



14th October 2007

Offering refuge, support and information to
women and children experiencing domestic violence

Dear Jan,

Thank you very much for completing the recent HR consultancy work for us. Part of our agreement was that we would provide you with a letter recommending you to future customers if we were satisfied with your work and we are pleased to provide this.

You undertook a review of our current HR systems and processes at the strategic and operational levels and provided the Trustees with a comprehensive and insightful report as a result with clear recommendations and priorities based on risk levels. In addition you wrote and/or reviewed 18 new and existing HR policies and provided many additional value added documents such as guidance notes for Managers on many areas and template letters for formal situations. You provided us with a plan for controlling the ongoing reviews of policies and concise summaries of the policies in order to assist us in communicating such a large volume of information to managers and staff.

We have been very pleased indeed with the quality of the work you have produced for us. The report takes into account the overall organisational context in its' recommendations and is particularly useful in assisting us with the many uncertainties and challenges ahead of us at this point in time. You interviewed the Trustees and Managers to inform your analysis and recommendations and have been extremely mindful of the best way to position and communicate some of the more contentious points in the document.

The policies are extremely helpful. There are many employment situations that have arisen over the last couple of years which we have been unsure about and although we may be aware of relevant legislation, have been unclear around implementation of the necessary actions. The policies are very clearly written, comprehensive and quite simply take away the anxiety we have experienced around managing our people fairly and legally. The review plan will act as a management tool to enable us to plan and control our policy work throughout the year.

During the period covered by this work, you have also advised us on a wide range of employment law matters. In particular, we found ourselves in a potential gross misconduct situation and engaged your services to advise and support us through the investigation, disciplinary process, the ensuing dismissal and the subsequent appeal. It is unusual for us to find ourselves in this situation but we were very happy with the clarity of advice and the coaching you provided throughout. It is very telling that the Union representative accompanying the employee to the appeal told us that he had tried to pick holes in the process and decision we had made but had been unable to find any whatsoever. We attribute the comfort and confidence we felt around this whole matter to the fact that we engaged you to guide us through it.

It goes without saying that all of your work was completed within budget and on time and we have been pleased to engage you for further work around organisational risk, including an assessment of our Health and Safety processes. We have no hesitation in recommending you to other organisations and wish you good luck with your business.

Yours sincerely

Pauline Cousins
Chair

P.O.Box 121, Exeter. EX4 2XN

Business line: 01392 667145

Crisis line: 01392 667144

Fax: 01392 667142

Email: info@exeterwomensaid.org.uk

www.exeterwomensaid.org.uk

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