



## **Open to Options**

### **Developing Human Resource & Legal Support Options**

#### **A Research and Mapping Exercise For the East London CVS Network**

# **Final Report**

**6<sup>th</sup> December 2006**

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&  
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# Acknowledgements

This document represents the culmination of efforts of a number of different contributors without whose time, consideration of the issues, and perceptive input the overall research would not have been possible.

Extended thanks go out to all the East London CVS Network members and the Co-ordinators who kept this important issue on the agenda and contributors who took time out of their busy schedules to participate in interviews, complete surveys and/or attend the Open to Options Focus Group session. This includes CVS staff, Specialist HR and Legal support providers, national, regional, local, and good practice organisations that participated in interviews, and shared an insight to their models.

Finally, special thanks go to the project team, Sandra Golding and CLR Management & Training Consultancy who shared in the development and completion of the research and production of this report.

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# 1 Executive Summary

## 1.1 Background

In April 2006, Kristine Wellington was commissioned by the East London CVS Network to build an evidence base for future investment and change in the HR and Legal support service delivery model or models implemented across the sub-region. The project, Open to Options, comprised primary and secondary research which involved issuing questionnaires to key CVS staff and Directors at each of the nine ELN CVSs (see Appendix 1 for survey); conducting face to face and telephone interviews with key CVS staff and specialist providers both within and outside of the sub-region (see Appendix 2 for survey results); reviewing the outcomes of previous research including work conducted by the South London CVS network; and investigating models of good practice of HR and Legal support service delivery being implemented in areas such as Islington, Hillingdon, and Sheffield. The research culminated in the 'Open to Options' Focus Group which was attended by representatives from six of the nine member organisations (see Appendix 3 for notes).

The results of the survey and interview data, and focus group outcomes pointed to an HR and Legal support landscape both within and outside of the East London sub-region that has many examples of good practice but is also disparate and inconsistent. This is in line with the national research findings, as outlined in paragraphs 2.2.3 and 2.2.4 below. Key issues raised were:

- **People Resource** – Whilst some CVSs had dedicated HR resources to deal with internal issues and some had outreach workers or other solutions in place to meet the needs of service users, some had no real provision at all. Fewer resources were in place to meet Legal support needs.
- **Knowledge and use of Specialist Providers** – Participants confirmed they collectively used 11 different HR, and 15 different Legal support providers. As budget provision for legal support for the organisation was not generally made, the basis of choice of provider was probably as much down to cost as local knowledge and past good service.
- **Satisfaction with Services Provided** – The overall level of satisfaction with services accessed was just 36% for HR and 27% for legal, and 91% of respondents said they were just as likely to seek help from colleagues as external specialists.
- **Legal Support** – There is a real lack of Legal support provision across the sub-region with 91% of organisations having no budget for such services. This finding confirms that HR support was collectively considered as a more urgent priority than legal support”
- **HR Support Offered to Groups** – The level of support offered to groups varied enormously across the sub-region. Whilst some CVSs were able to provide dedicated HR outreach, others offered their internal resource on a part time basis, shared services with neighbouring CVSs, or offered no

external HR support at all. The type of services was primarily focused on compliance rather than effective management of people.

- **Barriers to Support** – 72% of respondents felt they sometimes, quite often or very often lacked access to specialist staff that could provide guidance to their organisation or the groups they serve. The biggest barrier cited was the cost of these services and lack of funding necessary to afford them (explain).
- **Interview Data** – A key theme of the interview feedback was the lack of appropriately qualified staff available to CVSs. There was clear concern that CVSs needed access, at either a local or borough wide level, to CIPD or NVQ level 4 qualified staff. Since Directors also often found themselves required to give HR and Legal advice, they also needed to have appropriate basic training. Finally, the concern was that where specialists are bought in to deliver a project, they and their knowledge capital is often lost to the organisation at the end of that project.
- **Focus Group Data** – Two options for HR and Legal support service delivery models were discussed. The group agreed a best fit solution given most pressing needs and budgetary constraints. The suggested model is described in recommendations below.

## 1.2 Recommendations

The research process produced a number of recommendations for improving HR and Legal support provision. The key suggestion is that services be delivered on mini-cluster basis with one resource serving 3 boroughs.

HR support was regarded as the primary concern hence the a key recommendation is that a full time HR Coordinator be recruited by ELN to serve the needs of the whole sub-region in the first instance, and then mini-cluster level. Possibly based within PEACe, the specialist would serve the needs of CVSs and their groups through provision of advice, training, outreach and telephone support. The funding requirement for this initial post and on costs is approximated at £50,000 and could be sought from Capacity Builders in the first instance. The ideal scenario would be to recruit 3 such HR staff at once but this may not be feasible given financial constraints.

Other recommendations were:

- The HR Coordinator to develop a local team of expert advisers
- Seek additional funding to create a Legal support model along the same lines as the HR model described above
- Professionalise CVS HR services by ensuring that those in the role at local or at least at borough level are CIPD or NVQ level 4 qualified. Directors or key staff should also access basic skills training and refresher courses in HR
- Resource Packs be made available at CVS or borough level for use by groups (also accessing surgeries organised by the HR Coordinator)
- A repository be established at ELN level to share models and materials of good practice across the sub-region

### **1.3 Next Steps**

Despite being involved in a number of previous consultations and research projects on HR and Legal support service needs, the contributors to this project all did so willingly with great enthusiasm for change. It is critical that this enthusiasm is rewarded with real actions towards the implementation of some or all of the recommendations above within a reasonable time frame. The members of the sub-region and the groups they serve are geared up for improved HR and Legal support provision and are looking to the ELN as the primary enabler of this change.

## 2. Introduction

### 2.2 Background

#### 2.2.1 ChangeUp

In 2002, the Treasury published the results of an influential Cross Cutting review of the role of the voluntary and community sector (VCS) in public service delivery. This implicated patchy and inadequate infrastructure as barriers to more effective involvement of voluntary organisations in delivering public services. As a result of the review, the Home Office developed a 'Capacity Building and Infrastructure Framework for the Voluntary and Community Sector' under the banner of 'ChangeUp'. The ChangeUp initiative recognises a need for the provision of support for frontline VCS organisations and sets out the following aim:

*... "that by 2014 the needs of frontline voluntary and community organisations will be met by support which is available nationwide, structured for maximum efficiency, offering excellent provision which is accessible to all while reflecting and promoting diversity, and is sustainably funded."*

The ChangeUp framework was developed in partnership with the sector and focuses on improving capacity building and infrastructure within the voluntary and community sector. Infrastructure includes everything from buildings and facilities to systems, procedures, policies, people, skills, and service delivery.

#### 2.2.2 East London CVS Network

Central to the implementation of ChangeUp is the coordination of activities and services delivered by infrastructure or umbrella organisations which operate within each borough/area through the establishment of Hubs and Sub-Regions. The East London CVS Network is one of the London Sub-Regions bringing together voluntary and community sector organisations from across 9 boroughs plus the City of London with the aim of strengthening influence over policy development, funding, quality and support within the sector in the East London sub-region. The members of the East London CVS Network are:

- Barking & Dagenham Council for Voluntary Service
- Bexley Voluntary Service Council
- Greenwich Voluntary Action Council<sup>1</sup>
- Hackney Voluntary Action<sup>2</sup>
- Havering Association of Voluntary & Community Organisations
- Voluntary Action Lewisham

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<sup>1</sup> At the time of conducting the research GVAC were no longer in existence, The Change Up team contributed to the audit

<sup>2</sup> In the case of Hackney, two CVS are affiliated to NAVCA. HVA take the lead on ChangeUp matters.

- Newham Voluntary Sector Consortium
- Redbridge Council for Voluntary Service
- Community Organisations Forum Tower Hamlets
- City.comm

A key task of each ChangeUp Partnership and Sub-regional Partnership was to develop and submit Infrastructure Development Plans by October 2005. This was completed by East London CVS Network (or was this changeup east London partnership?) and led to the identification of a number of areas where infrastructure support is weak, ad hoc, reactive, uncoordinated and in some cases non-existent. Human Resources and Legal services were two of the areas identified as requiring development.

### 2.2.3 Human Resources

As with the private and public sectors, people are the voluntary sector's greatest asset. It is perhaps surprising then that so many VCS organisations risk this asset or fail to get maximum value from it as the result of not having robust systems in place for looking after their human resource needs. The evidence from research carried out by Ian Cunningham (Sweet charity! Managing employee commitment in the UK voluntary sector, 2001) showed that out of 183 charities, 24% had faced an employment tribunal, as compared to just 13% of employers in total. Further, whilst VCS employees represent just 2% of the whole UK workforce, they were involved in 6% of all employment tribunal claims. The evidence therefore shows that VCS organisations are at least twice as likely to 'get in to trouble' with employment issues than private and public sector organisations.

When asking the question 'why?' research funded by the Active Communities Unit (2002) offers some insight. It found that most VCS support was not appropriately categorised, was reactive rather than proactive, and that HR support was delivered by non CIPD qualified professionals. This national picture is not unrepresentative of the local landscape.

In line with the early findings of national infrastructure organisations, initial discussions with local voluntary sector organisations suggested that there are many gaps in the provision of specialist HR services. The issues identified at this level included insufficient resources at infrastructure level to support their own internal needs and the external needs of the front line organisations they aim to serve. The East London CVS Infrastructure and Investment Development Plan found that 'there is a need to ensure that VCOs have easy access to information and resources to share and support a culture of learning and development underpinned by good management and employment practice. Again, good HR support is critical to those VCOs who wish to be in a strong position to pursue procurement, commissioning

and funding opportunities in the new funding policy context. Such requirements extend from development of basic policies and procedures, which are also needed to meet funders' requirements, through to employment contracts and performance management systems.

## **2.2.4 Legal Support**

As the voluntary and community sector strives to be more sustainable, increased efforts are placed on entering into contracting and commissioning arrangements which in turn present a myriad of legal issues. The 2012 Olympics present for East London VCOs in particular, procurement opportunities which could be a complex legal minefield if VCOs are not adequately prepared and supported. It is therefore extremely important for VCOs to have access to high quality, robust legal advice as and when it is needed. Areas where support is likely to be needed are Corporate Law, Charity Law, Intellectual Property Law, and Property Law. However, it is also imperative that advice provided is sensitive to the needs of the voluntary and community sector and is available in a timely, cost effective manner.

This is where the current gaps at both national and local level seem to lie. Good quality legal support does not come cheap and in many cases is not tailored to the specific needs of the voluntary and community sectors. Hence the seemingly high price tag and lack of sector focus pushes legal support and advice beyond the means of many local infrastructure organisations.

## **2.3 Scope and Purpose of the Current Research**

As outlined above, the ELN Infrastructure Investment and Development Plan identified Human Resources and Legal advice as themes for investment and these are now the subject of a Business Plan and Funding Strategy being developed by East London CVS Network. In order to inform the development of the business plan and funding strategy, the ELN commissioned a piece of research, the subject of this report, to increase understanding of the voluntary and community sector's Human Resource and Legal support requirements across the East London CVS sub-region.

The purpose of the research was to gather the views of ELN member organisations. Key personnel included staff operating at frontline level in an advisory capacity to service users and members of staff involved with internal CVS recruitment. This was supplemented with input from specialist providers in the areas of HR and legal support. Armed with this data the ELN members will be able make more informed choices about the service delivery model options which would meet the internal and external HR and Legal support needs of infrastructure organisations and their clients.

The remainder of this document outlines the approach taken to gathering the views of the target groups, the results of this research, and recommendations based on these findings.

### 3 Methodology

The overall objective of this research was to assess the quantity and quality of HR and Legal support provision currently in existence in the East London sub-region, identify gaps and, in discussion with the ELN members and specialist providers, develop a number of delivery model options that could be implemented to address these gaps. The approach to the research was therefore to communicate directly with those delivering or managing HR and/or Legal services for internal and external clients within the East London Sub Region. Additionally, it was essential to have input from specialist HR and legal support providers operating in the area as well as gather feedback, lessons learned, and best practice from umbrella organisations and CVSs operating outside of the East London Sub Region for comparative purposes.

The target sample for this research was:

1. **Development Advisors:** CVS Development Workers operating at borough level within CVS and in the case of Greenwich the infrastructure organisations led by Volunteer Centre Greenwich.
2. **Specialist Providers:** Human resource and legal support agencies working with the voluntary and community sector on a paid and pro- bono basis e.g. PEACe and Interchange.
3. **CVS Management level:** CVS Directors and Deputy staff with a Human Resource (HR) or legal remit .

#### 3.2 Survey and Interviews

An electronic MS Word survey and Access database tool were developed to capture and analyse the data from participants. The survey was distributed to 29 organisations for completion. A copy of the survey is available for review in Appendix 1.

In many cases it proved difficult to engage Development Officers. However, interviews or surveys were completed by a total of 21 participants. Further interviews were conducted with directors of the 9 CVS organisations. These follow up discussions facilitated the collection of further contextual data. However, this information was sketchy in places as consistent primary data sources did not exist at the time of writing this report. This issue is picked up later in the recommendations section of this document.

#### 3.3 Focus Group

Following the delivery of the interim report for this research, a focus group was held to review the findings to date, discuss several models for HR and Legal support service delivery, and make recommendations for taking these forward. The Director or Chief Executives of all ELN member organisations were invited along with specialist support providers PEACe and Interchange. At the event, six of the nine Sub Region members were represented along with ELN itself. PEACe, who could not be present, contributed recommendations in writing prior to the session.

### 3.4 Research Participants

A breakdown of research participants is given below:

Sample	Participant Organisations and Job Position
Nine (in region) Face – Face or Telephone interviews	Nine boroughs <ul style="list-style-type: none"> <li>• Barking &amp; Dagenham Council for Voluntary Service - Dir</li> <li>• Bexley Voluntary Service Council - Dir</li> <li>• Greenwich Voluntary Action Council - Dir</li> <li>• Hackney Voluntary Action - Acting Dir</li> <li>• Havering Association for Voluntary &amp; Community Organisations - CEO</li> <li>• Voluntary Action Lewisham – Dir of Services</li> <li>• Newham Voluntary Sector Consortium - Dir</li> <li>• Redbridge Council for Voluntary Service - Dir</li> <li>• Community Organisations Forum Tower Hamlets – Dev Off</li> </ul>
Seven comparative Face-Face or Telephone interviews	Umbrella bodies and Non ELN CVS members <ul style="list-style-type: none"> <li>• Hackney Council for Voluntary Service – Admin &amp; Facilities Co.</li> <li>• South London CVS Partnership – Partnership Mgr</li> <li>• National Council for Voluntary Organisations - Emp Supp Mgr</li> <li>• Voluntary Sector Resource Agency – Deputy Executive</li> <li>• Voluntary Action Camden – Emp Supp Mgr</li> <li>• Voluntary Action Sheffield – HR Admin</li> <li>• Hillingdon Association of Voluntary Service – Acting Dir</li> </ul>
Six Specialist provider Face – Face or telephone interviews	Sub regional and pan London based <ul style="list-style-type: none"> <li>• INTERCHANGE – Legal Adviser</li> <li>• Legal Ex – Legal Consultant</li> <li>• PEACe – Manager &amp; Resource Officer</li> <li>• Wise Owls - Dir</li> <li>• S Golding Consultancy – HR Specialist</li> <li>• Sue Pitman Ex Sub Regional HR Manager, Richmond CVS,</li> </ul>
One half day Focus Group	Boroughs represented <ul style="list-style-type: none"> <li>• Barking &amp; Dagenham</li> <li>• Bexley</li> <li>• Hackney</li> <li>• Havering</li> <li>• Newham</li> <li>• Redbridge</li> </ul> Other attendees <ul style="list-style-type: none"> <li>• East London CVS Network</li> </ul>

## **4 Sub Regional Profile**

### **4.2 Borough Profiles**

Whilst geography has brought the 9 boroughs that comprise the East London CVS sub region together, they are actually quite diverse in their population make up and hence vary enormously in most demographics and size of the voluntary and community sector. The table overleaf summarises key profile data.

Future documents should also take into account the City of London, which has recently joined the East London Network

Open to Options - Developing Human Resource & Legal Support Options

Borough	London Location	Population <sup>3</sup>	Ethnic Mix <sup>4</sup>	Index Multiple Deprivation <sup>5</sup>	No. of VSOs	No. of VSOs with Paid Staff	No. VSOs Serviced by Infrastructure Organisation
<b>Barking &amp; Dagenham</b>	Outer	163,944	85.2% white; 14.8% ethnic minorities	45 <sup>th</sup>	450	300	Not known
<b>Bexley</b>	South East	218,307	91.4% white; 8.6% ethnic minorities	212 <sup>th</sup>	830	40	200
<b>Greenwich</b>	South East	214,403	77.1% white; 11.1% black; 11.8% all other ethnic minorities	41 <sup>st</sup>	1500	700	Not known
<b>Hackney</b>	East Inner	202,824	59.4% white; 24.7% black; all ethnic minorities incl. black	5 <sup>th</sup>	1900 <sup>6</sup>	900	Not known
<b>Havering</b>	Outer	224,248	95.2% white; 4.8% all ethnic minorities	214 <sup>th</sup>	500 <sup>7</sup>	150? (Incorrect figure)???	229
<b>Lewisham</b>	South East Inner	248,922	65.9% white; 23.4% black; 34.1% all ethnic minorities incl. black	57 <sup>th</sup>	1000 <sup>8</sup>	100 <sup>9</sup>	Not Known <sup>10</sup>
<b>Newham</b>	East Inner	243,891	39.4% white; 21.6% black; 29.4% Indian, Pakistani or Bangladeshi; all ethnic minorities representing 60.6% of the population.	11 <sup>th</sup>	1500 <sup>11</sup>	480 <sup>9</sup>	550
<b>Redbridge</b>	East Outer	238,635	63.5% white; 14.0% Indian; 36.5% all ethnic minorities incl. Indian	163 <sup>rd</sup>	500 <sup>12</sup>	Not Known	200
<b>Tower Hamlets</b>	East Inner London	196,106	51.4% are white and 34.2% are Pakistani or Bangladeshi, with all ethnic minorities representing 48.6% of the population	4 <sup>th</sup>	1100 <sup>13</sup>	Not Known	400

<sup>3</sup> Source - 2001 Census

<sup>4</sup> Source - 2001 Census

<sup>5</sup> Source - London Development Agency, February 2006.

<sup>6</sup> Source - Empowering East London report, Published by East London Voluntary Sector Alliance, July 2004.

<sup>7</sup> Source - HAVCO's Annual Reports

<sup>8</sup> Source - Estimate from the Director of VAL

<sup>9</sup> Source - Estimate of 10% of VSOs given by the Director of VAL

<sup>10</sup> With VAL's October 2006 launch of a website which will capture these type of data, it is expected that this information will be available in the future.

<sup>11</sup> Source - The Director and Information Officer for Newham Voluntary Sector Consortium

<sup>12</sup> Source - RCVS Directors estimate

<sup>13</sup> Source – Estimate from head of the Capacity Building Team for Community Organisation Forum Tower Hamlets

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### 4.3 Summary of Voluntary and Community Sector Landscape in East London CVS Network

Interviews with Directors and CEOs of infrastructure organisations in the East London Sub Region predicted growth in VSOs of up to 30% (timescale – by when??) with the introduction of the Thames Gateway which will bring improvements in transport, an increase in jobs, more physical regeneration and the need for community economic development. According to the Labour Force Survey (2004) the third sector in the UK currently employs over 98,000 staff members, and manages over 3 million volunteers (Source ACEVO). The major ELN voluntary sector employers present across the nine boroughs are:

- Age Concern
- Refugee Forums
- Race Equality Forums

However, in Lewisham the VSO disability sector made up the major employers. The size of the paid voluntary sector also varies enormously across boroughs:

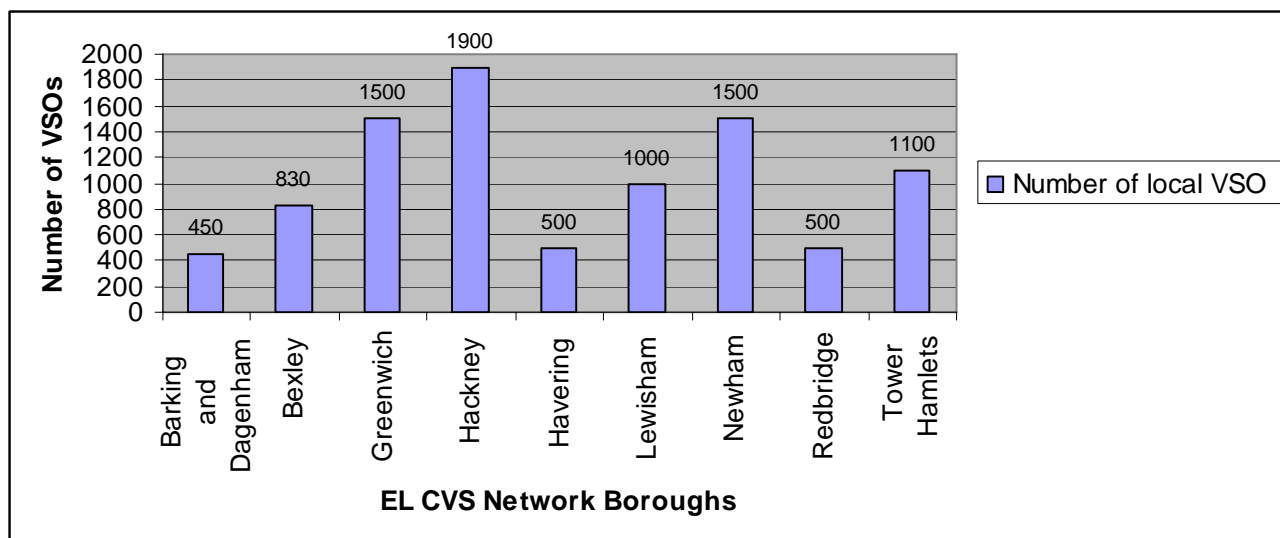
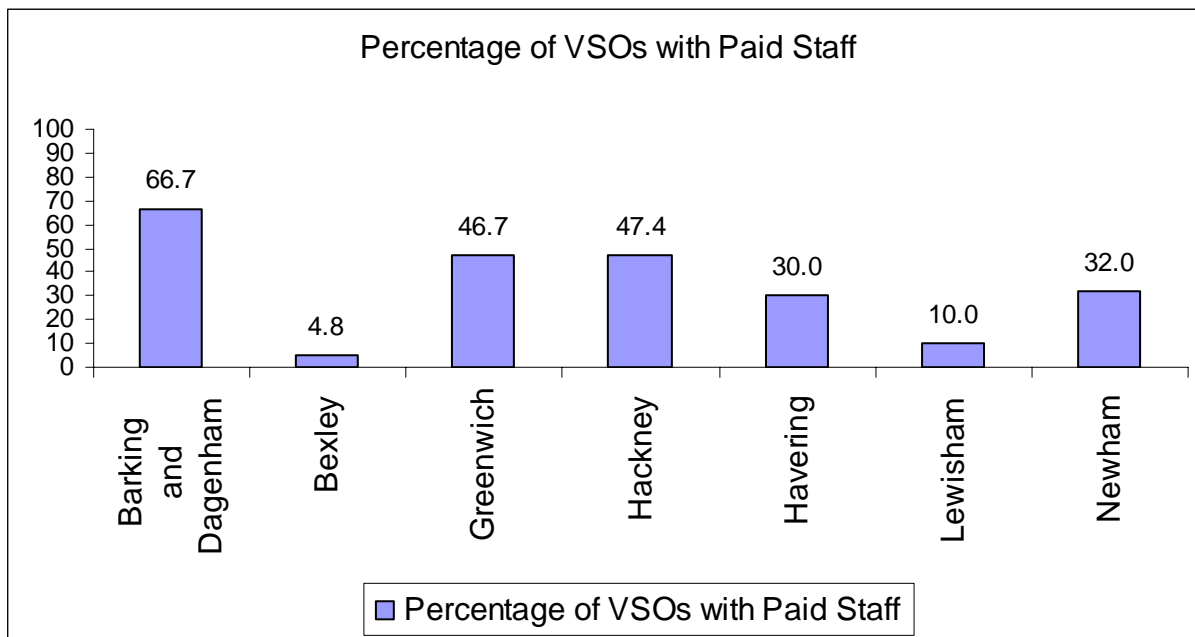


Figure 1: Number of Voluntary and Community Sector Organisations in EL CVS Network



**Figure 2: Percentage of VSOs with Paid Staff. Figures were not available at time of reporting for Redbridge or Tower Hamlets VSOs**

Several additional sources were investigated to add to the knowledge base about the East London Sub Region including ALG, LVSC, LSC, and GOL. However, the outcome was that no detailed independent data exists at the time of writing this report and that many CVSs are currently undertaking a mapping exercise to capture this information.

## 5 Data Collection Results Summary

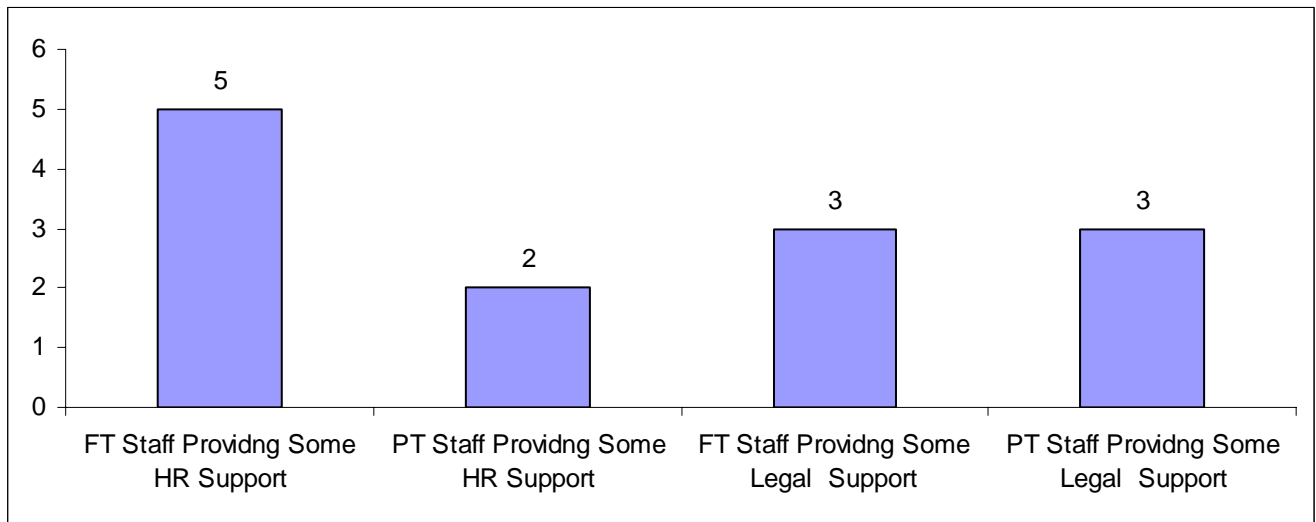
### 5.2 Survey & Interviews

Overall, the responses to the survey questions, interview data and focus group outcomes point to an HR and Legal support landscape both within and outside of the East London sub-region that is disparate and inconsistent. This is in line with the national research findings, as outlined in 2.2.3 and 2.2.4 above and validates the aims of the East London Infrastructure and Investment Development Plan. A summary of key issues raised is provided below (see Appendix 2 for further the analysis of responses).

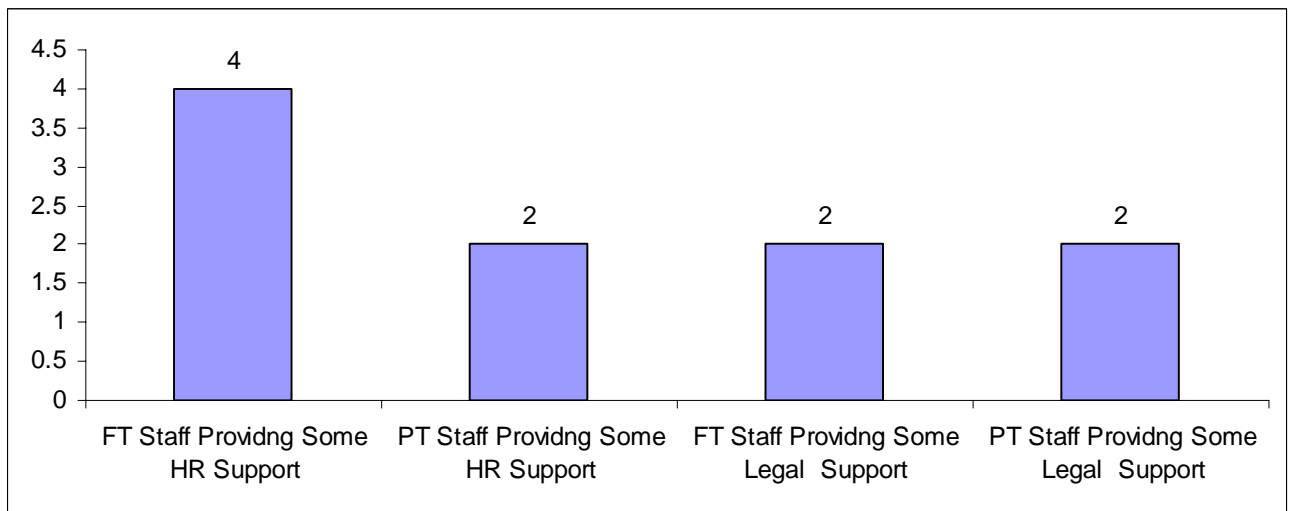
#### 5.2.1 People Resource

The range of HR resources available to the nine CVS organisations is variable. Some state they have full time internal resources available to deal with HR issues and/or development workers for outreach work. However, as clarified during the focus group and via interview comments, whilst staff are full time, HR support is just one small part of their role and the individuals in question are not qualified HR practitioners. Furthermore, the people providing these services are also providing services to the VCOs so are not purely dedicated to serving the needs of the CVS itself. The conclusion to be drawn is that some CVS have found it necessary to patch together an HR service offering to meet most immediate and basic needs but that

they are neither adequately resourced or skilled to deal effectively with more significant people issues.



**Figure 3: Number of Resources Providing HR and/or Legal Support to ELN CVSs**



**Figure 4: Resources Providing HR and Legal Support to ELN CVS Users**

As can be seen in Figure 4 above, the picture for support available to the CVS users is slightly worse than that available for the CVSs themselves. Again, the staff available offer their legal support services on a limited basis as part of other general functions.

### 5.2.2 Knowledge and Use of Specialist Support Providers

The knowledge among CVSs of specialist HR and Legal support providers seemed quite extensive with 14 HR and 18 Legal organisations/services being named in total. In terms of providers actually used, 11 HR and 15 Legal organisations were listed.

This suggests a lack of consistency in approach across the boroughs in question as only 4 HR providers were named more than once and just 2 Legal providers were named more than once (Interchange and local solicitors both featuring twice).

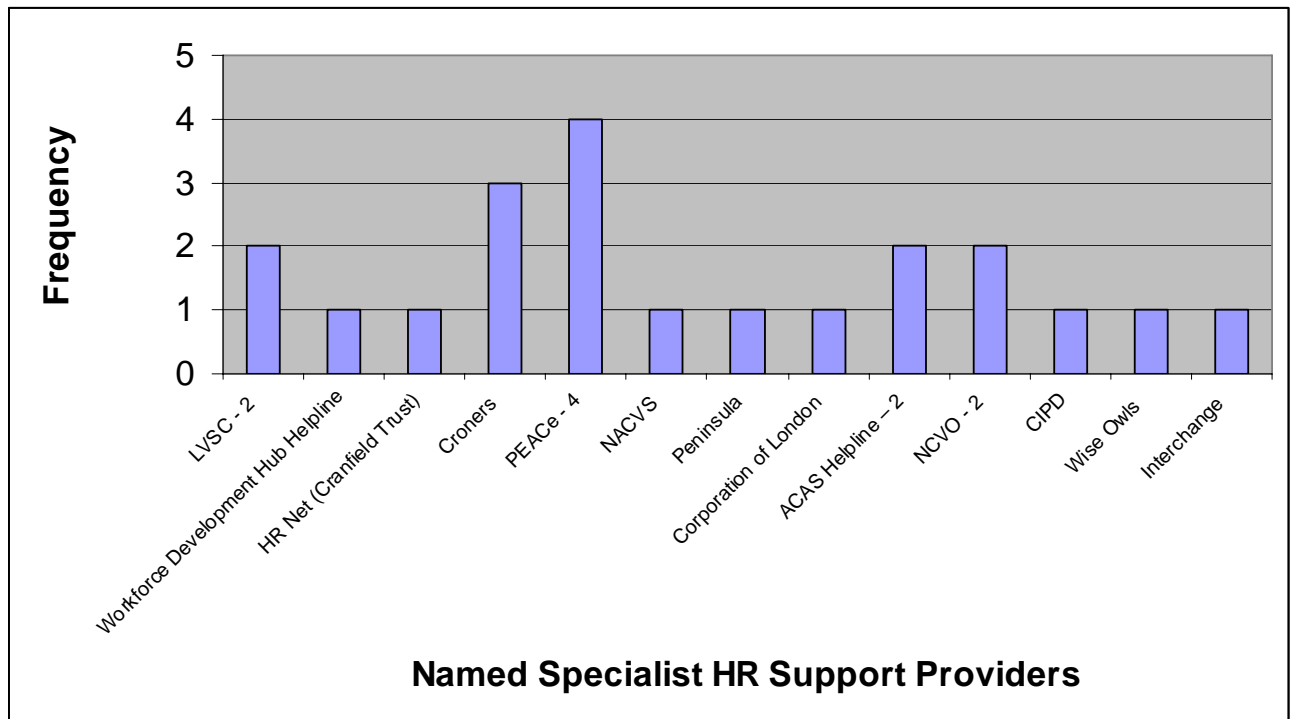


Figure 5: Specialist HR Support Providers Identified By Respondents

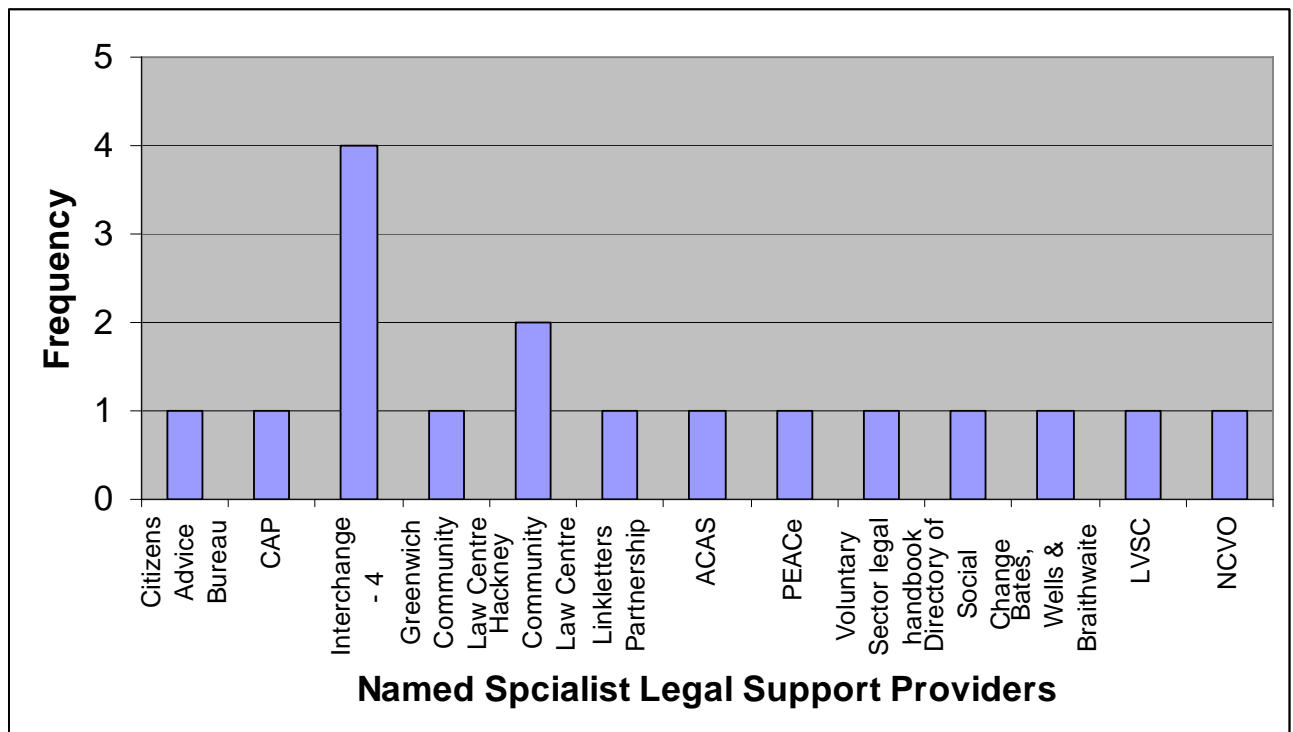


Figure 6: Specialist Legal Support Providers Identified By Respondents

Whilst acknowledging that local need may direct CVSs to look at local providers, the likely scenario is that organisations simply ‘grab’ what support they can get whenever or wherever it is provided most cost effectively. 36% of organisations surveyed confirmed they had an HR budget whilst just 9% had a Legal support budget. When asked if their budget met the demand for HR and Legal support less than 1/3 (27%) of ELN member organisations felt that it did. Since only one CVS gave details of their budget for HR, which was actually for staff training rather than support services, no comments can be made on the relative size of funds available to CVSs in ELN.

An examination of the capacity in which external services are being used, revealed the most commonly cited response (64%) was that support was enlisted for expert advice and guidance. One respondent stated they accessed HR support to deal with internal problems, guidance on policies and procedures and helping service users. In terms of legal support, only one respondent said they accessed external services to run regular surgeries for their user group.

Looking ahead, when presented with a list of specialist agencies which could be involved in sub regional solutions the majority focused on HR providers and statutory bodies. The following list identifies the providers whom CVSs would choose to use and the percentage of CVs who selected that provider:

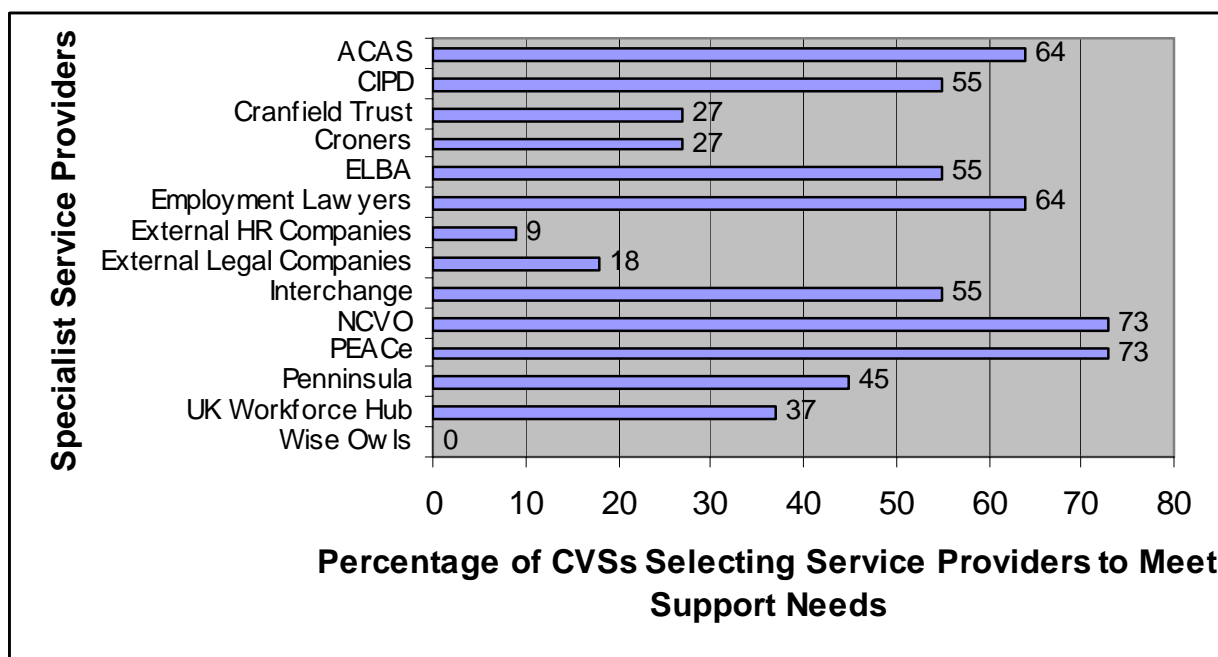


Figure 7: Percentage of CVSs Selecting Each Specialist Support Provider

The relatively low percentage of CVSs selecting external HR and Legal companies possibly reflects the belief that private companies do not understand enough about the VCS as well as the cost implications.

### 5.2.3 Satisfaction with Services Provided

When asked whether the HR and/or legal services they had actually accessed met their individual needs, 36% (HR) and 27% (Legal) said that they did. These figures may be lower than expected because not all participants had accessed services. That said, it should also be noted that one participant stated they had discontinued

an HR service contract with their HR provider due to poor service. This may also explain why, in the event of a major HR issue or legal crisis occurring in their organisation, 91% would be just as likely to seek help from their colleagues as would either use a telephone helpline or contact an HR specialist for support. Repeating what has been said before

### 5.2.4 Legal Support

The indicators are that legal support is particularly lacking in most organisations surveyed. 91% said they had no budget for legal support and this had not changed in the last 12 months. Not surprisingly, 82% felt their budget was inadequate compared to their need and this situation was reflected in the limited legal services offered to VCOs (see Appendix 2). This finding is supported by 82% of respondents who felt that insufficient data on access to legal support was a barrier.

### 5.2.5 HR Support Offered to Groups

The level of HR support offered to VCOs varied across the board. Some CVS organisations offered no external HR or Legal support at all, whilst others provided access to 'shared' resources across organisations with workload divided according to the nature of the enquiry. Another model in evidence was one whereby CVSs provided access to their own internal resources where they exist. Finally, some CVSs offered access to dedicated outreach workers who could provide some basic support to service users on HR (mainly) and legal issues.

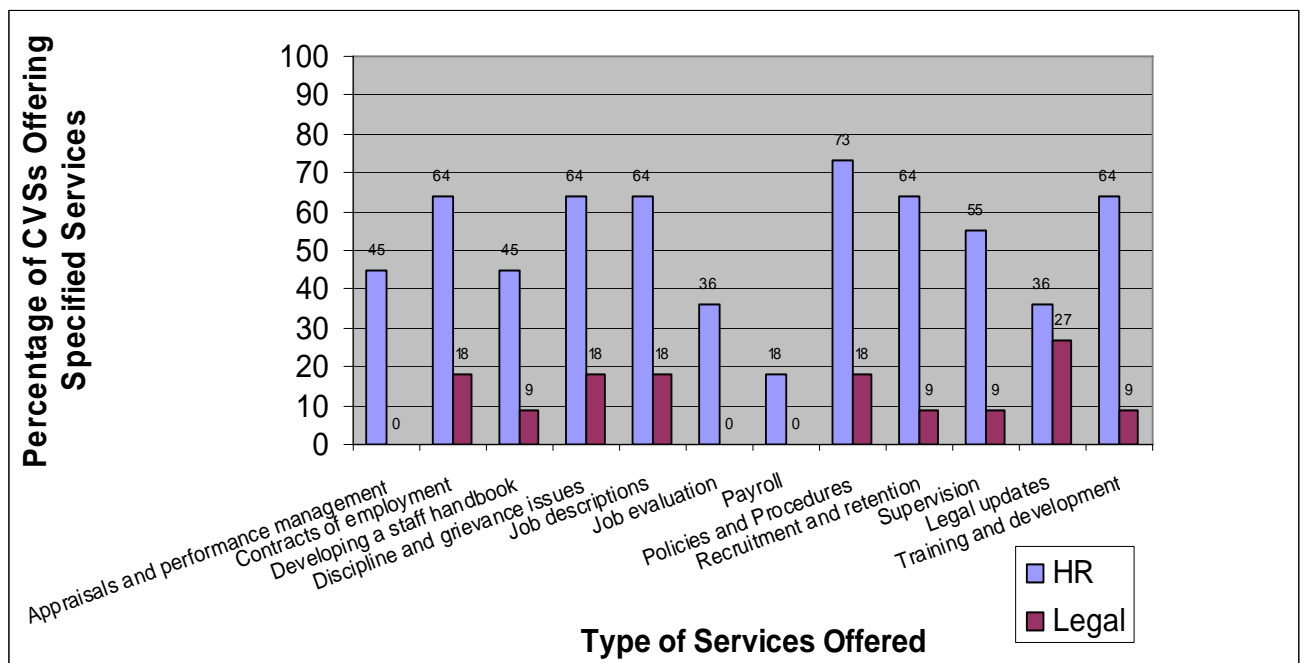


Figure 8: Summary of the Services offered by CVS with Percentage Splits between HR and Legal Support

Regardless of the level of service offered, what was clear was that the majority of services were focused on policies and procedures and compliance with employment law rather than the broader definition of ‘effective management of people’ as highlighted by the National Workforce Development Hub (one of six Hubs of Expertise created under ChangeUp). As can be seen in Figure 8, less than 50% of respondents listed development of staff handbooks; appraisal systems; and job evaluation as part of the services offered whilst some 73% listed policies and procedures closely followed by discipline and grievance at 64%.

### 5.2.6 Barriers to Support

In terms of barriers to support, 27% of respondents felt that they very often lacked access to specialist staff who could advise users and 55% sometimes felt this way. Nearly three quarters of respondents felt they sometimes, quite often or very often lacked access to specialist staff who could advise their CVS and 90% felt they sometimes, quite often or very often lacked time to keep abreast of changes in legislation.

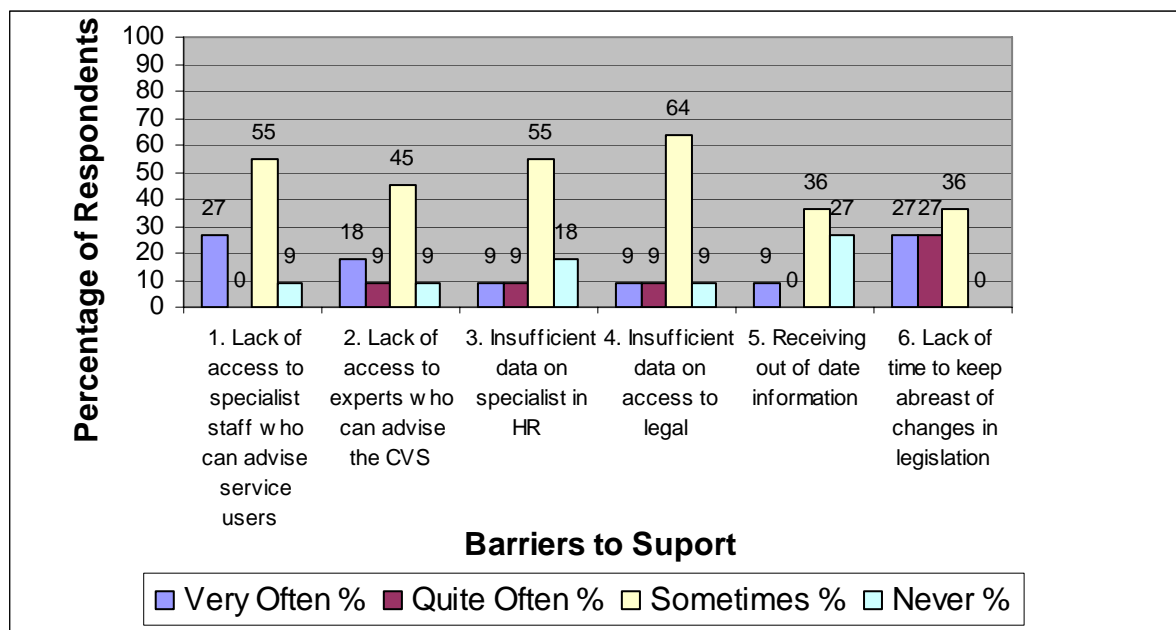


Figure 9: Percentage of CVS Respondents Identifying With Listed Barriers to Provision of Support.

In addition to the general barriers to support identified through the survey and shown in Figure 9 above, several of the respondents listed other specific barriers including:

- Not having the funding to assist organisations with advice on setting up HR policies and procedures and help with employing staff.
- Not being able to access expert advice out of office hours (e.g. 6.30pm – 8.00pm).
- Increased pressure on some CVSs and their staff because of lack capacity or funding to fill the gaps created by the non existence of CVS in certain areas.

- Lack of finance to afford specialist legal and HR expenses – access to finance
- Lack of access to reduce cost or pro bono support from employment law solicitors for users
- Insufficient Trade Union membership in sector makes negotiation difficult and time consuming (too often has to be done on individual basis rather than collectively)
- Too many "HR Professionals" don't understand issues of voluntary sector (e.g. working with Management Boards)
- A lot of groups to deal with – not enough staff
- Use of consultants relies on knowing when support is going to be needed
- No expert to hand hold and confirm whether policies and procedures etc are being implemented properly.

### **5.2.7 Knowledge and Use of Best Practice**

In addition to simply finding out what currently happens on the ground in terms of HR and Legal support, this study sought to elicit any existing or proposed models of best practice with regards to service provision in the two key areas. 45% of respondents said they were aware of HR best practice but only 18% claimed this knowledge of legal best practice. This is a further illustration of the general lack of knowledge surrounding legal support provision.

In terms of collating information on good practice in HR and Legal support provision across East London, and fine tuning the mapping of existing service provision several Directors and key staff offered various levels of insight:

- HAVCO currently have a part time resource providing at least one day per week HR support to the CVS and telephone/email support to local VSOs. It is not clear how much time is dedicated to VSOs.
- Newham have no internal HR or Legal resources and do not service the needs of VSOs in these areas. Their own needs are met by UNISON who share the same offices as them. No specific models of best practice were proposed at the survey stage.
- Barking & Dagenham CVS has no internal HR or Legal resource and do not provide such services to members. In the past they have commissioned the services of private organisations but have not been satisfied with their service. This organisation was unaware of any specific models of best practice in HR and Legal support provision at the time of completing the survey.
- Bexley VSC has access to HR and Legal support services for its own needs and that of local VSOs. The HR service is delivered by the CEO whilst the

legal service is also delivered by the development team and partnership officer. Whilst, the depth and quality of HR and Legal support available through these channels was not assessed as part of this review, it must be noted that that this is unqualified support and not the primary role of those fulfilling the function. Bexley VSC identified several agencies that promote good practice namely PEACe, ACAS, Directory of Social Change and individual Consultants.

- Hackney Voluntary Action has a full time resource, in the form of the Acting Managing Director, to provide for internal needs. However, as indicated above, the actual time available to dedicate to HR support issues is necessarily limited due priorities of running the organisation. There is no corresponding Legal support resource or internal provision for local VSOs. These needs are met through external agencies. The organisation had awareness of a number of models of HR good practice which included becoming an Investor In People organisation and using this framework to manage staff training, supervision and development; becoming an Investor in Volunteers organisation and extend the same good people practices to them; access and use LVSC learning sets or specially developed Fact Sheets to develop board members and trustees making them aware of their legal and HR obligations as well as sample policies and procedures .
- Hackney CVS's HR needs are serviced on a part time basis by the Acting Chief Executive Officer whilst the Capacity Development Team strive to meet the needs of the local VSOs. Again, the actual time available for this support and level of expertise possessed at CEO and Development Team level in this area is limited. This organisation was not aware of any specific models of good practice at the time of undertaking this survey.
- Volunteer Centre Greenwich has no dedicated HR or Legal support services. Instead it relies on external agencies such as NCVO, LVSC and ACEVO for support. The organisation did not identify any models of good practice.
- Voluntary Action Lewisham currently shares the responsibility for HR support among the members of the management team. There is no dedicated legal resource. The organisation favours a move to the Havering model whereby the CVS has its own HR person to manage both the internal and external case load. However, recognising that this model is costly, a mini clusters approach sharing resources across 3 boroughs was proposed as a good compromise.
- Redbridge CVS has a contract in place with an external provider to meet HR and Legal support needs of the organisation and the local VSOs.
- In the past, Community Organisation Forum Tower Hamlets would access its Full Time CEO for HR support whilst Legal support is provided principally through its Capacity Building Advisory team – the head of which has a legal background. However, there is currently an interim CEO in place on a part time basis so provision is restricted. In terms of good practice COF currently have the support of UNISON who they receive regular updates from. In the future, they would like to see a local advisor providing 1 to 1 HR guidance to groups on matters such as policies and/or provide robust training to VSO managers and staff.

Further discussions of models of good practice were undertaken during the focus groups the outcomes of which are documented in paragraph 5.5 below as well as the recommendations section.

Moving the discussion forward to one of determining how gaps in service provision should be met, participants were asked at what level they would be prepared to share HR and Legal support resources. 55% would be happy to be part of model that operated HR services on a Pan London basis whilst 27% bought into Legal services being offered on this basis. Taking the two services together, the data suggests that models that operate within a 3 Borough 'mini-hub' are more popular. See table below which shows different options for sharing professional HR and Legal support resources:

	HR %	Legal %
At Borough level only	45	18
Across up to 3 boroughs	55	36
London wide	55	27
With other local 2 <sup>nd</sup> tier organisations	45	27
Other – Any interested party committed to VCS regardless of location	36	18

Looking to the future of service provision, survey participants were asked to indicate which of the organisations listed they would like to be involved in the delivery of specialist HR and Legal support. The overwhelming majority identified PEACe and NCVO (73% each), with ACAS and Employment Lawyers close behind (64%). CIPD and ELBA each received 55% of the poll for HR service providers with the preferences then becoming much less clear. With regards to legal services, External HR legal Companies were greatly preferred (by 45% and 36% of participants respectively) to other options which had the support of a maximum of 9% of participants.

### 5.3 Insights from the interviews

#### **Dual Role CVS Directors as HR Advisors**

The audit revealed that CVS Directors and Chief Executives play an important role in the provision of one-to-one HR guidance to their members who are the more established local first tier organisations. This interesting finding emerged from the CVS Directors interviews. When asked why this was the case Directors shared that CVS member's preferred guidance from someone working at their level with such sensitive matters who could lead to tribunals. This validates the suggestion that ELN should co-ordinate Directors' basic awareness training on HR and legal matters so that they will know what to do and where to go for specialist advice.

### **The importance of holding the CIPD qualification**

Both the team and interview respondents have had an ongoing debate about the value of qualifications and transferable sector skills. The feedback from a one-to-one interview with a specialist provider revealed that there were two distinctive views on the value of Chartered Institute of Personnel Development (CIPD) credentials.

At one end of the spectrum, a report due for publication later in 2006 recommends that staff hold the Foundation Certificate in Personnel Practice. At the other end of the spectrum two established VCS HR Providers, each with over 15 years experience reiterated the risk of spending too much focus on those who hold industry qualifications yet are unable to apply their knowledge within the diverse third sector.

### **Retaining Specialist Knowledge**

One CVS interview respondent strongly welcomed fresh thinking about retaining specialist knowledge within the CVS. In his opinion CVSs need to rethink their overall workforce strategy. In summary a closer look at a typical project led HR practice will reveal that a CVS can attract funds for new fixed term projects; the newly appointed worker builds up their specialist expertise and relationships with the groups they service; then, years later the project life draws to a close and the post is lost.

The more visible issue is the user needs go unmet, but perhaps more concerning is the fact that the CVS let the specialist expertise slip away along with the best practice knowledge bank built by the specialist.

## **5.4 Summary of Interview and Survey Findings**

Throughout this research, the general sense was that people were positive about this service review and optimistic that it would pave the way for improvements in both the quantity and quality of HR and Legal support provision available internally and externally for CVSs and VCOs. Specific future requirements included having dedicated Development Officers with recognised expertise in HR to provide one to one surgeries to the CVSs and service users with the support of PEACe. In the absence of such direct support, clear signposting is needed to appropriate, consistent external providers, and named persons within those organisations.

The survey, interviews and subsequent focus group all had a common theme with regards to the level of skills of those providing HR services. Primarily, it was thought necessary to ensure that whoever is providing HR advice to CVSs should be at least be NVQ level 4 or be CIPD qualified irrespective of whether they came from a CVS background or private sector. The point is to bring professionalism, synergy and standardisation of high quality service to CVSs and service users.

## 5.5 Focus Group

The Open to Options Focus Group was convened to discuss the findings and recommendations of the interim report on this research and further tease out appropriate models of best practice for HR and Legal support delivery for the ELN. The following summarises the outcome from that session. Full notes of the session are available for review at Appendix 3.

The group discussed 3 potential service delivery models as well as a proposal from PEACe outlining how they could help with the HR and legal needs of the CVS Network. The models were:

1. Two full time members of staff in each borough
2. two key specialists operating across the sub region offering satellite services locally
3. CIPD qualified (HR) and full qualified legal at sub-regional level plus part qualified HR and legal in each borough

Each model had its pros and cons which were discussed at length and documented. This process resulted in two options being taken forward for further discussion within the constraints of budget and funding limitations.

### Option 1

- Part time HR Co-ordinator (preferably sitting within PEACe) - £30,000
- Legal pot of money to undertake further detailed research into the legal needs of the CVS Network organisations and their service users and piloting of a mini service - £20,000.
- To be funded by Capacity Builders.

### Option 2

- Full time HR Co-ordinator (preferably sitting within PEACe) - £50,000 (to include salary, on-costs and management fees).
- To be funded by Capacity Builders.
- Put in another bid to either Capacity Builders or another funding source for the legal work for the CVS Network utilising the services of Interchange.

Again the two options were discussed at length until one option, Option 2, emerged as that favoured by those present as the most appropriate solution for the East London CVS network at this time.

## 5.6 Follow up Interviews with CVS Capacity Building Teams

As part of the follow up interviews which took place after the focus group to validate recommendations and fill information gaps, a greater success with responses from front line and information workers was achieved after impressing on them that views of Directors had already been captured. In phase 2 the result was that respondents identified two distinct group's needs:

- Those employing for the first time
- Established groups with a workforce

The CVS respondents highlighted a range of issues around these themes:

- There is a lack of statistical evidence in terms of tribunal cases across the sub region. Several directors shared that that established groups were the main organisations affected because they don't tend to update policies
- There is a need to highlight the importance of checking and updating policies. As more and more staff know their rights and exercise them, organisations are getting into difficulties because they are acting on out of date, inappropriate, or illegal policies.
- It is highly recommended that as part of the Change Up strategy message about HR solutions that organisations are assisted to communicate the need for policy health checks. Further, Unions should be seen as a resource for assisting with this task. If these are completed regularly tribunals will be less likely.

With regard to those employing for the first time CVS Development Advisors expressed concern that the small organisations were less likely to participate in training and briefing sessions because as first time employers they underestimate what they need to know and the consequences of getting it wrong. One adviser from Redbridge CVS highlighted the need for a project which focused on first time employers whereby an HR advisor could work on a weekly basis with pre- selected groups over a 6 to 12 month period providing training and development perhaps on a one day per week basis.

The Capacity Building Teams generally felt that the legal needs of VSOs were of a lower priority than HR needs and as such could be met through better access to self help information as well as training/briefing sessions:

- a legal portal – bank of legal fact sheets with past scenarios available on each CVS website
- Discreet bite size legal briefing sessions at borough level
- Access to e list or email query service
- a solicitors directory

## **5.7 Evidence of Need**

None of the Directors/CEOs surveyed or interviewed felt their organisations delivered optimal services which met both internal and external HR and Legal support needs. However, throughout this research, it has proven difficult to point to a clear, independent, statistical evidence base to validate the local assumptions about service needs due to the lack of accurate data collection around some key statistics such as number of VSOs served; number receiving HR and/Or Legal support services in the last 12 months; number whose needs could not be met; reasons why needs could not be met; number of employment tribunals etc.

Furthermore, the extent to which groups needed legal support is not standard across boroughs (e.g. Havering and COF Tower Hamlets both have direct access to legal support whilst others do not). Likewise the experience of using specialist HR and Legal support services varies, across the ELN. One stark example of this is where one borough vowed that it would never use a particular specialist provider again, yet another felt this same provider was their life line.

## **6 Recommendations**

Taking on board the results of the survey, Director/CEO interviews, focus group outputs, CVS Capacity Building Team interviews, and models of best practice in the public domain, the following recommendations are made as solutions for HR and legal infrastructure services for ELN the future:

### **6.1 Mini Cluster Model**

Unconstrained by budgetary concerns, the vast majority of the 9 boroughs would opt for their own internal HR and Legal support provision. However, the reality of budgets is such that the CVSs recognise that this is both unlikely and probably a waste of resources in some of the boroughs with less need. Hence, a mini-cluster or mini –hub model is proposed whereby HR (and Legal services in the fullness of time) can be delivered by a resource dedicated to 3 boroughs. The determination of the mini-cluster boroughs may be based on existing alliances/partnership arrangements or may be designed around the similarity of borough demographics or lastly, the need to balance workload and access opportunities across the sub region.

The approach to delivering services under this model would be very similar to that described in 6.2 below except this would be at a mini cluster level rather than sub regionally.

### **6.2 Full time HR Coordinator**

It is recommended that ELN seek Capacity Builders Funding to enable the employment of a HR Sub Regional Coordinator (employed by Peace operating at a sub regional level where they are accessible to local groups).

A specialist provider will oversee the work, supervise and manage the post. The HR Coordinator will deliver advice, support, guidance and coaching through a helpline and surgeries delivered locally. S/he will also deliver training or arrange for expert trainers to deliver a programme of talks, seminars and training days throughout the sub-region on personnel and employment law issues.

This model means a specialist provider running an East London Sub-regional service along side and mirroring its existing London-wide services.

### **6.3 Local Expert Advisers**

The proposal arising from the Focus group highlighted that a key role of the HR Coordinator will be the responsibility for developing a business plan for the service and fundraising to develop and expand its service, including recruiting additional advisers. These would be based locally within the sub-region. The additional advisers could be employed by LVSC, or by local CVSs but would be managed by the Coordinator. This option clearly depends on the ability of the Coordinator (along with ELN and CVSs) to secure more funds for the additional posts.

It must be noted that the primary duty of providing work force training and frontline advisory services, bearing in mind the geographical coverage of nine boroughs or three mini hubs, is a major role in itself. The researchers recommended that the post holder can contribute to the ELN future HR development, however they should not lead. Such a job description will demand a higher salary. The Change Up Steering Group and ELN co-ordinators are well placed to take the lead and should open an early dialogue with potential partners

ELN members providing internal guidance and development advisors should be encouraged to take up skills development opportunity if they wish to do so, such as the Foundation Certificate in Personnel Practice.

## 6.4 Legal Support Services

Whilst it is clear that Legal support provision is currently lacking, the participants in this research and expert advisers all agree that HR services must be given priority in a limited funding scenario. Further, during the course of this current research it became known that LVSC is exploring some legal support matters, for example commissioning with a view to extending its own services to cover such provision thereby leaving local CVSs with less of a challenge in such areas.

Depending on the outcome of the LVSC review and the availability of further funding, a separate application should be made to either Capacity Builders or another funding source to create a model similar to that outlined for HR in 6.2 above. The potential service provider could be Interchange but mixed participant feedback suggests this would require further consideration.

In the meantime, ELN should undertake an exercise to identify all the pro bono law firms within the Sub Region and map these to the 9 boroughs. These would then be the first option for accessing Legal Support in the absence of dedicated resources. The biggest concern here is that VSOs get charged relatively high fees and individually, for reusable knowledge that sometime moves away from common sense solutions to legal technicalities.

This is why the option of creating and maintaining a resource of basic legal fact sheets would be a big step in the right direction. Additionally, a structured approach to involving the unions; and running Legal update road shows held at mini-hub level 2-3 times per year to provide groups with up to date knowledge could be all that is required to reduce the over representation of VSOs at employment tribunals.

## 6.5 Up Skilling CVS Staff

Many CVSs have among their staff, employees who have taken responsibility for HR and Legal services without possessing industry recognised professional qualifications. It is therefore recommended that as a longer term programme of development, staff in such positions are given the opportunity to undertake either a NVQ Level 4 or CIPD qualifications in human resource management. Where the current service provider is the CEO it may not be feasible for them to undertake this training. In this scenario it is recommended that a suitable staff member who is willing and capable of fulfilling the HR support role be identified to be trained to do so with the support of the CEO. Whilst this is a long term solution rather than a quick win, this bottom up approach will ensure that the overall level of HR service available at CVS level will be of a higher standard and will dovetail with the top down approach to be taken by the Sub-Region HR Coordinator.

Although a professional qualification is preferred, funding limitations make the PEACe proposal to establish a rolling training programme for the sub region through their Learning Team who deliver a large London-wide rolling programme already, an interesting proposition. Further research is required to establish exactly what could be covered and the cost of this service. Explain this paragraph further.

## **6.6 Resource Packs for Service Users**

The deployment of resource packs (estimated cost of £2,800 per pack where did this figure come from – seems astronomical – needs to be explained fully or left out) to CVS for sharing with users. This would be supported by rolling surgeries at each of the 9 sites for one day per week delivered by the HR Coordinator, supported by the local CVS or borough wide HR person (full or part CIPD/Level 4 qualified or in training) where one exists.

## **6.7 Best Practice Repository**

There are no doubt hundreds of very good policies, procedures, models, templates, and sample documents sit within the 9 boroughs. Whilst some of these may be shared across CVSs and with groups, many are probably only known about and accessed by a few key people. It is recommended that ELN develops a central repository, available via its website (with or without password protection) where sample documents can sit. This will be a local HR and Legal Knowledge Base which should not duplicate resources offered via other site such as NVCO. It could be the role of the HR Coordinator or an appropriately qualified person within the Network, to quality check (for legal accuracy) documents and then make them available via the Knowledge Base. The repository is likely to contain a full range of materials as described in Appendix 4.

## **6.8 Policy Screening**

Whilst there are many good practice policy documents in circulation, there are also many poor policy documents out there being used by VSOs everyday. The introduction of a Policy Screening Programme to help weed out poor policies among more established organisations would highlight inadequate and illegal policies preventing organisations from getting into employment difficulties. This programme could be delivered as part the Mini-Cluster HR practitioners' role/s.

# **7 Cost Benefit Analysis**

The limited availability of cost data related to the provision of existing services and proposed solutions mean it has not been possible to conduct a Cost Benefit Analysis at this time. Once the data becomes available, East London CVS Network should consider the following:

Costs should be based on:

- 1 to 3 graduate, CIPD qualified posts.
- Accredited HR training for the Certificate in Personnel Practice for 9 CVS posts - provision should be made for staff turnover and the consequent need for further accredited HR training in the future
- Funding for paid legal advice
- Expert advisors based locally or sub-regionally

Savings should be based on:

- All future work on model policies, newsletter articles, employment law updates etc can be networked around the mini cluster or centralised to the sub regional level.
- Sector HR issues currently dealt with at Director level can be dealt with by the dedicate post/s at lower cost.
- Tribunal costs will be significantly reduced/negated in many cases

## **8 Next Steps – An Action Plan for Change**

**The Work Generated in the action plan is generated from the individual sections of the report**

A range of stakeholders have an interest in meeting the needs of the ELN CVS and VCSs' HR and legal needs.

The draft action plan has identified a **lead** person highlighted in bold and support person to take the Options forward.

The Sub Regional Coordinator's have been assigned a key role of keeping the legal and HR developments on the sub regional agenda The action plan focuses on both HR and legal development. Funding for single HR personnel has been applied for via Capacity Builders. Late discussions took place with PEACe about the hosting of this post at the time of the application. It is expected that the HR – Co-ordinator should have enough technical HR expertise to deliver satellite training, 1-1 guidance and develop HR information resources which can be accessed by the VCS in each borough.

The action plan also highlights the role of involving information and development officers in collecting data which will be of use to the Sub region and pooling the knowledge of existing workforce development initiative. Lastly the ChangeUp consortium members in each borough will also share a stakeholders' interest.

Section reference Area of Work	Action	Lead Supporter	Date	Reporting method progress
<b>1. General action</b>	<ul style="list-style-type: none"> <li>○ Read and circulate report to the CVS Directors and receive comments and final changes .</li> </ul>	<b>ELN Co-ordinators</b>	Within 1 month	Directors Meeting
<b>2. Borough level representation</b>	<ul style="list-style-type: none"> <li>○ Identify a borough based champion to over see legal and HR developments</li> <li>○ Nominate two CVS representatives (either Directors or Staff) working with service users who act as Legal and HR champions</li> <li>○ All Directors to be further consulted on the feasibility of working on a Tri-borough basis to jointly access specialist Legal or HR support locally.</li> </ul>	<b>ELN Co-ordinators</b>  <b>Directors</b>  <b>ELN Co-ordinators</b>	Oct – Dec 06  Oct – Dec 06  Oct – Dec 06	
<b>3. ELN Data Collection</b>	The method of counting and collecting this data varies across each borough, in most cases the data is estimated at borough level or not available, and some this data was over three years old.	<b>ELN Co-</b>	Jan 07	Directors Meeting

Section reference Area of Work	Action	Lead Supporter	Date	Reporting method progress
<p><b>Overall size of the Voluntary and Community sector per borough</b></p>	<ul style="list-style-type: none"> <li>○ The ELN CVS Directors should agree a clear head counting method and definition for the sub region and updated annually</li> </ul>	<p><b>ordinators</b> Directors</p>		
<p><b>Borough based paid work force head count</b></p> <p>Number of local organisations employing staff in each borough</p>	<ul style="list-style-type: none"> <li>○ ELN Co-ordinators to discuss a realistic time line with the Directors to gather the local data through forthcoming ChangeUp and other local research projects</li> <li>○ take an active role in keeping abreast of the above by requesting regular updates from Directors and borough based information Officers</li> </ul>	<p><b>ELN Co-ordinators</b> Directors</p>	<p>Jan 07</p>	<p>Directors Meeting</p>
<p><b>Number of organisations each CVS is working with</b></p>	<p><b>Number of Groups each CVS supports</b> CVS's currently track the number of users to each service area, rather than a head count of users. To answer this question CVS 's need to</p> <ol style="list-style-type: none"> <li>1. Develop a clear definition of the term support (which is distinct from information)</li> <li>2. Consider a realistic time frame to pilot a system which tracks the number of CVS users e.g. Sign up CVS members, or capacity building team clients, CVS Grants beneficiaries</li> </ol> <p>Directors need to agree a common definition of head counting beneficiaries</p>	<p><b>ELN Co-ordinators</b></p>		<p>Change Up meetings  CVS Directors Progress reports</p>
<p><b>4. Size of the Voluntary Sector</b></p>	<ul style="list-style-type: none"> <li>○ The ELN co-ordinators and CVS Directors to read the Empowering East London research report</li> <li>● Start by talking to NVSC who have simple categories</li> </ul>	<p><b>ELN Co-ordinators</b> <b>Directors</b></p>		<p>Report</p>

Section reference Area of Work	Action	Lead Supporter	Date	Reporting method progress
	<ul style="list-style-type: none"> <li>• Number of groups each CVS is working with</li> </ul>			
<p><b>5. Pilot Project Legal support in the East LN</b></p> <p>First Time Employers Project FTEP</p> <p>Less Tribunal Better Reduction</p> <p>Sharing CVS Sub regional practice</p>	<p>Investigate the level of interest and take up in a pilot project for first time employers amongst the nine boroughs and include City</p> <ul style="list-style-type: none"> <li>○ Liaise with Redbridge and other small groups worker about needs of first time employers and open to other CVS</li> <li>○ Carry out research with established organisations to determine level of support needs for locally for established organisations to avoid the high level of tribunals</li> <li>○ Take some of the lessons from Barking and Dagenham and Newham who use Trade unions</li> <li>○ Cascade the lessons from Havering CVS who ran a legal training module for local programme. Engage CVS Directors in peer to peer support sessions</li> </ul>	<p><b>ELN Co-ordinators</b></p> <p><b>ELN</b></p> <p>HR Co-ordinator</p> <p><b>ELN Co-ordinators Dir</b></p> <p>CVS Staff</p>	<p>Oct – Dec</p> <p>April 2007</p> <p>Oct – Dec</p> <p>Jan – March</p>	<p>Workers Reports</p>  <p>Newsletters case study</p> <p>Directors meeting</p>
<p><b>6. Bite Sized Legal support seminars</b></p>	<ul style="list-style-type: none"> <li>○ ELN includes in it's fundraising strategy a series of pilot programme o(2.5 hours) micro seminars at a local level open to targeted at managers both new and established</li> </ul>	<p><b>ELN Co-ordinators &amp; Legal Champion</b></p>	<p>Jan 2007</p>	<p>Progress reports</p>
<p><b>7. ELN Awareness Programme</b></p>	<p>Develop a fundraising strategy to secure additional resources</p> <ul style="list-style-type: none"> <li>○ Co-ordinate a ELN conference which brings together specialist providers from both the Legal and HR discipline</li> </ul>	<p><b>ELN Co-ordinators</b></p>	<p>Jan – Dec 2007</p>	<p>Work Plan Workers report</p>

Section reference Area of Work	Action	Lead Supporter	Date	Reporting method progress
	<ul style="list-style-type: none"> <li>○ Using the report findings and existing initiatives conduct monthly circulations via e bulletin and quarterly newsletters as part of the ELN annual programme</li> </ul>	All contribute		
<p><b>8. Legal support Information level</b></p> <p><b>Users Needs</b></p>	<ul style="list-style-type: none"> <li>○ Design / Develop a directory of local solicitors used from the surveys</li> <li>○ ELN to hold information on their Website</li> <li>○ Each CVS to share fact sheets on legal support via an ELCVS portal</li> <li>○ Invite CVS'S to participate in a Legal Audit provider Feedback and Users to participate in a Legal Service User Feedback</li> <li>○ Get feedback from CVS current service users about their experience of using the pro bono provision support existing support Conduct further research about the viability of a training programme for no more than three boroughs at a time several b</li> <li>○ Discuss with Interchange the main training areas to be delivered on a borough or Mini -cluster basis</li> </ul>	<p><b>ELN Co-ordinators</b> CVS Staff</p> <p><b>Working Group</b></p> <p><b>ELN Co-ordinators</b></p>	Jan 07	Survey Report
<p><b>9. Access to legal information</b></p> <p><b>Tribunal cases</b></p>	<ul style="list-style-type: none"> <li>○ Use the findings to create an comprehensive bench marking directory of solicitors and providers available through the ELCVS web site</li> <li>○ Develop an list of useful legal contacts which will allow each CVS to track the use and quality of the legal services</li> <li>○ Agree with Directors whether keeping an overall track of the number of tribunal cases in the VCS</li> </ul>	<p><b>ELN Co-ordinators</b></p> <p><b>ELN Co-ordinators &amp; CVS Staff</b></p> <p><b>ELN Co-</b></p>	Oct – Jan	Directory

Section reference Area of Work	Action	Lead Supporter	Date	Reporting method progress
		<b>ordinators</b>		
<b>10. Legal Skills programme for infrastructure organisations</b>	<ul style="list-style-type: none"> <li>○ Create a list of pro bono supporters</li> </ul>	<b>ELN Co-ordinators</b>	Oct – Jan	Directory
<b>11. Taking stock HR CVS Sub Regional Developments</b>	<ul style="list-style-type: none"> <li>○ Work more closely and learn from the developments with the other London CVS (four) sub regions to learn from HR developments particularly and Camden 1-1 provision 18 years, South Sub regional developments and Central London Skills training programme</li> <li>○ Meet with PEACe to identify realistic package of support in the short term and roll out relevant pilots</li> <li>○ Consult CVS Staff on the need for skills development ChangeUp support consortiums in each borough about the need for a skills development programme</li> </ul>	<b>ELN Co-ordinators</b>  <b>HR Co-ordinator</b>  <b>ELN Co-ordinators, HR Coord.</b>	Oct – Jan 07	
<b>12. CVS Sharing mini clusters HR resources</b>	<ul style="list-style-type: none"> <li>○ Formulate a tracking / monitoring system which takes into account the level of CVS personnel use of the HR advisor along side CVS service users access</li> <li>○ As part of the project work closely with the person performing the CVS HR function and the borough representative to keep stock of any CVS trends which can contribute to developing a long term case for additional resources</li> </ul>	<b>ELN Co-ordinators</b>  <b>Working Group</b>  <b>HR co-ordinator</b>	Nov 06  Nov 06	

Section reference Area of Work	Action	Lead Supporter	Date	Reporting method progress
<p><b>13. HR Skills programme for infrastructure organisations</b></p>	<ul style="list-style-type: none"> <li>○ Co-ordinate a meeting with the three mini clusters, bringing together infrastructure organisations to determine the level of staff skills development needs</li> <li>○ Using the specialist skills of the HR co-ordinator deliver an annual training programme rolled out across the three mini clusters engaging support/ helper organisations</li> <li>○ Pull together the range of external training opportunities open to the EL workforce</li> </ul>	<p>CVS Staff</p> <p><b>HR Coord.</b></p> <p><b>HR Coord.</b></p> <p><b>HR Coord.</b> <b>HR Coord.</b></p>	<p>Oct – Jan</p> <p>Feb onwards</p>	<p>Reports and data collected</p>
<p><b>14. CVS HR Skills</b></p>	<p>Rather than have a separate provision. Each ELN CVS Director felt confident that they could make use of the existing HR provision to support their own legal and HR needs.</p> <ul style="list-style-type: none"> <li>○ Identify the level of interest in entry level qualification and response for a sub regional training programme which leads to training and development or qualifications in HR at CIPD or NVQ level 4 at a local level both CVS HR staff and infrastructure organisations</li> </ul>	<p><b>ELN Co-ordinators</b></p> <p><b>Support from HR co-ordinator</b></p>	<p>ASAP</p>	<p>HR Skills Audit Report</p>
<p><b>15. Services Users involvement</b></p>	<p>CVS service users currently make use of Pro Bono and HR at information and advice level. Involve local service users both established and those employing for the first time in the next development phase.</p> <p>Each borough should target their investigation at an appropriate range of users</p> <ul style="list-style-type: none"> <li>○ Options 1- Focus on CVS service users legal and HR needs only</li> <li>○ Option 2 – Open the research to local ChangeUp members</li> </ul>	<p>ELN change Up partners</p>	<p>Jan – March06</p>	

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## 9 References

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The Civic Trust (2002), *a Collaborative Working Unit – A Feasibility Study Final Report*.

## **10. Appendices**

Appendix 1 - Sample Survey

Appendix 2 - Survey Results

Appendix 3 - Focus Group Notes

## 10.1 Appendix 1 - Sample Survey



### **Open to Options**

**Developing Human Resource &  
Legal support options**

**A Research and Mapping Exercise  
For the  
East London CVS Sub- region**

## Section 1 Contact information and your Role

### 1. Contact details

**First Name/Last Name**

**Job Title**

**Organisation Name**

**Address Line 1**

**Address Line 2**

**Borough**

**City**

**Postcode**

<input type="text"/>	<input type="text"/>	<input type="text"/>
----------------------	----------------------	----------------------

**Role Description**

**2. Length of time in organisation** > 0-3 Years  > 4-6 Years  >6+ Years

**3. Your Workforce (please insert numbers in the boxes below)**

Full Time Staff

Part Time Staff

Volunteers

**4. Which of the following describe your organisation?**

We consider ourselves generally to be ..... (Check all that apply)

Pro-active     Re-active     Forward thinking     Risk taking   
 Open to partnership working     Campaigners

5. Does your Organisation have a business plan    Yes     No

6. What is the legal status of your organisation

--

## Section 2 Your Current Provision

	<i>Human Resources</i>		<b>Legal</b>	
7. Do you have an internal person providing services for your CVS	F/time <input type="checkbox"/>	P/time <input type="checkbox"/>	F/time <input type="checkbox"/>	P/time <input type="checkbox"/>
If yes, name of person				
8. Do you have an internal person providing services for your Users	F/time <input type="checkbox"/>	P/time <input type="checkbox"/>	F/time <input type="checkbox"/>	P/time <input type="checkbox"/>
If yes, name of person				
9. What is your knowledge of specialist support service organisations?				
10. Which external agencies, if any, do you currently use for support? Please List	1. 2. 3. 4.		1. 2. 3. 4.	
11. How do you use the existing help you receive?	For advice <input type="checkbox"/> For Information <input type="checkbox"/>		For advice <input type="checkbox"/> For Information <input type="checkbox"/>	
12. Does the support you currently receive meet your needs?	Yes <input type="checkbox"/> No <input type="checkbox"/>		Yes <input type="checkbox"/> No <input type="checkbox"/>	
If no, what additional support does your organisation require?				
13. Which of the following do you currently advise on?				
Appraisals and performance management	Yes <input type="checkbox"/> No <input type="checkbox"/>		Yes <input type="checkbox"/> No <input type="checkbox"/>	
Contracts of employment	Yes <input type="checkbox"/> No <input type="checkbox"/>		Yes <input type="checkbox"/> No <input type="checkbox"/>	
Developing a handbook	Yes <input type="checkbox"/> No <input type="checkbox"/>		Yes <input type="checkbox"/> No <input type="checkbox"/>	
Discipline and grievance	Yes <input type="checkbox"/> No <input type="checkbox"/>		Yes <input type="checkbox"/> No <input type="checkbox"/>	
Job descriptions	Yes <input type="checkbox"/> No <input type="checkbox"/>		Yes <input type="checkbox"/> No <input type="checkbox"/>	
Job evaluation	Yes <input type="checkbox"/> No <input type="checkbox"/>		Yes <input type="checkbox"/> No <input type="checkbox"/>	
Payroll	Yes <input type="checkbox"/> No <input type="checkbox"/>		Yes <input type="checkbox"/> No <input type="checkbox"/>	

Open to Options - Developing Human Resource & Legal Support Options

Policies and Procedures	Yes <input type="checkbox"/> No <input type="checkbox"/>	Yes <input type="checkbox"/> No <input type="checkbox"/>
Recruitment and retention	Yes <input type="checkbox"/> No <input type="checkbox"/>	Yes <input type="checkbox"/> No <input type="checkbox"/>
Supervision	Yes <input type="checkbox"/> No <input type="checkbox"/>	Yes <input type="checkbox"/> No <input type="checkbox"/>
Legal updates	Yes <input type="checkbox"/> No <input type="checkbox"/>	Yes <input type="checkbox"/> No <input type="checkbox"/>
Training and development	Yes <input type="checkbox"/> No <input type="checkbox"/>	Yes <input type="checkbox"/> No <input type="checkbox"/>
	<b>Human Resources</b>	<b>Legal</b>
<b>14. Do you have a HR or legal budget?</b>	Yes <input type="checkbox"/> No <input type="checkbox"/>	Yes <input type="checkbox"/> No <input type="checkbox"/>
<b>15. Which of the following sources do you get your budget from?</b>	<b>Core</b>	<b>Project</b>
European Government	<input type="checkbox"/>	<input type="checkbox"/>
Regional government	<input type="checkbox"/>	<input type="checkbox"/>
Local authority grant	<input type="checkbox"/>	<input type="checkbox"/>
Metropolitan police	<input type="checkbox"/>	<input type="checkbox"/>
Learning and skills council	<input type="checkbox"/>	<input type="checkbox"/>
Community Fund	<input type="checkbox"/>	<input type="checkbox"/>
Fees from services	<input type="checkbox"/>	<input type="checkbox"/>
Membership	<input type="checkbox"/>	<input type="checkbox"/>
Income from events	<input type="checkbox"/>	<input type="checkbox"/>
Trading	<input type="checkbox"/>	<input type="checkbox"/>
Other	<input type="checkbox"/>	<input type="checkbox"/>
<b>16. Please indicate your budget for HR and Legal support</b>	£	£
<b>17. Has your level of funding increased in the last 12 months?</b>	Yes <input type="checkbox"/> No <input type="checkbox"/>	Yes <input type="checkbox"/> No <input type="checkbox"/>
<b>18. Does your budget meet your needs?</b>	Yes <input type="checkbox"/> No <input type="checkbox"/>	Yes <input type="checkbox"/> No <input type="checkbox"/>
<b>19. If you required paid advice which of the following would you choose?</b>		
Consultant	Yes <input type="checkbox"/> No <input type="checkbox"/>	Yes <input type="checkbox"/> No <input type="checkbox"/>
External HR Company	Yes <input type="checkbox"/> No <input type="checkbox"/>	Yes <input type="checkbox"/> No <input type="checkbox"/>
Pro bona – Solicitor	Yes <input type="checkbox"/> No <input type="checkbox"/>	Yes <input type="checkbox"/> No <input type="checkbox"/>
Employment Lawyer	Yes <input type="checkbox"/> No <input type="checkbox"/>	Yes <input type="checkbox"/> No <input type="checkbox"/>

**20. Do you face any of the following barriers?**

- Lack of access to specialist staff who can advise service users
- Lack of access to experts who can advise the CVS
- Insufficient data on specialist in HR
- Insufficient data on access to legal
- Receiving out of date information
- Lack of time to keep abreast of changes in legislation

<b>Very often</b>	<b>Quite often</b>	<b>Some times</b>	<b>Never</b>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**21. Please use the space below to describe any other barriers that you face**

**22. Share some of the strengths of the services that you currently receive**

**23. Share the limitations of the services that you currently receive**

*Support during a crisis*

**24. In the event of a major HR issue or legal crisis occurring in your organisation where would you turn to, to access support? (Check one box per row)**

	Strongly Agree	Agree	Disagree	Strongly Disagree	None
Seek advice from colleague	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Refer to a manual e.g. Croner's	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Seek telephone advice	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Speak to a specialist agency	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Talk to your line manager	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Book an appointment with a specialist	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**SECTION 3 Solutions**

This section considers some of the solutions that you may already have in mind to tackle your HR and Legal needs.

**Knowledge Of Good Practice**

	Yes	No
25. Do you know of any models of good practice HR	<input type="checkbox"/>	<input type="checkbox"/>
26. Do you know of any models of good practice Legal	<input type="checkbox"/>	<input type="checkbox"/>

**27. Use this space to outline the agencies involved and your views**

HR	Legal
1.	1.
2.	2.
3.	3.
4.	4.
5.	5.

**28. To what extent are you willing to share resources to meet your needs?**

At borough level only	HR <input type="checkbox"/>	Legal <input type="checkbox"/>
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Across up to 3 boroughs	<input type="checkbox"/>	<input type="checkbox"/>
London wide	<input type="checkbox"/>	<input type="checkbox"/>
With other local second tier organisations	<input type="checkbox"/>	<input type="checkbox"/>
Other (Please add)	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>

	Yes	No
<b>29. Have you been involved in other consultation?</b>		
About Improvements to HR	<input type="checkbox"/>	<input type="checkbox"/>
About improvements to Legal support	<input type="checkbox"/>	<input type="checkbox"/>

30. Which of the following specialist agencies would you like to see involved in sub regional solutions?	Yes	No	Need more information
ACAS	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
CIPD	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cranfield Trust	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Croners	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ELBA	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Employment Lawyers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
External HR companies (fees)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
External legal companies (fees)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Interchange	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
NCVO	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
PEACe	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
UK Workforce hub	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Wise Owls	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**31. Any other comments re: HR support services**

**32. Any other comments re: Legal support services**

☺ Thank you for completing this form  
The information contained will be summarised in a report

## 10.2 Appendix 2 – Survey Results

7. Do you have a member of staff that provides HR and Legal services for your CVS?

Of those surveyed, 5 had full time and 2 had part time people providing HR support; 3 had a ft and 3 had a pt person providing legal support to meets these organisations internal service needs.

8. DO you have a member of staff that provides HR and Legal services for your Users?

In terms of providing such services to users 4 had a fulltime staff member and 2 had a part time person for HR; 2 had a ft and 2 had a pt person for Legal.

9. What is your knowledge of specialist support providers?

The list generated was quite long with a several names appearing more than once:

- HR
  - LVSC - 2
  - Workforce Development Hub Helpline
  - HR Net (Cranfield Trust)
  - Croners Manual and Helpline (not VCS specific) - 3
  - PEACe - 4
  - NACVS
  - Peninsula
  - Corporation of London
  - ACAS Helpline - 2
  - NCVO - 2
  - CIPD
  - Wise Owls
  - Interchange
  - ACEVO
  
- Legal
  - Citizens Advice Bureau
  - CAP
  - Interchange - 4
  - Greenwich Community Law Centre
  - Hackney Community Law Centre - 2
  - Linkletters Partnership
  - ACAS
  - PEACe
  - Voluntary Sector legal handbook
  - Directory of Social Change
  - Bates, Wells & Braithwaite (pro bono)
  - LVSC
  - NCVO

10. Which agencies, if any, do you currently use for support?

Again, the list generated was quite long with a several names appearing more than once. However, 1 respondent did not name any for either HR or Legal support and another respondent did not list any for legal support.

- HR
  - LVSC
  - Croners Manual and Helpline (not VCS specific) - 1
  - PEACe - 2
  - Peninsula
  - Corporation of London
  - ACAS Helpline - 4
  - NCVO - 2
  - CIPD
  - CVSnet
  - ACEVO
  
- Legal
  - Interchange
  - Hackney Community Law Centre
  - Linkletters Partnership
  - ACAS
  - PEACe
  - Law Society
  - Society of Black Solicitors
  - Local Solicitors
  - Barristers Chambers
  - Charity Commission
  - Corporation of London
  - LVSC
  - NCVO

11. In what capacity have you used external services?

The most commonly listed response (64%) was that support was enlisted for expert advice and guidance. However, one respondent said that they accessed HR support to deal with internal problems, guidance on policies and procedures and helping service users.

Only one respondent said they accessed external legal support to run regular surgeries for their user group. It should also be noted that one participant confirmed that they had discontinued an HR service contract with their HR provider due to poor service.

12a. If used, have these services met your individual needs?

36% and 55% of respondents respectively said that HR and legal services accessed met their individual needs.

12a. If used, have these services met your organisational needs?

27% and 27% of respondents respectively said that HR and legal services accessed met their organisational needs.

13. Which of the following do you currently offer advice on?

Appraisals and performance management – HR 45%; Legal 0%

Contracts of employment – HR 64%; Legal 18%

Developing a staff handbook – HR 45%; Legal 9%

Discipline and grievance issues – HR 64%; Legal 18%

Job descriptions – HR 64%; Legal 18%

Job evaluation – HR 36%; Legal 0%

Payroll – HR 18%; Legal 0%

Policies and Procedures – HR 73%; Legal 18%

Recruitment and retention – HR 64%; Legal 9%

Supervision – HR 55%; Legal 9%

Legal updates – HR 36%; Legal 27%

Training and development – HR 64%; Legal 9%

14. Do you have a budget to provide HR or legal support?

HR Yes = 36%

HR No = 64%

Legal Yes = 9%

Legal No = 91%

16. Please indicate your budget for HR and Legal support

Of those who chose to respond to this question the range of answers was very broad as indicated below:

HR	Legal
-	-
£6300	0
0	0
-	-
£89, 000 (PEACe only)	-
-	-

-	Approx £1,000
-	-
£2,800	-
-	-

17. Has your level of funding increased in the last 12 months?

HR Yes = 18%

HR No = 82%

Legal Yes = 0%

Legal No = 100%

18. Are you currently able to meet demand?

HR Yes = 45%

HR No = 55%

Legal Yes = 18%

Legal No = 82%

19. Do you ever use the following to provide a service?

	HR - Yes	Legal - Yes
Consultant	55%	45%
External HR Company	36%	18%
Pro bona - Solicitor	45%	27%
Employment Lawyer	45%	27%
Other (please list)	PEACe - 14%	Interchange - 14%

20. Do you face any of the following barriers?

	Very Often %	Quite Often %	Sometimes %	Never %
Lack of access to specialist staff who can advise service users	27	0	55	9
Lack of access to experts who can advise the CVS	18	9	45	9
Insufficient data on specialist in HR	9	9	55	18
Insufficient data on access to legal	9	9	64	9
Receiving out of date information	9	0	36	27
Lack of time to keep abreast of changes in legislation	27	27	36	0

21. Please use the space below to describe any other barriers that you face

- Organisation would like to move from internal focus to external focus and providing service users with advice.
- Not having the funding to assist organisations with advice on setting up HR policies and procedures and help with employing staff.
- Service especially on legal issues is provided to service users on an out of office hours basis (6.30pm – 8.00pm). Limitation in respect to the solicitor's expert advice.
- Greenwich does not have a CVS so other infrastructure groups such as ours have increased pressure, without capacity or funding, to fill the gaps.
- Finance to afford specialist legal and HR expenses – access to finance
- Lack of access to reduce cost or pro bono support from employment law solicitors for users
- One to one support for groups and CVS when needed
- Insufficient Trade Union membership in sector makes negotiation difficult and time consuming (too often has to be done on individual basis rather than collectively).
- Too many "HR Professionals" don't understand issues of voluntary sector (e.g. working with Management Boards) and much advice is inappropriate and unhelpful.

22. Share some of the strengths of the services that you currently receive

- There are a lot of free updates available from solicitors firms and lots of detailed info on websites such as ACAS.
- We work closely with Law Works who offer pro-bono services. They work with us to offer evening programmes of meetings with VCOs. We manage the admin for these sessions.
- Development Manager – knowledgeable on constitutions and charity law
- Good consultants – trainers on recruitment & retention etc
- Development Team – job descriptions, recruiting staff – they offer good advice
- Advice given is good and there is a good helpline support
- Expert HR



28. To what extent are you willing to share resources to meet you needs?

	<b>HR %</b>	<b>Legal %</b>
At Borough level only	45	18
Across up to 3 boroughs	55	36
London wide	55	27
With other local 2 <sup>nd</sup> tier organisations	45	27
Other - Any interested party committed to VCS regardless of location	36	18

29. Have you been involved in other consultation?

About improvements to HR support	Yes = 36%	No = 64%
About improvements to Legal support	Yes = 18%	No = 82%

30. Which of the following specialist agencies would you like to see involved in sub regional solutions?

	<b>Yes %</b>	<b>No %</b>	<b>Need more Info %</b>
ACAS	64	9	18
CIPD	55	9	27
Cranfield Trust	27	9	55
Croners	27	9	36
ELBA	55	0	36
Employment Lawyers	64	0	18
External HR Companies	9	45	36
External Legal Companies	18	36	36
Interchange	55	9	18
NCVO	73	0	9
PEACe	73	0	9
Penninsula	45	0	36
UK Workforce Hub	37	0	36
Wise Owls	0	0	9

31. Any further comments re: HR support services?

- Dedicated business support officer with expertise in HR to provide 1-2-1 surgeries to the CVSs and service users
- Would prefer PEACE to do the hand holding
- East London Network should provide directors training on HR and legal matters. Basic awareness training so that they will know what to do and where to go for specialist advice. Plus it would be part of upgrading their skills

- We need consultancy - in terms of capacity provision- clear sign post to name persons
- I think that it is necessary to ensure that whoever is going the HR advice to CVS should be at least be NVQ4 qualified or be CIPD qualified. I do not think that the person necessarily needs to come from a CVS background; they could come from a private sector. I think they could bring some synergy to the CVS service users and also some good models of practice which allow the service users and the CVSs to take a more professional approach to HR within their organisations.

32. Any further comments re: HR support services?

- Dedicated business support office with legal expertise to provide 1-2-1 surgeries to the CVSs and service users
- Also opportunity for CVS staff to be able to get legal advice for their personal situation.

### 10.3 Appendix 3 – Focus Group Notes

The focus group meeting was held at Newham VSC from 2.00pm – 4.30pm.

#### Attendees

Name	Organisation
Ali Ahmed	Newham VSC
Stephanie Lane	Barking & Dagenham CVS HAVCO
Kelly Montgomery	East London CVS Network
Bisi Ojuri	Hackney Voluntary Action
Harjit Sangha	Redbridge CVS
Janet Smith	Bexley CVS
Sandra Golding	Facilitator

Sandra Golding presented to the group some of the findings from the interim report.

#### Exploring your options – part one

An individual exercise was carried out by each participant. The exercise was to identify what the internal and external HR and legal needs were for the CVS organisation.

The following table outlines the responses from the 6 CVS organisations represented at the focus group.

Please note: The responses are not in any order of preference and give an indication of some of the concerns of their own needs and the perceived needs of their service users.

Internal CVS Needs	Service User Needs
<p><b>HR</b></p> <ul style="list-style-type: none"> <li>• Employment contracts</li> <li>• Redundancies</li> <li>• Job analysis</li> <li>• Appraisals</li> <li>• Job evaluation</li> <li>• Supervision</li> <li>• Source of Advice and support on any HR issue e.g. references etc</li> <li>• Hand holding the organisation through disciplinary or grievance procedures and or tribunal</li> <li>• Staff Training</li> <li>• Training on HR issues e.g. employment contracts etc</li> <li>• Updates (resource issues and law)</li> <li>• Polices &amp; procedures</li> <li>• Recruitment</li> <li>• Discrimination issues</li> <li>• Equal opportunities</li> <li>• Verbal advice</li> <li>• Latest HR law</li> <li>• Record keeping and updates</li> <li>• Career Management</li> <li>• Skills and HR analysis</li> <li>• Recruitment &amp; selection process</li> <li>• Quality Standards</li> </ul>	<p><b>HR</b></p> <ul style="list-style-type: none"> <li>• Training to support toolkit developed</li> <li>• One on ones</li> <li>• Volunteer / staff management</li> <li>• Policies &amp; procedures</li> <li>• Source of Advice and support on any HR issue e.g. references etc</li> <li>• Hand holding the organisation through disciplinary or grievance procedures and or tribunal</li> <li>• Recruitment support &amp; advice</li> <li>• Administration support</li> <li>• Quality standards &amp; monitoring</li> <li>• Staff support &amp; management</li> <li>• Training on all aspects of HR</li> <li>• Interviews</li> <li>• Induction</li> <li>• Remuneration</li> <li>• Recruitment &amp; retention e.g. job descriptions etc</li> <li>• Supervision</li> <li>• Payroll</li> </ul>

Internal CVS Needs	Service User Needs
<p><b>Legal</b></p> <ul style="list-style-type: none"> <li>• Helpline / advice</li> <li>• One to one support when needed</li> <li>• Surgeries</li> <li>• Legal updates</li> <li>• Procedures</li> <li>• Leases</li> <li>• Funding agreements &amp; contracts</li> <li>• Constitutions</li> <li>• Looking at contracts of employment</li> <li>• Employment law</li> <li>• Property law</li> <li>• Review of project contracts</li> <li>• Charity law</li> <li>• Equality law</li> <li>• Indemnity law</li> <li>• Property law</li> <li>• On-line do's &amp; don'ts</li> </ul>	<p><b>Legal</b></p> <ul style="list-style-type: none"> <li>• Helpline / advice</li> <li>• Training</li> <li>• One to one surgeries as &amp; when needed</li> <li>• Peer support</li> <li>• Charity law</li> <li>• Employment law</li> <li>• Premises advice</li> <li>• Health &amp; safety</li> <li>• Funding agreements &amp; contracts</li> <li>• Constitutions</li> <li>• Looking at contracts of employment</li> <li>• Volunteering law</li> <li>• Contracts</li> <li>• Property law</li> <li>• Redundancies</li> <li>• Tribunal</li> <li>• Board conflicts</li> <li>• Trustees</li> <li>• Leases</li> </ul>

### Exploring your options – part two

Following a break the participants were divided into two groups to undertake a group exercise. The purpose of this exercise was to identify potential options that the CVS network could consider to help resolve their HR and legal support problem.

The exercise entailed the groups identifying the benefits and limitations of the following options:

1. Working at the single borough level
2. Working at a cross borough level (2-3 boroughs)
3. Working across the sub-region

Prior to the groups undertaking the exercise Sandra Golding went through three possible scenarios that could be considered.

4. Two full time members of staff in each borough
5. two key specialists operating across the sub region offering satellite services locally
6. CIPD qualified (HR) and full qualified legal at sub-regional level plus part qualified HR and legal in each borough

The groups were also given a proposal from PEACe outlining how they could help with the HR and legal needs of the CVS Network.

<b>Benefits</b>	<b>Limitations</b>
<p><b>Single Borough</b></p> <ul style="list-style-type: none"> <li>• On hand advice &amp; guidance relevant to local issues</li> <li>• Local person available at all times</li> <li>• Location - travel / transport not an issue</li> <li>• If based at the CVS groups already have links</li> <li>• Face to face support - not someone on the phone</li> <li>• Knowledge of local issues</li> <li>• Share information / knowledge with CVS</li> </ul>	<p><b>Single Borough</b></p> <ul style="list-style-type: none"> <li>• 2 workers too excessive</li> <li>• Would it be cost effective?</li> <li>• Funding?</li> <li>• No good practice</li> <li>• Existing services are there already - why would boroughs need this?</li> <li>• Sustainability</li> </ul>
<p><b>Cross Borough</b></p> <ul style="list-style-type: none"> <li>• 3 boroughs working together in partnership</li> <li>• Easier to access funding for partnership work</li> <li>• Mini hubs used to working together</li> <li>• More cost effective</li> <li>• Encourage partnership working cross borough</li> </ul>	<p><b>Cross Borough</b></p> <ul style="list-style-type: none"> <li>• May not be needed or may be used on an unequal basis</li> <li>• Accessibility - not always on hand</li> <li>• No. of VCOs needing this person - over load</li> <li>• Lack of specific local knowledge</li> <li>• Harder to feed back to local CVS on groups development</li> <li>• Sustainability</li> </ul>

<b>Benefits</b>	<b>Limitations</b>
<p><b>Sub-region</b></p> <ul style="list-style-type: none"> <li>• Access to plenty of support</li> <li>• Very cost effective</li> <li>• Easier to access funding</li> <li>• Joined up thinking</li> <li>• Guaranteed attendance at specialist training etc as more coverage</li> </ul>	<p><b>Sub-region</b></p> <ul style="list-style-type: none"> <li>• May be too much work involved in one borough</li> <li>• Who employs or manages the workers</li> <li>• May need a team of maybe 4 people</li> <li>• Too big an area - too many groups</li> <li>• Less time available to each borough</li> <li>• Would need more staff members</li> <li>• Accessibility - groups may have to travel to surgeries etc</li> <li>• Sustainability</li> </ul>

Each group fed back their answers on the various options that they had explored. After a very lively discussion the following two options were put on the table for a solution to the CVS Network HR and legal problem.

It was noted that the Network would be applying for capacity builders funding to help with this problem. However it was noted that the maximum they could apply for was £50,000 over an eighteen month period up until 2008.

**Option 1**

Full time HR Co-ordinator (preferably sitting within PEACe) - £30,000

Legal pot of money to undertake further detailed research into the legal needs of the CVS Network organisations and their service users and piloting of a mini service - £20,000. To be funded by Capacity Builders

**Option 2**

Full time HR Co-ordinator (preferably sitting within PEACe) - £50,000 (will include salary, on-costs and management fees). To be funded by Capacity Builders.

Put in another bid to either Capacity Builders or another funding source for the legal work for the CVS Network utilising the services of Interchange.

Further discussion took place and the consensus was to choose option 2 for the CVS Network.

## 10.4 Appendix 4 – HR and Legal Knowledge Base Proposed Contents

### HR List

#### Recruitment & Retention

- Job Analysis
- Job Descriptions
- Person Specifications
- Advertising
- Application Process (Forms and/or CV's)
- Equal Opportunities Monitoring
- Short listing
- References
- Interviews
- Probation Periods
- Inductions
- Remuneration
- Incentive Pay
- Holidays
- Hours of Work
- Working From Home
- Motivating Employees
- Employment Forms
- Personnel data and record keeping

#### Supervision

- On the job supervision
- Formal supervision
- Type of reviews
- Frequency of supervision sessions
- Time allocation for supervision sessions

#### Appraisals and performance management

- Appraisal Policy and Procedures
- Designing Appraisal and Performance Management Form/s
- Conducting Appraisals and Performance Management Interviews
- Appraising Under-performers
- Dealing with a difficult appraisal session
- Setting objectives and goals

### Legal Issues

- Equal opportunities
- Disability laws
- Grievance
- Disciplinary procedure
- Type of employee (full time, part time, casual/sessional, temps, consultants, volunteers)
- Discrimination issues
- Flexible working
- Maternity and paternity leave
- Capability
- Poor performance
- Sickness
- Conduct
- Redundancy
- Unfair dismissal
- Sexual Harassment
- Health & safety
- Notice rights and pay
- Religion and belief
- Termination of employment
- Working time regulations

### Contracts of Employments

- Verbal agreement
- Written agreement
- What should be included in a contract of employment

### Job Evaluation

- Job evaluation scheme
- Implementing a job evaluation scheme

### Discipline and Grievance

- Statutory discipline procedure
- Statutory grievance procedure
- Accompaniment at a disciplinary or grievance hearing
- Dismissal
- Discipline and grievance forms
- Resolving disputes

### Job Descriptions

- Content of job description
- Review of job description
- Induction programme for new staff

### Training and Development

- Training and Development Policy
- Training and Development Plan
- Personal Development Plan

### HR Policies

- Email policy
- Internet policy
- Equal opportunities
- Dealing with drugs and alcohol in the workplace
- Everyday workplace policies
- Managing mental health in the workplace
- Working from home

### Payroll

- In house pay roll versus external pay roll
- Method of payment
- Frequency of pay

## Legal List

### Employment Law

- Legal system for employment
- Contracts of employment
- How employees acquire rights
- Equal opportunities
- Flexible working
- Part time workers
- Temporary, seasonal and casual employment
- Equal pay
- Sunday working for shop workers
- The working time regulations
- The whistleblowers' act
- The data protection act 1998
- The human rights act 1998
- Monitoring communications

### Legal Structures

- Companies limited by guarantee
- Companies limited by shares
- Industrial and provident societies

- Community Interest Companies
- Voluntary Organisations
- Charities
- The pros and cons of the above
- Financing options for an organisations legal structure

#### Contracts

- Basic contract checklist
- What the clauses mean
- What to look out for when contracting with suppliers or funding or grant applications

#### Brand Management

- The value of brand
- Dangers of stealing other brands and avoiding passing-off actions
- Protecting your own brand
- Registration of trade marks
- Licensing your brand
- Sponsorship deals

#### On-line Activities

- What you can and can't do with your website
- Data protection
- Selling over the internet
- Domain names
- E-marketing