester Disabled People against the Cuts. We had signers for the speeches at the rally, and we also worked with local authorities to ensure we had a safe event.

As a result we had the first trade union rallies in Chester since the 1980s. The march went past the council headquarters and some council staff joined Unison on the strength of the march. We had great local press on the front page of the Chester Leader. Public support was fantastic, people lined the streets clapping and cheering and we had lots of letters of thanks.

I encourage everyone to get stuck in and organise local rallies. My top tip would be to allocate areas of responsibility to individuals, to prevent being spread too thinly and get involved in your local trades council/anti-cuts campaign.

5

An increase in our ability to communicate with reps and members independent of employer communication facilities to organise campaigns and strike activity and an improvement in the speed and accuracy of updating activist data on Commix, including non-work email and mobile contact details

We are building up our records so that we can communicate better with members and reps.

Email

A Commix email package is now at the final testing phase. We have used it to email all members in the NOMs groups and are now dealing with the issue of spam email and bounces. It is likely to be operational early in 2012.

We have started the process of tendering for a document library and campaign email facility. This will significantly enhance the integration between our membership data, website, e-communications and e-campaigning. It will enable us to personalise e-communication and e-campaigning to ensure that our communications can be better targeted and personalised.

Updating activists' details has now been centralised in the membership and balloting department. This now means that a consistent approach is being taken to this important function.

In September all 10,000 activists were written to at ballot addresses with current details and asking them to update their details through iMembership, on a response form with a pre-paid envelope, or by phone.

For all activists, 47% have work email addresses and 34% personal email addresses recorded on Commix. This is a significant increase. This includes 57% of branch secretaries. The remaining branch secretaries are being contacted by phone to complete the process. A process is in place to systematically follow up branches following AGMs to ensure that accurate and comprehensive details of all activists are recorded on Commix.

PCS now holds 13% of work email addresses and 15% of personal email data of members on Commix. This is an increase of about 2% in 2011.

We are finalising changes to iMembership which will mean that there is a "quick sign-up" for members' work and personal email and mobile phone numbers. As part of improving communications and making use of the national email facility it is intended to introduce a regular e-newsletter.

As part of our work with group activists we are piloting two approaches:

- Firstly, we have written to all members in the Land Registry group asking them to give us email and mobile data. So far we have received a 25% response rate
- Secondly, we are working with the CPS group on using their own database of work email addresses, uploading this data into Commix and then contacting activists directly by email.

We will evaluate the success of these approaches.

Photo: Jacky Chapman

PCS website

In 2011 the website had 8,793,000 page views, 2,965,000 visits and 1,147,000 visitors. All these statistics were significant increases on 2010.

The pension calculator received 300,000 visits. This personalised piece of web content was an extremely effective campaigning and recruitment tool. Groups and regions pushed the use of the calculator via email and in workplaces and made it a critical factor in the success of the November strike.

The website is an increasingly important vehicle for communication. But it is important that we drive traffic to the site, using email, and social media. It is unlikely that members will routinely check the website to see if there is anything new. While activists visit the site regularly, members visit the site when they know there is information – ballot results, important news on issues like pensions or the CSCS.

Social media

Social media and in particular Facebook and Twitter form an increasingly important part of our communication strategy.

There is no way of knowing whether members of the Facebook group or Twitter followers are PCS members. At the end of 2011 we had 3,010 members of the national Facebook group. There are a large number of PCS branch and regional groups, which means that PCS Facebook messages get to a larger number of members. There are 6,234 followers of the PCS Twitter account.

Social media is a useful way of communicating with activists – but is not currently a replacement for mass communications with members. We are in the process of developing a digital strategy and the development and systematic use of social media will be part of that strategy.

Meetings

All of the above enable communication with members individually. However, central to the process of getting members to take collective action in a hostile environment is to ensure that meetings are held – and properly conducted. We need to ensure that meetings are accessible to all members and readily engage and inspire members. There are two aspects to this:

- We should ensure that we continue to have on-site workplace meetings in relation to industrial relations matters. Procedurally and legally where the union is required to consult members on collective bargaining issues, such as pensions, members are entitled to time off during working hours to attend meetings
- In relation to industrial action, there is no entitlement to time off or facilities for meetings. Therefore, alternative meetings, in car parks or offsite local meeting rooms should be used.

We organised campaign briefings through regional offices for 1,600 activists during September and October. The main purpose of this was to ensure that workplace activity and face-to-face recruitment took place in the run-up to 30 November.

Good progress has been made in 2011 towards the successful implementation of objective 5 of the 2011 National Organising Strategy.

In 2012 we will continue to increase the personal email and mobile coverage and expand our use of social media.

Table 6: Civil service net density

	Dec 11	Sep 11	Dec 10	Sep 10	Mar 10	Mar 09	Mar 08	Sep 07	Sep 06	Sep 05
Total PCS members	**280,547**	**282,368**	**291,792**	**293,394**	**304,427**	**300,109**	**302,094**	**314,857**	**312,705**	**316,773**
Met Police	9,477	9,626	10,049	10,060	10,008	9,636	9,423	9,190	7,797	7,116
Culture	4,551	4,601	4,759	4,119	4,877	4,719	4,669	4,707	4,099	4,316
Commercial	1,397	1,418	1,814	3,230	3,177	3,105	3,554	3,445	7,082	7,022
Siemans	1,164	1,189	1,276	1,296	1,462	1,889	2,066	2,130		
EDS						2,042	1,971	2,001		
HP	1,910	1,850	1,947	1,910	2,164					
Capita	441	454	579	566	534	519	605	628		
Fujitsu	1,630	1,621	1,658	218						
HQ staff	354	361	348	352	376	377	374	407	406	372
ARMs	9,910	10,171	9,839	9,811	9,594	9,522	9,217	9,142	9,001	8,810
Total non-civil service members	**30,834**	**31,291**	**32,269**	**31,562**	**32,192**	**31,809**	**31,879**	**31,650**	**28,385**	**27,636**
Net civil service members	**249,713**	**251,077**	**259,523**	**261,832**	**272,235**	**268,300**	**270,215**	**283,207**	**284,320**	**289,137**
Civil service employees	**470,610**	**479,000**	**505,940**	**514,840**	**527,480**	**524,420**	**515,660**	**521,620**	**553,560**	**550,010**
PCS civil service penetration %	**53.1%**	**52.4%**	**51.3%**	**50.9%**	**51.6%**	**51.2%**	**52.4%**	**54.3%**	**51.4%**	**52.6%**
Other civil service unions (estimate)	76,700		82,500							
Total union membership	326,413		342,023							
Union density	**69.4%**		**67.6%**							

Photo: Simon Hadley

6

A sustainable increase in collective bargaining coverage

Good progress has been made in 2011 towards the successful implementation of objective 6 of the 2011 National Organising Strategy. During 2011 work was done to expand our bargaining coverage to gain and work towards recognition in General Motors – Hewlett Packard, Interserve in EFRA, The Local Government Boundary Commission, UKCES, KGB Cleaning, Local Better Regulation Office, Heritage Lottery Fund, and the Legal Ombudsman.

Case study 4
PCS Organiser,
Legal Ombudsman, Midlands

This is a new office with a staff council. However, some staff wanted a union and because PCS already organised at other ombudsman sites, PCS was invited to speak to staff and ask them to join the union.

We prepared for this great opportunity by producing a dedicated recruitment leaflet aimed at Legal Ombudsman staff. At the meeting the leaflet was given out to all 300 staff and after a presentation by PCS, a number of people joined the union immediately. I asked a couple of new members to volunteer and become active. This gave the campaign a real boost. These new reps have been great, helping to write more leaflets about specific workplace issues and helping to give them out.

Next they helped organise a meeting to bring together everyone who had joined in the initial phase. Almost all the members attended the meeting and many agreed to help recruit their colleagues to our union. We plan to step up the campaign in 2012. Members will be asked to recruit a friend and spread the word about PCS through a page on their intranet.

Links are being made with PCS reps in other 'ombudsman' organisations too. We plan that 2012 will be the year we win full union recognition rights at this office.

Photo: Andrew Price

7

The development of alternative methods of joining the union, and payment of subscriptions

Currently, the only way to join the union is via a signed application form received either via a rep, a requested joining pack, or downloaded via the PCS website. The organising department often take calls from frustrated potential members who wish to join online or over the phone, and express disappointment at not being able to.

The laws pertaining to deductions from the salary of workers state that the employer must be in receipt of a signed authorisation from the employee to make such deductions. The organising department is working on proposals that once implemented will mean that new members will be able to register their interest at the point of accessing the joining pages and will simply have to print a pre-populated authorisation form, sign and send to the membership department via Freepost.

It is anticipated that the following benefits will result:

- Members can record interest in joining at point of visiting the website
- Members can join over the phone (administrator can enter applicants information and send via post an authorisation form for them to sign)
- System can be rolled out to all check-off areas within a short time
- Satisfies pay-centre authorisation criteria
- Enable more extensive/varied data collection.

Good progress has been made in 2011 towards the successful implementation of objective 7 of the 2011 national organising strategy.

These online joining facilities will be tested and fully implemented in 2012.

Table 7: Regional membership analysis as at 31 December 2011

Group	Branches	Workplaces	Regional membership as at 31 Dec 2011	Regional membership as at 31 Dec 2010	Comparison of member-ship levels	Change (%)
Eastern	91	418	11,509	13,887	-2,378	-17%
London south east	266	1845	70,780	73,958	-3,178	-4%
Midlands	133	747	28,803	31,007	-2,204	-7%
North west	115	613	40,067	42,333	-2,266	-5%
Northern	86	381	24,629	24,630	-1	0%
South west	109	534	18,824	19,852	-1,028	-5%
Yorkshire and the Humber	92	472	19,505	20,567	-1,062	-5%
Wales	103	462	21,271	21,426	-155	-1%
Northern Ireland	20	61	1,982	2,323	-341	-15%
Scotland	128	804	31,770	31,896	-126	0%
ARMs/Worldwide	2	35	11,407	10,212	1,195	12%
Total	**1,145**	**6,372**	**280,547**	**292,091**	**-11,544**	**-4%**

Group	Total joiners 2011	Total leavers 2011	Monthly recruitment rate 2011	Monthly recruitment rate 2010	Comparison of recruitment rate	Change (%)
Eastern	777	1,440	65	112	-47	-42%
London south east	4,452	9,734	371	647	-276	-43%
Midlands	1,817	3,943	151	233	-82	-35%
North west	2,479	4,609	207	247	-41	-16%
Northern	2,511	2,480	209	133	76	57%
South west	1,333	2,254	111	155	-44	-28%
Yorkshire and the Humber	1,389	2,509	116	153	-37	-24%
Wales	1,665	1,993	139	145	-6	-4%
Northern Ireland	78	103	7	10	-4	-37%
Scotland	2,791	3,435	233	184	48	26%
ARMs/Worldwide	288	477	24	8	16	200%
Total	**19,580**	**32,977**	**148**	**184**	**-396**	**-215.02%**

Photo: Phil Rees

How organising action plans will be implemented in **2012**

This national organising strategy explains that organising action plans are a key part of how the objectives will be implemented. Groups have been asked to produce organising action plans each year since 2005.

There has been good progress in developing action plans during 2011. Every group produced an action plan and met with the organising department to agree how to improve areas of weakness.

In 2012 the NEC has agreed that regular reviews of group action plans will be used to monitor progress against the 2012 national organising strategy objectives.

This will mean that all organising action plans will need to be in line with the national organising strategy. A national organising action plan report measuring progress against the objectives from all parts of the union will be presented to the NEC on a quarterly basis.

A new group organising action plan template has been devised to assist groups with setting organising objectives for the year.

The objectives in this template are mandatory and are based on the recommendations in the national organising strategy. Groups and national branches are asked to state how, who and when they are going to meet these objectives. They are welcome to add any other objectives following agreement from their GEC.

To ensure groups are well supported in developing and delivering plans, a new timetable and process will be used as follows:

1. The organising department will send an organising health check to all groups before conference. All groups will discuss and agree an organising action plan at the first GEC meeting after conference and send a copy to the organising department by August 2012
2. The organising department will then set up group organising action plan meetings with all groups by October 2012
3. After these meetings the organising department will then send a progress report template and an up to date health check to all groups who will complete and send back the progress report by December 2012. The NEC organising committee to be provided with a progress report based on feedback from groups
4. Between January 2013 and March 2013 organising department officers will attend group organising sub-committees and discuss progress on the action plan objectives. The NEC organising committee will be updated.

Finally, all group and national branch organising action plans will include working with organising resources in PCS regional offices to specifically target additional recruitment activity in workplaces with high potential for new members as identified by them or on Commix.

Organising resources

Regional organising contacts

Scotland regional organiser: **Jude Ritchie** **tel** 0131 556 0407 **email** jude@pcs.org.uk
Northern regional organiser: **Julie Young** **tel** 0191 222 0330 **email** juliey@pcs.org.uk
North West regional organiser: **Paula Wood** **tel** 0151 298 3904 **email** paula@pcs.org.uk
Yorkshire and Humberside regional organiser: **Juanita Charles** **tel** 0113 200 5300 **email** juanita@pcs.org.uk
Midlands regional organiser: **Steve Battlemuch** **tel** 0121 643 4342 **email** steveb@pcs.org.uk
Eastern regional organiser: **Richard Edwards** **tel** 01733 896 336 **email** richarde@pcs.org.uk
London and South East regional organiser: **Sarah Taiwo** **tel** 020 7801 2764 **email** saraht@pcs.org.uk
South West regional organiser: **Colm Porter** **tel** 01392 410 105 **email** colm@pcs.org.uk
Wales regional organiser: **Alison Burrowes** **tel** 02920 666 363 **email** alisonb@pcs.org.uk

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2012

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