

# **Findings from the Legal Advice Sector Workforce Surveys**

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## Acknowledgements

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## ***Contents***

### 1. Introduction and methodology

- 1.1 Background to the Research
- 1.2 Methodology

### 2. Overview of the Sector

- 2.1 Numbers of Organisations
- 2.2 Distribution of Workers

### 3. Legal Advice Sector Workforce Profile

- 3.1 Demographics
- 3.2 Caring responsibilities
- 3.3 Terms and Conditions
- 3.4 Tenure in Sector
- 3.5 Activities and Methods of Delivery
- 3.6 Qualifications, Training and Memberships

### 4. Attitudes of Advice Sector Workers

- 4.1 Career Choice and Entry
- 4.2 Perceptions of Current Work Environment
- 4.3 Progression and Career Mobility
- 4.4 Career Satisfaction

### 5. Skills Foresight Analysis

- 5.1 Organisational Basics
- 5.2 The Paid Workforce
- 5.3 The Volunteer Workforce
- 5.4 Recruitment and Retention Strategies
- 5.5 Skills Shortages
- 5.5 Training and Qualifications

## **Section 1: Introduction and Methodology**

### **1.1: Background to the Research**

To date there has been considerable research about client needs in advice provision but very little is known about the people who provide that advice and the current and future development needs of the legal advice sector to meet the demand for legal advice. A consortium of Not for Profit advice networks<sup>1</sup>, the Law Society, Institute of Legal Executives (ILEX), Local Government Association and the Legal Services Commission set up the National Occupational Standards (NOS) for Legal Advice Project (the Project) to redress this balance.

In 2003 the partners formed the Project's governing body, known as the Standards Steering Group (SSG). The SSG has worked collaboratively to undertake research to identify the key workforce development issues, to develop National Occupational Standards for the delivery of publicly funded legal advice and to write a Foundation degree framework for legal advice that meets employers' needs.

The scope of the Project is publicly funded legal advice, which includes all categories of law covered by the Legal Aid scheme and advice provided to specific client groups across the private, statutory and Not for Profit sectors, in England and Wales. Advice is defined as:

Advice and information provided to members of the public about their rights, entitlements and responsibilities under the law  
The advice provision is independent, i.e. the advice is in the best interests of the client and is not influenced in any way by the interests or views of anyone other than the client.

The Project received funding from June 2003 to December 2006 from the European Social Fund via the Department of Work and Pensions, Foundation Degree Forward via the Department for Education and Skills, the Legal Services Commission and the sector itself.

The Project set out to identify the current demographic profile of the workforce, identify skills shortages, barriers to accessing formal development and gaps in funding that the partnership knew existed but lacked verifiable data. Under the auspices of the National Occupational Standards project, three surveys were conducted:

- A survey of the Legal Advice Sector Workforce
- A survey on the Attitudes of Publicly Funded Legal Advice Workers
- A Skills Foresight Report for the Legal Advice Sector (organisational survey)

This report provides a summary of the key findings from these three surveys. The report comprises seven sections. The remainder of this introductory section contains an overview of the methodology of the surveys. Section 2 provides a general description of the composition of the sector and the types of organisations in which legal advice sector employees work. The demographic profile of legal advice sector workers is described in Section 3, which also sets out

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<sup>1</sup> Advice UK, Age Concern, Advice Services Alliance, Citizens Advice, DIAL UK, Law Centres' Federation, Refugee Council, Shelter, Shelter Cymru, Youth Access.

the terms and conditions under which they work, their activities and methods of delivery. Section 4 considers the attitudes of advice sector workers, examines job satisfaction, progression and career mobility. Section 5 profiles the services provided by organisations, identifies recruitment and retention problems, and profiles skills gaps and shortages in the sector.

## **1.2: Methodology**

### *Sample Design*

The sample for each of the three surveys needed to be representative of those organisations and individuals providing publicly funded legal advice services in England and Wales. There was no pre-existing sample frame for this population and therefore a listing of some kind had to be constructed especially for this project. This was assembled to include those member organisations of Not for Profit networks, private practice firms holding contracts with the Legal Services Commission and teams operating within the statutory sector<sup>2</sup>. For the organisational survey a stratified random sample was drawn from this list. The sampling approach for the workforce survey was multistage, with the primary sampling unit being organisations in which individuals worked and the secondary sampling unit being the individual workers. The sampling approach for the attitudinal survey was multiphase, with all those interviewed for the Legal Advice Sector workforce survey forming the sample population for the attitudinal survey.

### *Stratification*

As is conventional with probability sample designs, the samples were stratified with stratifiers expected to correlate with the key survey variables. The stratifiers selected were geography (represented by government office region) and sub sector (represented by whether an organisation was in the Not for Profit, private practice or statutory sector).

### *Weights*

The samples were randomly drawn at each stage of the process, but with non-equal probabilities of selection in the different strata. Design weights have been applied to correct for the disproportionate stratified sampling, with weights proportional to the inverse of the probability of selection. All reported figures in this report are based on weighted data.

### *Fieldwork*

The workforce survey was the first to be carried out. All fieldwork with first stage units was conducted by post, with a follow-up by telephone, while interviews with second stage units were conducted with respondents by telephone and carried out by Market Research UK (MRUK) between September and October 2005. Respondents received a warming letter at their place of work prior to the commencement of fieldwork to inform them of the purpose of the survey and to encourage their participation. A total of 2355 respondents were interviewed for the workforce survey and at this end unit stage the response rate was 29.8%.

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<sup>2</sup> Statutory sector teams were based on a sample only as it was not possible to build a complete list of all teams in the statutory sector. A sample of local authorities was chosen which was representative of regions and authority types and for these authorities, satisfactory lists were built.

Interviews for the attitudinal survey were conducted with respondents by telephone by MRUK between November 2005 and January 2006. A total of 742 respondents were interviewed and the response rate for the attitudinal survey was 33.5%. The organisational survey was the last of the three surveys to be carried out with interviews completed by phone during February and March 2006. A total of 617 respondents were interviewed and the response rate for the survey was 22.8%.

## Section 2: Overview of the Sector

The publicly funded legal advice sector in England and Wales spans three discrete subsectors, each with its own profile, namely, private practice firms, Not for Profit organisations and statutory bodies. There are approximately 8,700 organisations delivering legal advice services supported by public funding. These comprise private practice firms which hold contracts with the Legal Services Commission, large national voluntary organisations with both paid and unpaid staff, local community groups and locally based Not for Profit agencies, as well as teams based in local authorities. Some of the Not for Profit bodies are members of, or are affiliated to, large national networks but there are a range of smaller community based organisations, often staffed entirely by volunteers, with no network membership or affiliation.

The boundaries of the publicly funded legal advice workforce are very blurred. Within the three sub-sectors, organisations may not be delivering services exclusively for publicly funded clients and they may not be exclusively focussed on advice delivery. For example, private practice firms may be doing a mix of publicly funded and private paying client work. Individual workers in such firms may themselves provide services to both private paying and publicly funded clients. Even where individuals are working entirely within the public sphere, they may not be working exclusively to deliver legal advice services and may fulfil other roles. For example, trading standards officers may do a lot of work on enforcement as well as offer advice on consumer rights. Workers in community groups may have a range of support functions, among which advice is not a principal activity.

### 2.1 Numbers of Organisations

Table 2.1.1 provides approximate estimates of organisations by sector and region. The regions given in the table are coterminous with the government office areas, although the North West has been subdivided with the North West and Merseyside shown separately.

*Table 2.1.1: Distribution of Organisations by Sub Sector and Geography*

Region	Private Practice Organisations	Not for Profit Organisations	Statutory Sector Organisations	Total
Eastern	322	240	120	682
East Midlands	395	143	131	669
Merseyside	106	73	10	189
London	780	794	132	1706
North East	241	199	28	468
North West	554	219	60	833
South East	522	342	197	1061
South West	490	214	79	783
West Midlands	420	351	57	828
Yorkshire and the Humber	415	491	40	946
Wales	292	160	84	536
England and Wales	4537	3226	938	8701

## 2.2 Distribution of Workers

The distribution of the legal advice sector labour force is shown in Figure 2.2.1. Overall, approximately 9% are in the statutory sector, 29% work in private practice, 39% in the paid Not for Profit sector and 23% as volunteers in Not for Profit organisations.

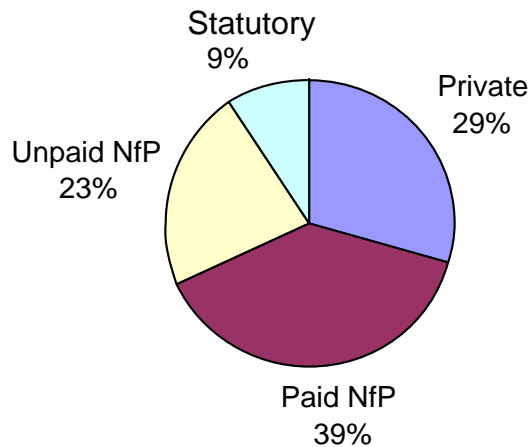


Figure 2.2.1: Sub Sector Distribution of Legal Advice Workforce

The geographic distribution of the labour force in the sector is shown in Table 2.2.1. The greatest share of the labour force is in the South East with 18.8% of workers in this region, followed by London at 15.4%. The smallest share is in Merseyside with 1.8% of workers located in this region. The North East region has 5.4%, Wales has 5.7%, the South West 7.3%, the East Midlands 8.9%, the Eastern region 9.3%, West Midlands 9.9% and Yorkshire and the Humber 10.4%.

Table 2.2.1: Geographic Distribution of the Legal Advice Sector Workforce

Region	All
Eastern	9.3%
East Midlands	8.9%
Merseyside	1.8%
London	15.4%
North East	5.4%
North West	7.1%
South East	18.8%
South West	7.3%
West Midlands	9.9%
Yorkshire and the Humber	10.4%
Wales	5.7%

## Section 3: Legal Advice Sector Workforce Profile

### 3.1 Demographics

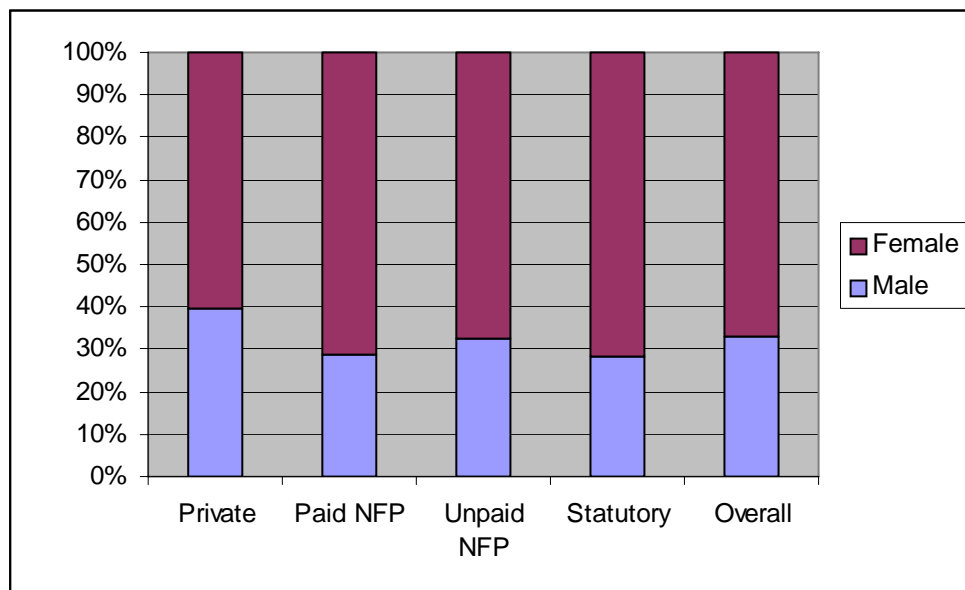
#### *Age Profile*

The age profile of the sector workforce is quite skewed towards an ageing workforce. In the sector as a whole, around 25% of workers are under the age of 35, and only 4% under 25, while as many as 7.5% are over what is considered to be the retirement age of 65.

The age profile varies significantly within the different parts of the sector. On average, workers in private practice tend to be younger than their colleagues in other parts of the sector. The older profile of the Not for Profit sector reflects the large number of volunteers, many of whom are of post-retirement age.

#### *Gender Profile*

The gender distribution of the sector workforce is shown in Figure 3.1.1 below. The legal advice sector is heavily female, especially in the Not for Profit and statutory sectors, where women make up 71% and 72% of the sectors, respectively. Overall, women make up 67% of the legal advice sector.



*Figure 3.1.1: Gender Profile of the Workforce by Sub Sector*

#### *Age and Gender Profile*

The age and gender profiles set out above can be combined together to show a much more detailed demographic picture of the labour force. In Figure 3.1.2 it is abundantly clear that the share of males in the labour force shows an upward trend with age. Less than a quarter of the under 25's are male whereas 39.3% of the 55-64 age groups are.

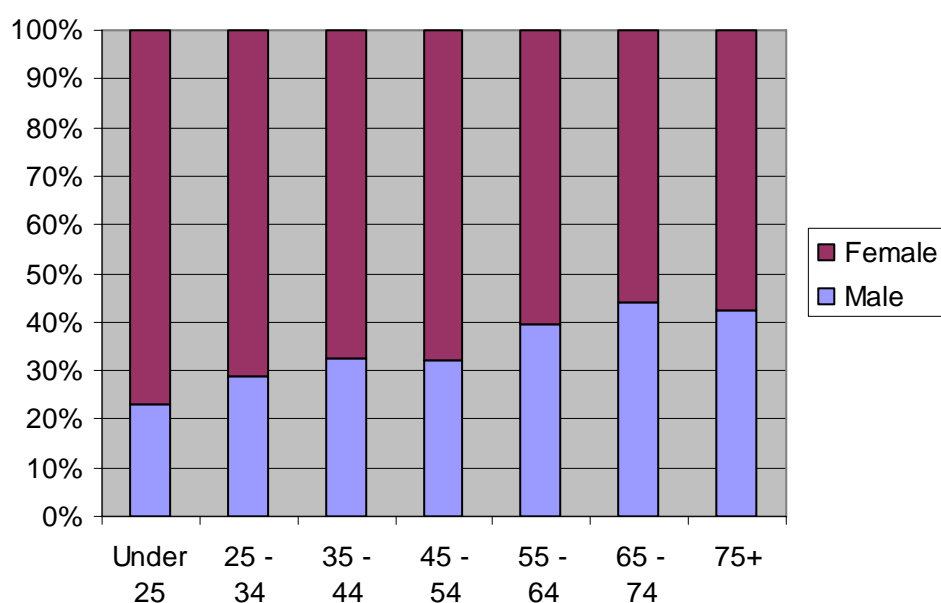


Figure 3.1.2 Age and Gender Profile of the Legal Advice Sector

There are marked differences in gender balance in the different age groups across different sub sectors. While in general the sector is overwhelmingly female, for distinct subgroups the balance is reversed. For example, while 86.0% of workers under the age of 25 in the private sector are female, this proportion declines steadily, falling to 54.8% of the 35-44 age range and 20.0% of the 55-64 age group. Such a marked reduction is not seen in the other sub sectors, although there are some variations. For example, the share of males in the volunteer workforce increases from the age of 55.

Table 3.1.3: Age and Gender Profile by Sub Sector

Age	Private Practice (%)		Not for Profit				All NFP (%)		Statutory (%)		All (%)	
	M	F	Paid staff (%)		Volunteer (%)		M	F	M	F	M	F
Under 25	14.0	86.0	32.3	67.7	37.5	62.5	35	65	20	80	23.1	76.9
25 - 34	24.9	75.1	34.0	66.0	30.0	70.0	33.2	66.8	30.2	69.8	28.7	71.3
35 - 44	45.2	54.8	26.7	73.3	21.5	78.5	25.5	74.5	28.4	71.6	32.5	67.5
45 - 54	53.8	46.2	24.3	75.7	21.3	78.8	23.5	76.5	31.3	68.8	32.2	67.8
55 - 64	79.6	20.4	32.1	67.9	35.5	64.5	33.9	66.1	25	75	39.3	60.7
65 - 74	80.0	20.0	44.4	55.6	42.2	57.8	42.9	57.1			44.1	55.9
75+	.		50.0	50	39.1	60.9	40.0	60.0			42.3	57.7

England and Wales	39.9	60.1	28.6	71.4	32.6	67.4	30.1	69.9	28.6	71.4	32.9	67.1
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### Ethnicity Profile

Overall, 86.7% of workers within the sector consider themselves White. The next largest ethnic group is Asian with 6.1%, and then Black with 3.1%. There are some marked regional differences. In London, only 65.8% of workers are from a white background, whereas in Merseyside the proportion of White workers is 97.6%. Similarly, in London 14.9% of workers are Black and 9.6% are Asian. Outside London, the largest share of Asian workers in the regional total is in the East Midlands, where 22.4% come from an Asian background.

These figures provided at the whole sector level, mask the significant differences that exist at a subsectoral level. The 3.0% of Black workers in the legal advice sector are relatively concentrated in the paid Not for Profit sector (where they make up 5.0% of the total workforce) and are almost absent from the statutory sector. In contrast, the 6.0% of workers from an Asian ethnic group are relatively concentrated in the statutory sector (where they comprise 22.0% of the labour force); only 2.0% of volunteers in the Not for Profit sector describe their ethnic group as Asian. The employment pattern for each ethnic group can be seen in Figure 3.1.3 below.

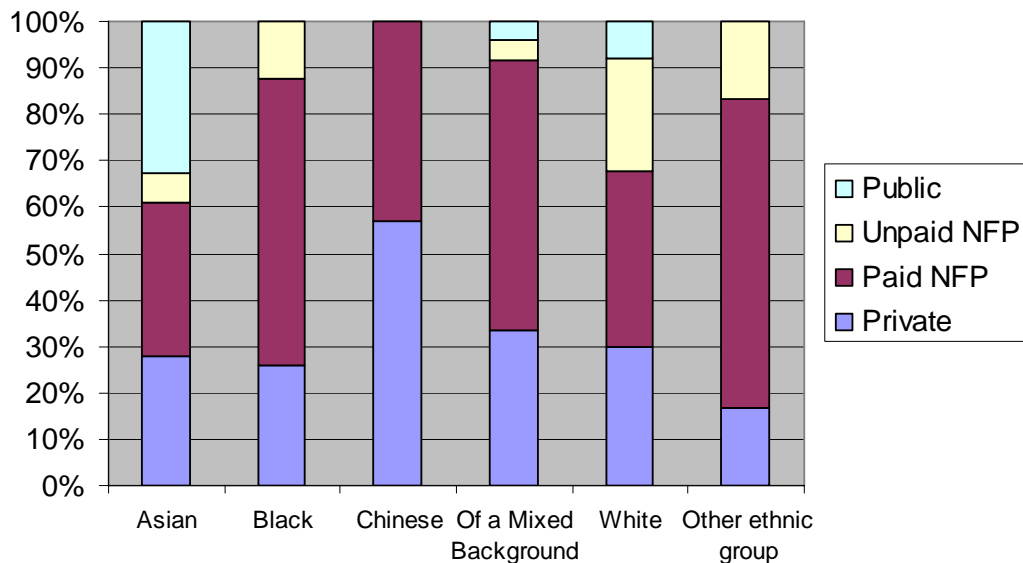


Figure 3.1.3: Sectoral Distribution of Employment by Ethnic Group

### Disability Profile

Overall, 9.3% of the workforce reports that they have a long-term illness, disability or impairment. A much smaller share of private sector workers have a long-term limiting illness, disability or impairment (LTLI) than is the case in the Not for Profit or statutory sectors. Within the Not for Profit sector, it is the unpaid labour force which has the largest share of workers with a disability. The

respective figures for each sub sector are 11% of Not for Profit workers, 13.2% of statutory sector workers and 4.1% of private practice workers have a disability.

### 3.2: Caring Responsibilities

Respondents were asked a number of questions related to their caring responsibilities and the extent to which this prevented them from working more hours or taking a job with increased responsibility. Figure 3.2.1 summarises their responses with respect to caring for a disabled, sick or elderly relative or friend.

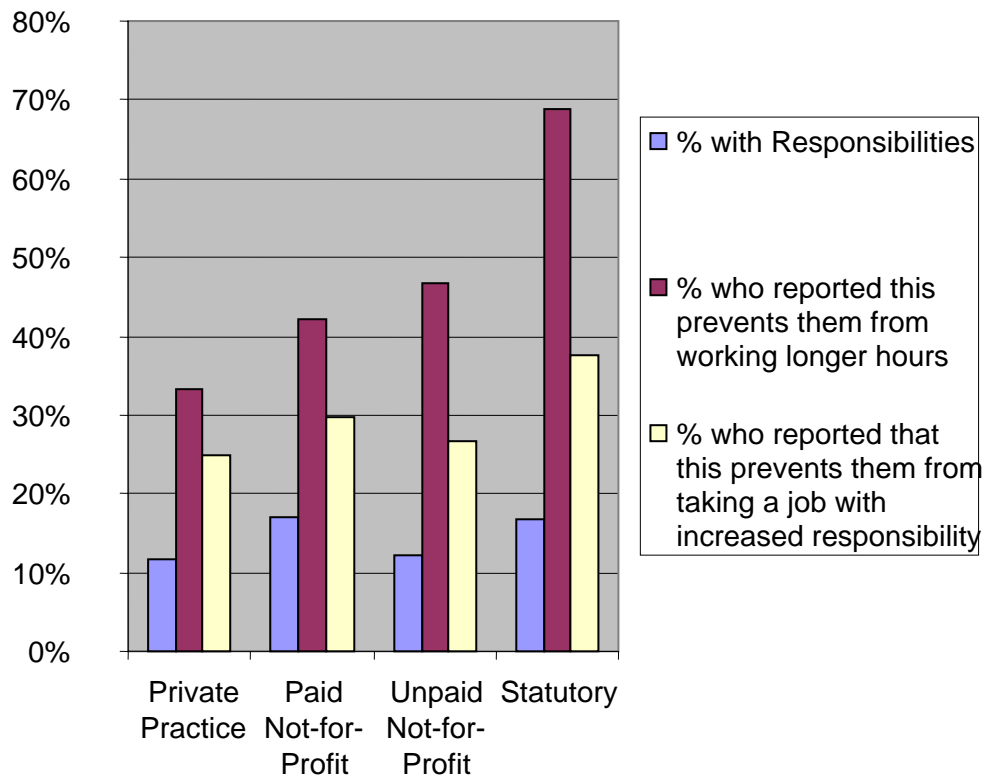


Figure 3.2.1: Proportion of Respondents with Caring Responsibilities

Overall, 14.8% of workers report that they have caring responsibilities and of these 44.6% say this prevents them from working longer hours and 29.5% say that these responsibilities prevent them from taking on a job with increased responsibility. Interestingly, the share of workers reporting that these responsibilities hinder them in some way is highest in the statutory sector, with 37.5% of statutory sector workers saying it prevents them taking a job with increased responsibility. This amounts to one in sixteen of all workers in the statutory sector. Caring responsibilities have a bigger impact on the number of hours employees are able to work than on the ability to take on roles with increased responsibilities.

#### Dependent Children

In the sector as a whole, 14.1% of workers have children below school age, 65.4% of whom said this prevented them from working longer hours and 35.3% said this prevented them from taking a job with increased responsibility (see

Figure 3.2.2 below) Statutory sector workers were those who were more likely to say they had dependent children, although they were less likely to say this prevented them from taking on a job with increased responsibility, than their colleagues, paid or unpaid, in the Not for Profit sector. Personal circumstances have a significant impact on the ability of workers to take jobs with increased responsibility.

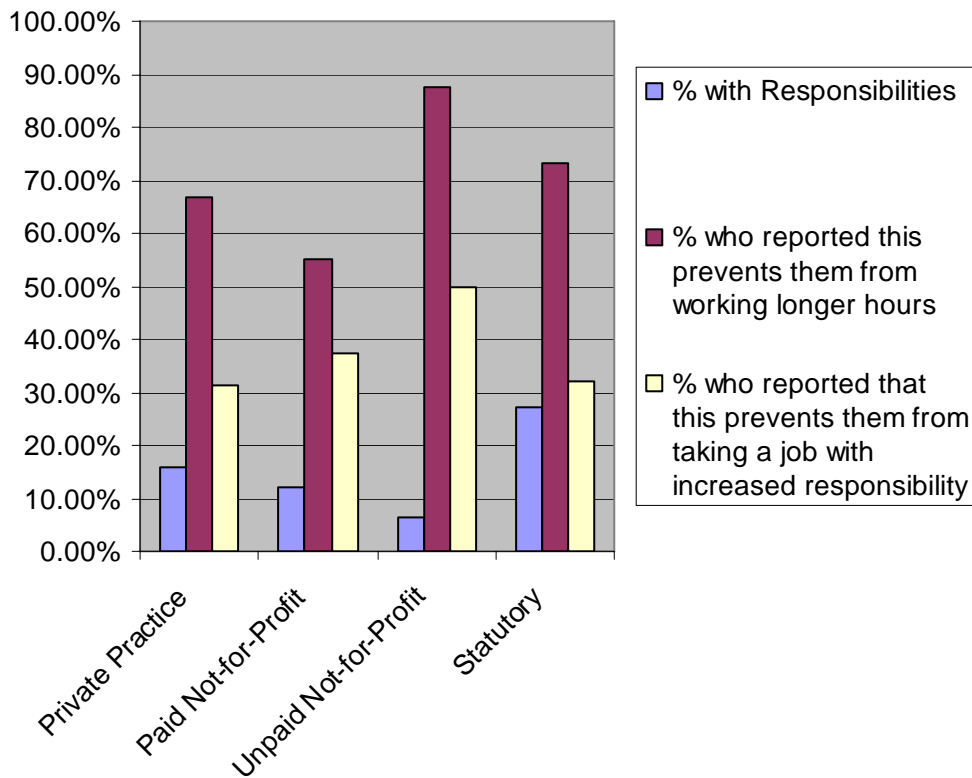


Figure 3.2.2: Proportion of Respondents with Dependent Children

### 3.3: Terms and Conditions

#### Employment Status

The workforce in the legal advice sector has a range of employment contracts. Overall, 64% of workers are permanent employees, 6 percent have fixed term contracts, 5.1% are partners, 22.6% are volunteers and 1.3% are self-employed. Finally, only 1% comprises locum or other status.

Given the differences in sub sectors, it is no surprise that at the sub sectoral level there are large differences in the employment status of the workforce. This can be seen in Figure 3.3.1 which shows that partners are found exclusively in the private sector where they make up 17.4% of the private sector workforce. Permanent contracts are a more widespread feature in the statutory sector where 92.2% of workers are permanent employees. The Not for Profit sector has a 37% voluntary labour force, 6.9% on fixed term contracts and 55.4% permanent employees.

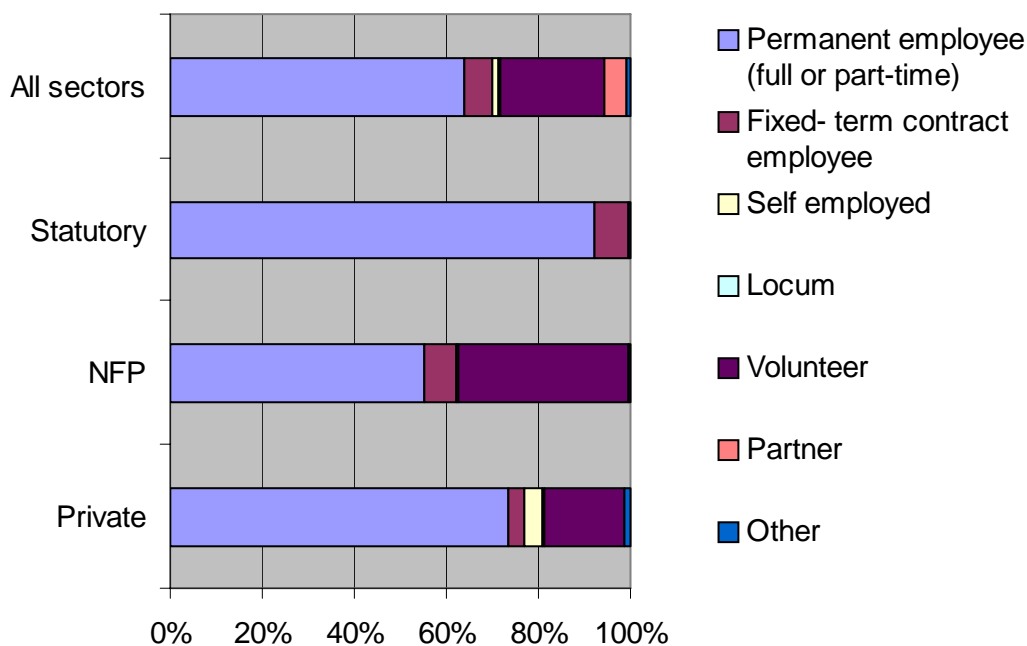


Figure 3.3.1: Employment Status Across Sub Sectors

The gender pattern of employment status is not balanced across the different types of employment. In Table 3.3.1 we can see that while 67.1 % of the sector labour force is female, only 44.8% of the self-employed and only 35.0% of partners are women. The smaller share of female partners probably reflects the age and gender imbalance in the private sector where older members of the labour force are more likely to be male.

Table 3.3.1: Gender and Employment Status

	Male	Female
Permanent employee (full or part-time)	29.9%	70.1%
Fixed-term contract employee	33.3%	66.7%
Self employed	55.2%	44.8%
Locum	28.6%	71.4%
Volunteer	32.6%	67.4%
Partner	65.0%	35.0%
Other	42.9%	57.1%
Overall	32.9%	67.1%

Fixed-term contracts are of varying duration. This is shown in Figure 3.3.2 below. In the sector as a whole, 11.4% of staff on fixed-term contracts have contracts of between 0 and 6 months, 23.6% have 6-12 months, 34.3% have 12-24 months and 30.7% have fixed-term contracts in excess of two years. There are some significant sectoral differences. The shorter contracts are more common in the statutory sector with 47.1% on contracts of 0 to 6 months, and 41.2% on contracts of 6-12 months. No one on a fixed-term contract in the statutory sector reported a contract exceeding two years. In the Not for Profit sector the

comparable figures were 7.8% on 0 to 6 months, 27.1% on 6 to 12 months, 28.1% on 12 to 24 months and 37.5% reporting contracts over two years' duration. In private practice, there are no fixed-term contracts of less than 12 months. Half of respondents have contracts of 12-24 months and half have contracts of more than two years.

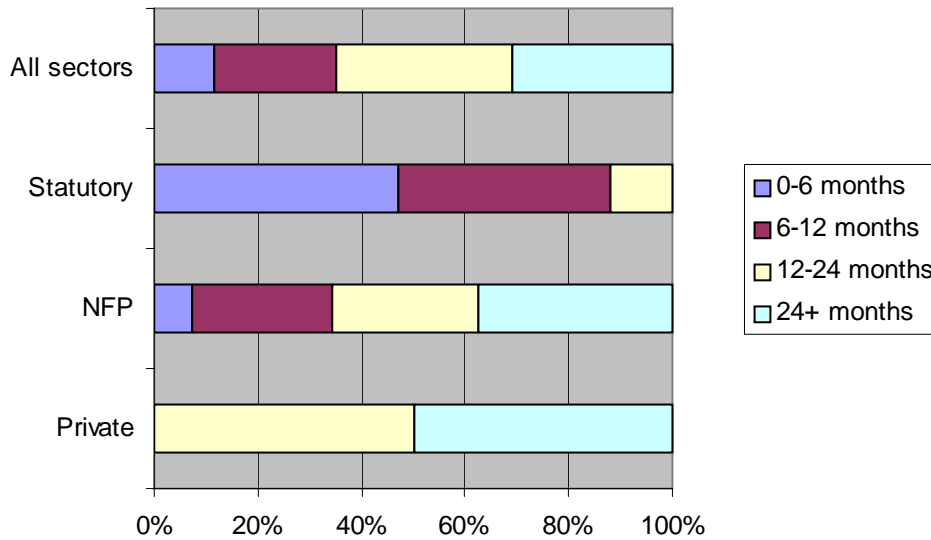


Figure 3.3.2: Duration of Fixed-Term Contracts by Sub Sector

### Hours

The overwhelming majority of paid respondents in the sector work between 31 and 40 hours per week. This can be seen in Figure 3.3.3, which shows that 68.0% of workers have been contracted to work between 31 and 40 hours. A further 15.0% of workers have been contracted to provide 21 to 30 hours and 12.0% to provide 11 to 20 hours per week.

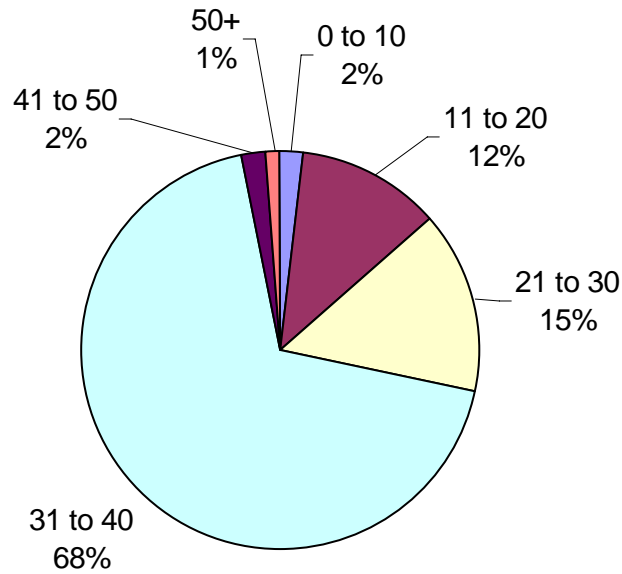


Figure 3.3.3: Hours Worked Per Week among Paid Respondents

There are some differences between the sectors in terms of hours worked. This is illustrated in Figure 3.3.4. Statutory sector and private practice employees are much more likely to be working full-time hours, i.e. between 31 and 40 hours per week, with 83.5% and 81.6% respectively of their workforce doing so. In the Not for Profit sector part-time working is more common with only 57.3% of respondents reporting full-time hours.

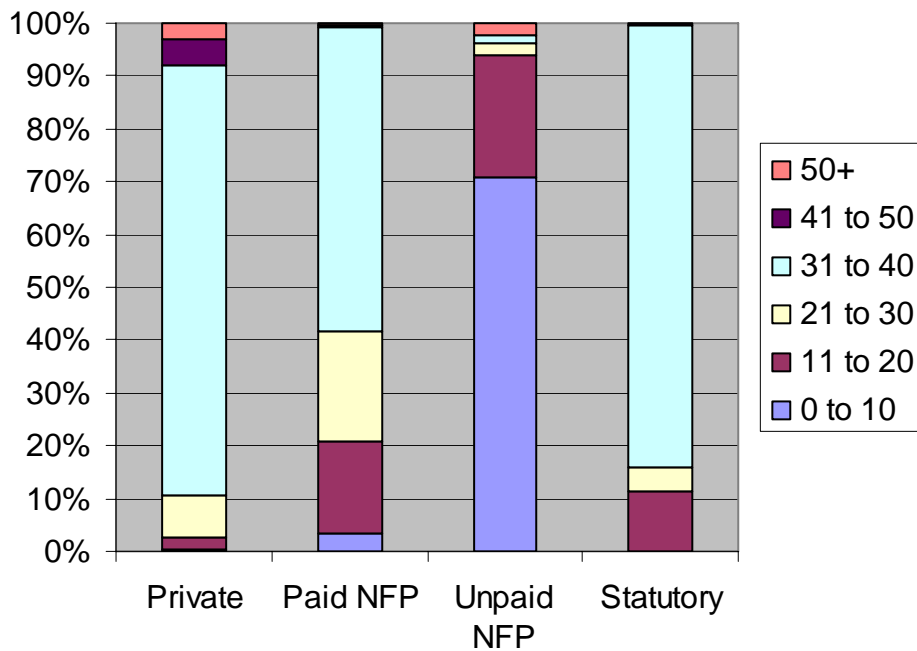


Figure 3.3.4: Hours Per Week by Sub Sector

Of course, individuals may work more hours than they have been contracted for (in the case of paid employees) or than they have agreed to work (in the case of volunteers). The extent to which the practice of extra hours is prevalent in the sector is summarised in Figure 3.3.5.

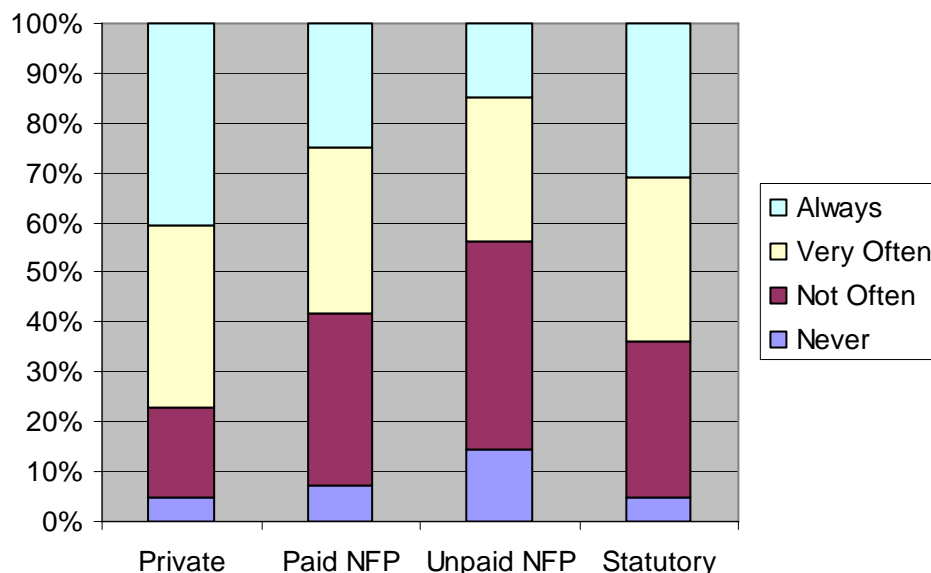


Figure 3.3.5: Percentage of Respondents Working Extra Hours

Private practice workers were much more likely to report that they 'always' work beyond their contracted hours than any other group. Given that they are already more likely to be working full-time hours, this suggests that long working weeks are far more common among private practice employees. Volunteers were typically less likely to exceed their agreed hours with fewer responding 'always' and a greater share reporting 'not often' or 'never'.

Private practice employees may be doing work for private paying clients, for publicly supported clients and also on a pro-bono basis. The extent of pro-bono work can be seen in Table 3.3.2.

Table 3.3.2: Percentage of Private Practice Employees Doing Pro-bono Work

Region	% doing probono work	% doing probono as part of contracted employment
Eastern	45.1%	52.9%
East Midlands	51.1%	40.0%
Merseyside	42.9%	50.0%
London	49.2%	49.2%
North East	38.2%	58.8%
North West	38.5%	60.0%
South East	40.8%	54.9%
South West	42.4%	57.6%
West Midlands	49.1%	50.9%

Yorkshire and the Humber	43.8%	53.4%
Wales	57.4%	40.4%
England and Wales	46.0%	51.2%

Overall, 46.0% of private practice workers do pro-bono work and just over half of these, 51.2%, are doing such work as part of their contracted employment. This suggests that one in four private sector workers do pro-bono work as a part of contracted employment. The data shows pro-bono working is most common in Wales and less so in the North East or North West. In the latter regions however, where there is pro-bono working, it is more likely to be part of contracted employment.

### *Income and Benefits*

Incomes in the legal advice sector vary across sub sectors and across regions. Figure 3.3.6 summarises the distribution of income for full-time workers, i.e. those doing a minimum of 35 hours per week. Among private practice workers, 29.5% earn between £25,000 and £39,999. The comparable share for Not for Profit workers is 20.4% and for statutory sector workers it is 10.3%. While 40.0% of Not for Profit workers earn between £17,000 and £24,999, only 15.9% of private practice workers do and 38.6% of statutory sector workers.

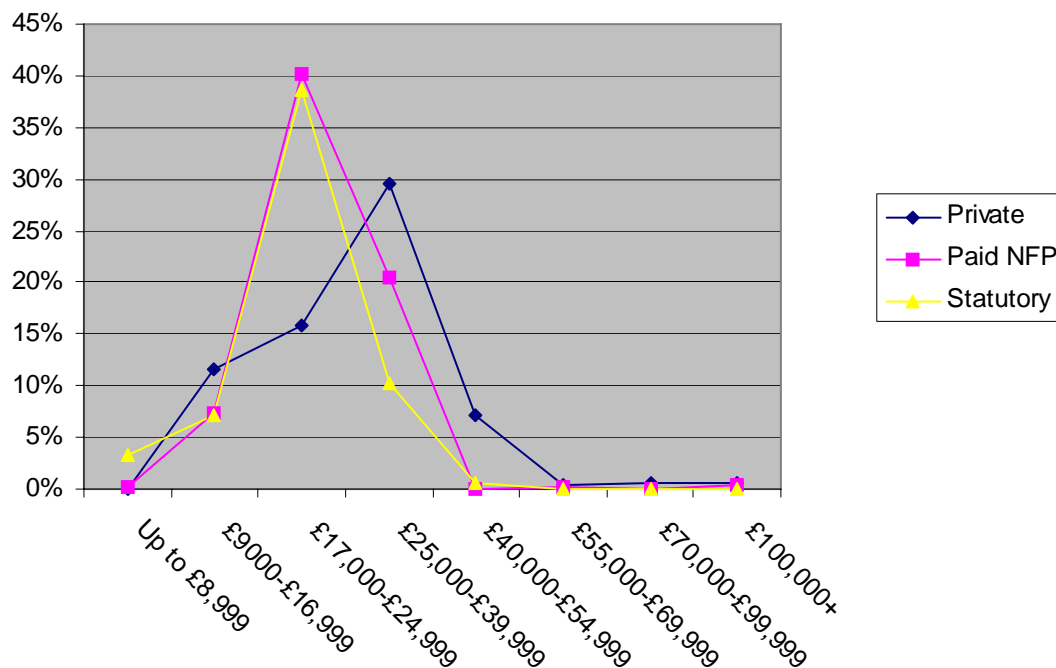


Figure 3.3.6: Gross Income of Full-Time Workers

Workers in the Not for Profit and statutory sectors earn significantly less than those in private practice, irrespective of whether they work part or full-time. However, Not for Profit workers enjoy other benefits, unlike their colleagues in private practice or the statutory sector. The relative shares of workers in different

sub sectors who are in receipt of benefits are shown in Figure 3.3.7. Overall, less than one in four private practice workers receive additional benefits and only one in seven statutory workers do. This compares to 6 in 10 Not for Profit workers.

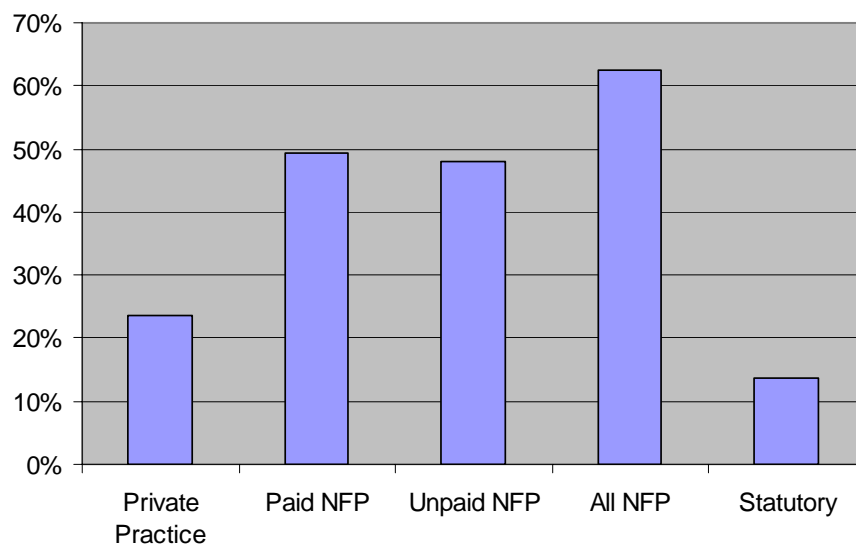


Figure 3.3.7: Proportion of Workers Receiving Additional Benefits

### 3.4: Tenure in Organisations and Sector

Respondents were asked a number of questions to ascertain how long they had been working within their organisation, within the sector and any previous experience in other sub sectors. The average number of years in their current role is 5.8 years for private practice employees, 4.3 years in the Not for Profit sector and 4.2 in the statutory sector (see Table 3.4.1). The average number of years in current organisation and the legal advice sector as a whole are comparably greater.

Table 3.4.1: Average Number of Years in Current Role

	Private Practice	Not for Profit		NFP	Statutory
		Paid	Volunteers		
In current role	5.8	4.0	4.9	4.3	4.2
In current organisation	6.7	5.5	5.4	5.5	8.0
In legal advice sector	13.39	10.70	14.66	11.52	9.08

These averages hide the distribution of tenure in organisations. These data are summarised in Figure 3.4.1. Approximately 30% of all legal advice sector respondents have been working in their current place of work for between 3 and 4 years while 15% have been in their place of work less than one year.

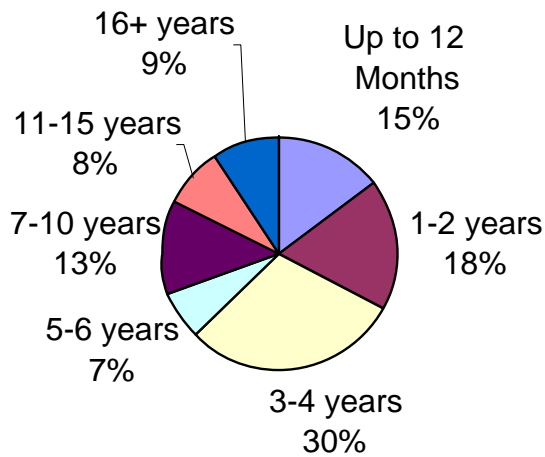


Figure 3.4.1: Length of Time in Current Organisation

These differences are reflected in the number of years that respondents have been in the legal advice sector as a whole. This is illustrated in Figure 3.4.2. As can be seen, the share of new entrants to the sector is highest in the statutory sector, which nevertheless has a high share of longstanding advice sector workers, i.e. those in the sector for 7-10 years. The share of longstanding workers is greatest in private practice. Around 35.0% of private practice workers have been working in the legal advice sector for more than 16 years.

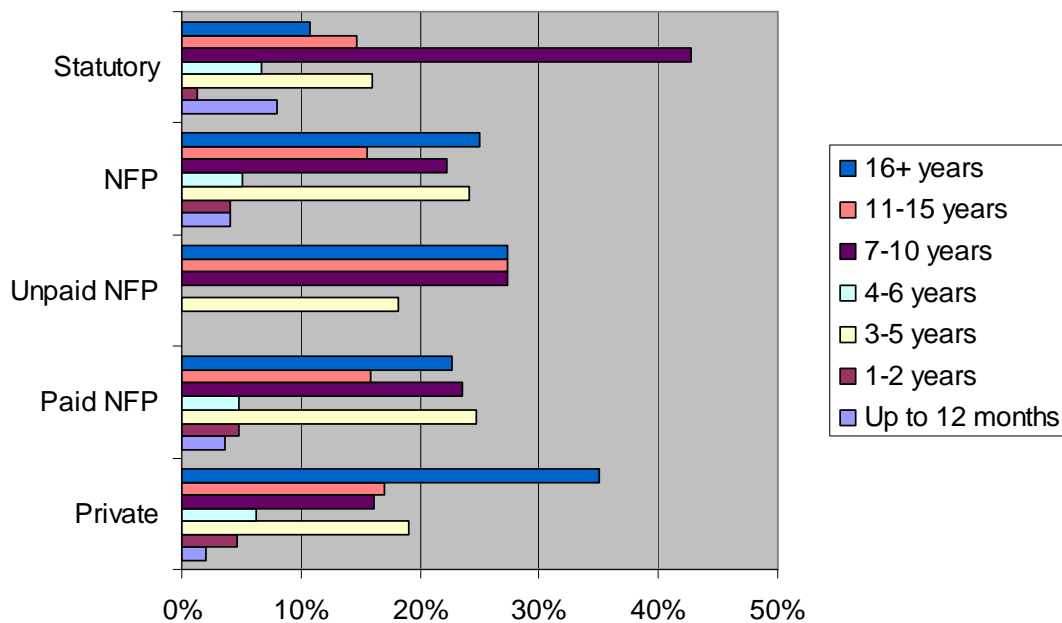


Figure 3.4.2: Years Working in the Legal Advice Sector: Proportions by Sub Sector

### Cross Sector Mobility

The data show a degree of mobility across the advice sector as a whole. The share of workers reporting they have worked in other organisations is highest for private sector respondents than for statutory or Not for Profit workers, 55.4% versus 22.0%, for example. The share of the voluntary workforce which has worked in other parts of the legal advice sector previously is 12.1% suggesting that most volunteers do not have prior experience of providing legal advice and information when they join the sector. Respondents who did have prior experience in the sector were asked where else they had worked other than their current organisation. Their responses are illustrated in Figure 3.4.3.

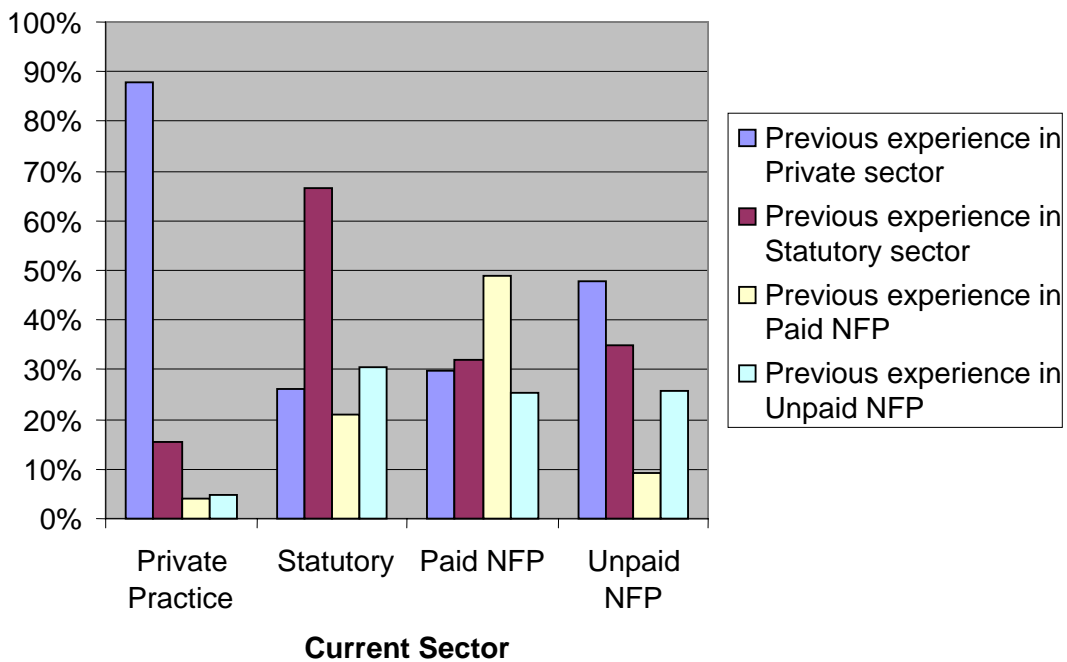


Figure 3.4.3: Percentage of respondents who have worked in other parts of the sector

The data show a good deal of mobility between the statutory and Not for Profit sectors. Private practice employees have a great deal of previous experience in other private practice organisations but only a small percentage report previously working in the statutory or Not for Profit sector. It is striking however, that a very large proportion of unpaid Not for Profit staff, who have prior experience of the sector, have been working in private practice, suggesting this is a destination of choice for older, retired private sector employees. Another striking feature of the data is the share of paid statutory and Not for Profit workers who have previously worked as volunteers within the sector. This suggests that volunteering may be a route into paid employment.

### 3.5: Activities and Methods of Delivery

#### Activities

Advisory, casework and information provision constitutes the bulk of the work roles across all the sectors. There are expected differences among the different groups of respondents. For example, 59.7% of private practice respondents are involved in representation at court or a tribunal while only 18.5% of paid Not for Profit respondents report this as an activity and a mere 3.6% of volunteers. Among volunteer staff, 92.3% reported advisor as one of their main activities with such staff having very little involvement in line management, case supervision, strategic management or network support (see Table 3.5.1).

*Table 3.5.1: Activities of Employees – Proportion of Respondents Reporting Activities as a Main Part of Their Role*

	Private Practice (%)	Not for Profit		All NFP (%)	Statutory (%)	All (%)
		Paid (%)	Volunteers (%)			
Information Provision	42.0	50.1	43.0	47.5	61.0	47.1
Advisor	67.9	70.2	92.3	78.4	77.1	75.2
Casework	72.8	41.7	28.6	36.8	47.6	48.4
Representation at Court or Tribunal	59.7	18.5	3.6	13.0	24.8	27.8
Second Tier Support	21.9	33.0	14.0	26.0	27.3	24.9
Support functions e.g. training, marketing or finance	17.6	22.6	6.1	16.5	22.4	17.4
Line Management	14.2	20.6	1.3	13.5	15.3	13.8
Case supervision	22.3	19.4	3.5	13.5	22.1	16.9
Strategic Management	10.2	12.4	.4	8.0	8.6	8.7
Development/ Project/ Research Work	10.1	15.2	1.2	10.1	15.5	10.6
Social Policy	2.0	18.2	9.6	15.1	17.1	11.4
Fundraising	2.2	9.6	2.6	7.0	2.5	5.2
Network support	4.5	11.6	1.4	7.8	13.3	7.3
Other	1.5	1.2	.4	.9	.3	.8

Respondents were asked how much of their time was spent providing advice to individuals. The data are summarised in Figure 3.5.1. The vast majority of respondents spent more than half their time providing advice to individuals, with one in ten reporting that 100% of their time is spent this way.

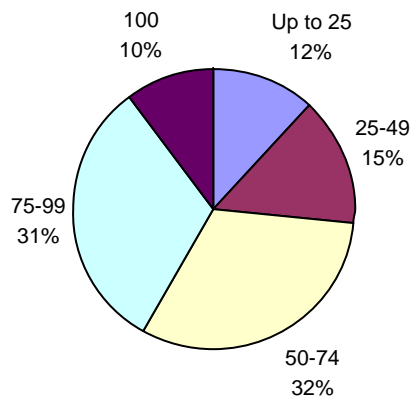


Figure 3.5.1: Time Spent Providing Advice to Individuals

There are some marked differences in the constituent parts of the sector, however. Voluntary workers in the Not for Profit sector were much more likely to report that their time was spent providing advice to individuals with 21.0% spending all of their time this way, while workers in the statutory sector were least likely. This is seen in Table 3.5.2.

Table 3.5.2: Percentage of Time Spent Providing Advice to Individuals in Sub Sectors

Sub Sector	Up to 25%	25-49%	50-74%	75-99%	100%
Private Practice	13.1%	20.0%	30.3%	29.2%	6.7%
Paid Not for Profit	15.5%	13.1%	30.3%	29.8%	7.2%
Unpaid Not for Profit	1.4%	8.5%	28.8%	39.3%	21.0%
Statutory	18.1%	18.6%	38.8%	17.6%	6.4%

#### Methods of Delivery

Advice given to individuals was predominantly delivered in a face-to-face setting, although the telephone was also a very important medium, especially for the statutory sector. Methods of delivery do vary among the sub sectors as is illustrated in Figure 3.5.2. Not one respondent working in private practice reported using home visits or outreach as a primary method of delivery, and the percentages are small in the statutory and Not for Profit sectors.

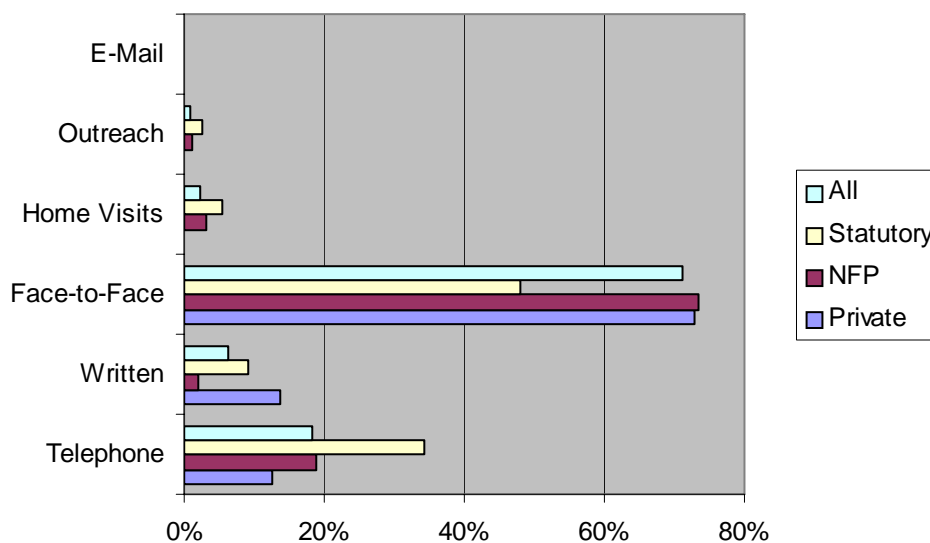


Figure 3.5.2: Primary Method of Delivery for Giving Advice to Individuals

The links between the different methods of delivery are shown in Table 3.5.3. Of all respondents who reported face-to-face as their primary method of delivery, 81.9% also provided telephone advice, 61.5% written advice, 18.7% do home visits, 10.9% do outreach and 17.0% use email for advice delivery. E-mail was least frequently reported as an additional method for those workers delivering services primarily through home visits or outreach.

Table 3.5.3: Proportion of People Reporting Main Method also reporting use of Additional Methods

Main Method	Telephone	Written	Face-to-Face	Home Visits	Outreach	E-Mail
Telephone		61.1%	78.2%	22.2%	14.5%	29.8%
Written	84.6%		81.5%	35.4%	12.3%	36.2%
Face-to-Face	81.9%	61.5%		18.7%	10.9%	17.0%
Home Visits	88.2%	50.0%	68.0%		26.0%	10.0%
Outreach	84.2%	57.9%	89.5%	55.0%		10.5%
E-Mail	100.0%		25.0%			

### Client Groups

We were interested to know whether the activities of legal advice sector workers were targeted at specific client groups. The data shows targeting is much more prevalent among workers in the Not for Profit sector with 25.5% of such workers reporting this. Private practice workers were the least likely to have their work targeted with less than 10.0% of them saying this was the case. The data suggest that there are some interregional differences, with targeting much more common among Not for Profit workers in the Eastern, London, Merseyside and

North West regions. Among private practice workers, targeting is more prevalent in the South East and Wales.

The data in Table 3.5.4 shows the client groups of individual workers who say that their work is targeted towards specific clients. Among statutory sector workers, those client groups most often cited as being targeted are people with learning disabilities, people with physical disabilities, older people and the homeless. Among private practice workers, targeting towards prisoners and offenders was most common and among Not for Profit workers targeting of older people and people with physical difficulties were common.

*Table 3.5.4: Proportion of Respondents Who Target Reporting Working with Specific Client Groups By Client Type*

Client Group	Private Practice	Not for Profit	Statutory
People with Physical Disabilities	9.7%	23.5%	44.7%
People with Sensory Impairment	1.6%	8.2%	23.1%
People with Learning Disabilities	3.2%	11.2%	48.7%
Carers	1.6%	4.4%	15.4%
HIV/AIDS	3.2%	1.4%	12.8%
Gay/Lesbian	3.2%	.8%	
Drug/ Alcohol Users	4.8%	3.0%	
Children	12.9%	3.8%	12.8%
Women	8.1%	4.1%	10.3%
Asylum Seekers	9.5%	10.4%	10.3%
Refugees	6.5%	10.4%	10.3%
Black and Minority Ethnic Communities	4.8%	6.8%	20.5%
Mental Health Service Users	9.7%	11.2%	25.6%
Students	1.6%	2.2%	2.6%
Prisoners/Offenders	32.3%	3.6%	2.6%
Lone Parents	11.1%	3.5%	2.6%
Older People	6.5%	36.2%	30.8%
Young People	4.8%	16.7%	13.2%
Armed Forces	1.6%		
Street Homeless	1.6%	2.5%	2.6%
Homeless	1.6%	3.8%	33.3%
Care Leavers	1.6%	1.6%	2.6%
Travellers	1.6%	1.1%	2.6%
Other	11.3%	4.4%	13.2%

The data suggest some 'matching' between client groups and the characteristics of those workers who say their services are targeted. Data provided in Table 3.5.5 show that, of the workers who say their activities are targeted towards people with physical difficulties, sensory impairment or learning disabilities, 21.7% are non-white, 69.4% are female and 24.8% have a long-term impairment. As non-white workers are 13.3% of total respondents the proportion is greater than would be expected. Women are 67% of all respondents and 9.3% of workers have a long-term impairment so female workers are no more likely

than their male colleagues to have activities targeted towards people with disabilities, but workers with a long-term impairment are more likely than their non-impaired colleagues. Overall, 'matching' between workers and client groups is most marked with non-white respondents who target services towards black and minority ethnic communities, refugees, asylum seekers, and women. Female respondents are less likely to say that their activities are targeted to these same groups and it is males who are more likely to target these groups.

*Table 3.5.5: Ethnicity/disability/gender Status of Workers against Specific Client Groups*

Client group	Non-White	Female	Long-Term Impairment
People with physical disabilities, sensory impairment or learning disabilities	21.7%	69.4%	24.8%
Children	35.7%	57.1%	10.7%
Women	45.5%	70.8%	4.2%
Lone Parents	31.6%	76.2%	4.8%
Asylum Seekers	46.8%	44.7%	6.4%
Refugees	47.8%	37.8%	6.7%
Black and Minority Ethnic Communities	55.6%	58.3%	11.1%

### 3.6: Qualifications, Training and Memberships

#### *Qualifications*

Three-quarters of people working in the advice sector have been educated to A-level or equivalent. However, there are noticeable differences among sub sectors. In Table 3.6.1 the proportion of respondents with formal academic qualifications is shown by sub sector. It is in post A-level experience where the differences emerge. While 32.7% of the sector workers have a non law degree, the figure is only 18% for private practice workers. They have specialised at an earlier stage of the formal education process, with 69.1% of workers in private practice having a law degree. This compares to only 11.1% in the statutory sector, 11.3% in the paid Not for Profit sector and 6.4% among volunteers. The volunteer labour force has the largest number of workers with no formal academic qualifications, with approximately one in nine without a formal qualification.

*Table 3.6.1: Proportion of Respondents with Formal Academic Qualifications*

Qualification	Private Practice	Not for Profit		All NFP	Statutory	All
		Paid	Voluntary			
O-level or GCSE	95.2%	87.9%	84.1%	86.5%	90.8%	89.5%
A-level or Equivalent	92.2%	68.0%	68.9%	68.4%	72.5%	75.8%
First degree- non law	18.0%	40.1%	39.0%	39.6%	33.5%	32.7%
First Degree – law	69.1%	11.3%	6.4%	9.5%	11.1%	27.2%
Masters Degree	6.6%	7.4%	5.4%	6.6%	5.5%	6.5%

Doctorate	.3%	.2%	1.3%	.6%		.5%
Common Professional Examination	26.7%	8.6%	8.6%	8.6%	6.9%	13.8%
No Formal Qualification	.6%	5.9%	11.2%	7.9%	5.1%	5.5%

### *Vocational and Professional Qualifications*

In addition to formal academic qualifications, legal advice sector workers have a range of vocational and professional qualifications related to giving legal advice. The relative proportions that have completed or are working towards such a qualification are shown in Table 3.6.2 below. With a share of 61.0%, individuals working in private practice are much more likely to have completed a vocational or professional qualification than their colleagues in the Not for Profit or statutory sub sectors. Interestingly, only 16.1% of statutory workers have completed a vocational qualification related to giving legal advice, perhaps reflecting the fact that advice giving is often a small element of a wider role within their department.

*Table 3.6.2: Proportion of Respondents Who Have Completed/Are Working Towards Vocational/Professional Qualifications or Accreditations Related to Giving Legal Advice*

	Private Practice	Not for Profit		All NFP	Statutory	All
		Paid	Voluntary			
Completed	61.0%	30.0%	22.7%	27.3%	16.1%	36.2%
Working Towards	6.9%	4.6%	3.0%	4.0%	8.7%	5.3%

Of those private sector workers who have completed a professional qualification, 81.5% have completed a Legal Practice Course or Law Society Finals. Even within the statutory sector 22.9% who have completed a professional qualification have achieved an LPC or LSF qualification, as have 16.5% of paid Not for Profit workers and 6.6% of volunteers. Statutory workers who have completed a qualification are more likely to hold NVQs (33.3%) or some other vocational qualification (28.6%). Overall, 6.7% of sector workers with a vocational or professional qualification have completed ILEX training. This means that 2.5% of the legal advice sector workforce overall have an ILEX qualification. This is not distributed evenly however, with a greater share in private practice, where 9.2% of workers with a professional qualification have completed ILEX training. Within the Not for Profit sector, 44.6% of volunteers who have completed a vocational or professional qualification have finished the CAB Basic Training Programme and 44.6% have achieved a CAB Certificate in Generalist Advice Work. The respective proportions for paid Not for Profit workers are 26.4% and 22.1 %.

### *Training*

Individuals in the legal advice sector workforce have enjoyed a range of job-related training over the course of their careers. However, in the sector as a whole, 9.4% of workers report they have had no job related training, 62.3% of people have had an induction and 64.4% have received training on general

advice skills. Induction is much more common in the Not for Profit and statutory sectors than in private practice. The same is true for training in general advice and IT skills. In contrast, private sector workers are more likely to have training on law and procedure, both basic and advanced and further law knowledge and updates. The proportions of paid workers in all three sectors who have received management training are similar, but training in supervision skills is more common for paid Not for Profit workers than for private practice. Thus, while just over a fifth of private sector workers had received training in supervision skills, more than a third of paid NFP workers had received such training (see Table 3.6.3).

*Table 3.6.3: Proportion of Respondents who Have Had Job-Related Training Over the Course of Their Career*

	Private Practice	Not for Profit		All Not for Profit	Statutory	All
		Paid	Voluntary			
Induction	50.2%	70.5%	59.0%	66.3%	74.3%	62.3%
General Advice Skills	45.5%	72.4%	75.3%	73.5%	64.7%	64.4%
Basics for Specific Areas of Law and Procedure	55.8%	51.3%	32.4%	44.3%	47.0%	48.0%
Further Law/ Knowledge Updates Building on the Basics	60.0%	36.8%	17.4%	29.6%	42.7%	39.8%
Advanced for Specific Areas of Law and Procedure	46.3%	21.8%	5.1%	15.6%	24.8%	25.5%
Working with Specific Client Groups	17.5%	40.1%	19.7%	32.5%	41.9%	28.9%
Management Training	26.7%	29.3%	12.2%	23.0%	22.1%	24.0%
Supervision Skills	21.9%	36.3%	13.5%	27.9%	26.6%	26.0%
IT Skills	31.3%	45.7%	31.1%	40.2%	59.0%	39.3%
No job –related Training	13.1%	5.7%	12.9%	8.4%	4.6%	9.4%
Other	.7%	.7%	.4%	.6%	.5%	.6%

### *Experience of Training*

With respect to the recent timeframe, the majority of workers in the sector have received training in the last two years with 91.7% reporting they have had some training. Voluntary workers were the least likely to have received training in the last two years, but even so, more than 80.0% of them had done so. Private sector workers were more likely to have received external training (85.6%), whereas in-house training is more common for statutory (86.6%) and Not for Profit workers, whether paid or unpaid (66.0% and 72.0%). Volunteer Not for Profit and private practice workers were the groups most likely to be studying for a qualification, at 17.9% and 7.7% respectively (see Figure 3.6.1).

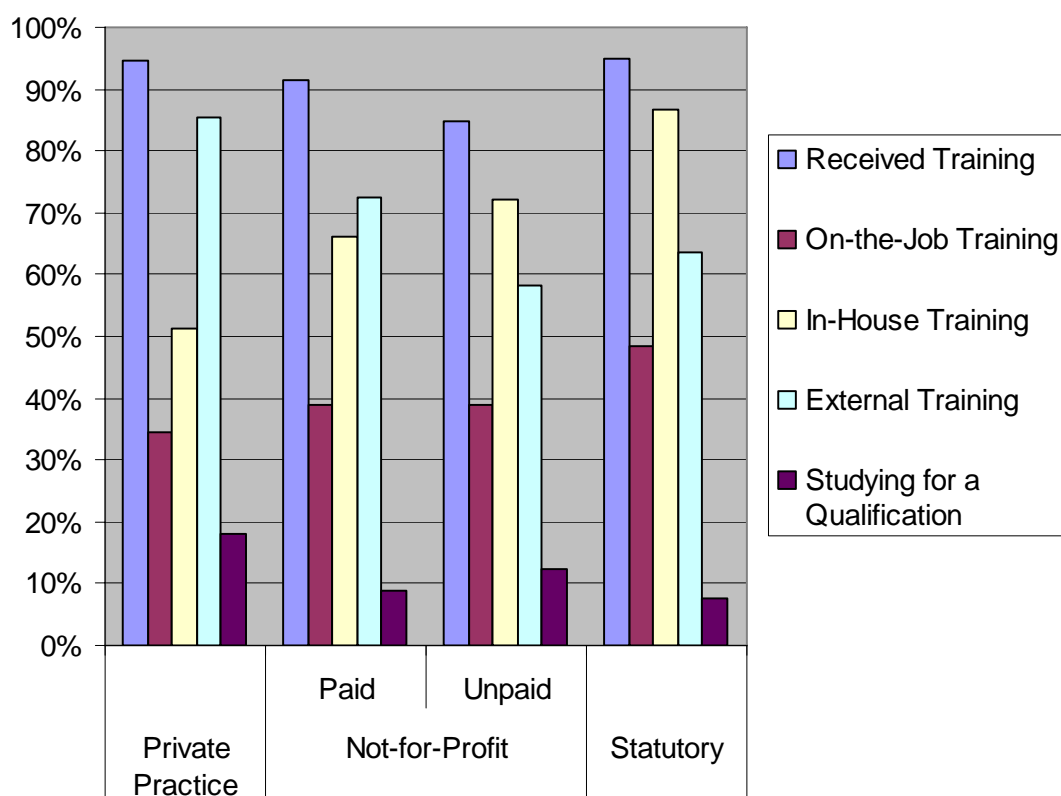


Figure 3.6.1: Proportion of Respondents Who Have Received Training of Different Types

#### Resourcing of Training

Resource for training come from both employers and employees. The data in Table 3.6.4 show which source supports which type of training. For a small proportion of workers, in-house training was carried out entirely in workers' own time. There were small differences here among paid workers in the different sectors but the margins of difference were small. In contrast, among unpaid workers 45.3% did in-house training entirely in their own time. In the statutory sector, workers were more likely than those in private practice or the paid Not for Profit sector to do in-house training entirely in their work time.

Table 3.6.4: Allocation of Work and Own Time to In-House Training: Proportion of Respondents Reporting Differing Allocations

	Entirely in Own Time	Entirely in Work Time	Partly Work Time and Partly Own Time
Private Practice	3.0%	63.6%	33.3%
Paid Not for Profit	6.9%	68.3%	24.8%
Unpaid Not for Profit	45.3%	18.7%	36.0%
Statutory	5.1%	83.5%	11.4%

Legal Advice Sector	12.1%	61.8%	26.2%
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The sharing of the time burden between employers and their workers is somewhat different in the case of external training. Again, unpaid Not for Profit workers contrast with their paid colleagues in all sub sectors, as the vast majority do external training entirely in their own time. This suggests that the contribution of unpaid labour to the sector is not accurately captured by the number of agreed hours that volunteers deliver each year as such hours do not account for the additional contribution of training hours.

*Table 3.6.5: Allocation of Work and Own Time to External Training: Proportion of Respondents Reporting Differing Allocations*

	Entirely in Own Time	Entirely in Work Time	Partly Work Time and Partly Own Time
Private Practice	7.2%	62.3%	30.5%
Paid Not for Profit	5.0%	76.5%	18.6%
Unpaid Not for Profit	68.9%	11.5%	19.7%
Statutory	1.8%	82.5%	15.8%
Legal Advice Sector	13.0%	64.6%	22.3%

It is in the resourcing of time for studying for a qualification that significant differences emerge. While work time was largely used among statutory sector respondents for in-house and external training, own time was used for studying for a qualification with the overwhelming majority, 71.4%, reporting this. This may reflect the fact that the attainment of specific qualifications makes workers more mobile and may exacerbate any retention difficulties employers may face. This seems less of a feature in private practice or the paid Not for Profit sector where the burden of studying is largely shared between employers and workers (see Table 3.6.6).

*Table 3.6.6: Allocation of Work and Own Time to Studying for a Qualification Training: Proportion of Respondents Reporting Differing Allocations*

	Entirely in Own Time	Entirely in Work Time	Partly Work Time and Partly Own Time
Private Practice	37.1%	14.3%	48.6%
Paid Not for Profit	33.3%	18.5%	48.1%
Unpaid Not for Profit	23.1%	7.7%	69.2%
Statutory	71.4%	14.3%	14.3%
Legal Advice Sector	36.6%	14.6%	48.8%

The actual financial costs of training can be borne entirely by individuals or by employers. The funding sources for external training and qualifications training are shown in Tables 3.6.7 and 3.6.8. Some respondents had gained access to

entirely free training, but in the majority of cases in all three sub sectors, the employer was providing the funding for external training. This proportion was highest in the statutory sector at 98.2% and lowest in the unpaid Not for Profit sector at 82.0%. Almost one in ten private practice respondents undertaking external training was funding this training on their own or with the help of family.

*Table 3.6.7: Funding of External Training – Proportion Reporting Different Funding Sources*

Source	Private Practice	Not for Profit		Statutory	All
		Paid	Unpaid		
No Fees Charged	.6%	3.6%	3.3%		2.2%
Self, Family or Relative	9.6%	2.3%			4.1%
Employer or Potential Employer	89.2%	89.6%	82.0%	98.2%	89.5%
Other Person or Organisation	2.4%	4.1%	8.2%	1.8%	3.8%
Don't Know		.5%			.2%

Funding for studying for a qualification largely came from employers, with more than half of respondents reporting this to be so. However, self funding and support from family or relatives emerged as much more important for this type of training. In the statutory sector in particular, 57.1% of respondents identified this as their funding source. The comparable proportions among private sector and paid Not for Profit workers were 42.9% and 33.3% respectively.

*Table 3.6.8: Funding of Studying for a Qualification – Proportion Reporting Different Funding Sources*

Source	Private Practice	Not for Profit		Statutory	All
		Paid	Unpaid		
No Fees Charged			15.4%		2.4%
Self, Family or Relative	42.9%	33.3%	15.4%	57.1%	36.6%
Employer or Potential Employer	60.0%	55.6%	53.8%	42.9%	56.1%
Other Person or Organisation	2.9%	14.8%	7.7%		7.3%

### *Memberships*

Legal advice sector workers are members of a range of professional bodies, groups and associations with 35.5% having a membership. While 85.9% of private practice workers hold membership, this is true of only 16.1% of statutory workers and 16.8% of paid Not for Profit workers.

*Table 3.6.9: Proportion of Workers Who Are Members of Professional Bodies, Panels or Accreditation Schemes*

	Private Practice	Not for Profit		All Not for Profit	Statutory	All
		Paid	Unpaid			
Membership of Professional Body	85.9%	16.8%	9.7%	14.3%	16.1%	35.5%
Membership of Panel or Accreditation Scheme	29.1%	1.1%	0%	.7%	1.8%	9.2%

The most common membership was with The Law Society with almost 70% of workers having a membership reporting this. Predictably, the vast majority of these are concentrated within private practice although 5.4% of voluntary Not for Profit workers with a membership were members of The Law Society. Among the Not for Profit sector workers, the most frequently reported membership was of the Money Advice Association.

Workers also maintain memberships of Law Society panels and professional accreditation schemes. Overall, 9.2% of respondents were members of at least one panel or scheme. This was concentrated among private practice workers with 29.1% being members. The respective figures for the Not for Profit and statutory sectors were 0.7% and 1.8%. While membership was far more common among private practice workers some paid Not for Profit workers reported membership of the Immigration Panel, the Mental Health Review Tribunal Panel and the Criminal Litigation Accreditation Scheme. Among private practice workers the most common Panel Membership was with the Family Law Panel, followed by the Children Panel, and the Criminal Litigation Accreditation Scheme.

## Section 4: Attitudes of Advice Sector Workers

### 4.1 Career Choice and Entry

An attitudinal survey was carried out to establish information on the reasons for coming into the sector, motivation and to understand if workers were likely to stay in their role. All interviews were conducted with respondents by telephone and were conducted by Market Research UK (MRUK) between November 2005 and January 2006. A total of 742 respondents were interviewed and the response rate for the attitudinal survey was 33.5%

Respondents' motives for entering the legal advice sector were explored by asking them to choose one statement which best described their initial reason for entering the sector. Overall, 42.0% of respondents said they 'actively sought employment in the legal advice sector', 15.0% said the 'legal advice sector was one of the sectors in which I sought work', and 42.0% said they 'entered the legal advice sector almost by chance'. There were marked differences among workers in different parts of the sector. This is illustrated in Figure 4.1.1:



Figure 4.1.1: Reason for Entry by Sub Sector

Individuals in private practice were much more likely to report that they had made an active choice to enter into the legal advice sector than workers in other sub sectors. Only 18.4% of private practice workers reported that they had

entered the sector almost by chance. The proportion reporting this in the statutory and Not for Profit sectors was nearly half of all respondents. This may reflect the fact that entry requirements into the private practice labour market require a much firmer commitment among individuals in terms of acquiring the necessary vocational and professional qualifications.

When identifying career choice, individuals identified a range of influencing factors, shown in Figure 4.1.2. The graphs clearly show advice workers overwhelmingly regarded interesting work and the feeling of doing something worthwhile as 'very important' or 'important' in their decision to seek employment in the sector. A very large majority also regarded pension as 'not at all important' or 'not important'. The distribution of responses was more balanced for the factors of job security, opportunities for career progression and salary.

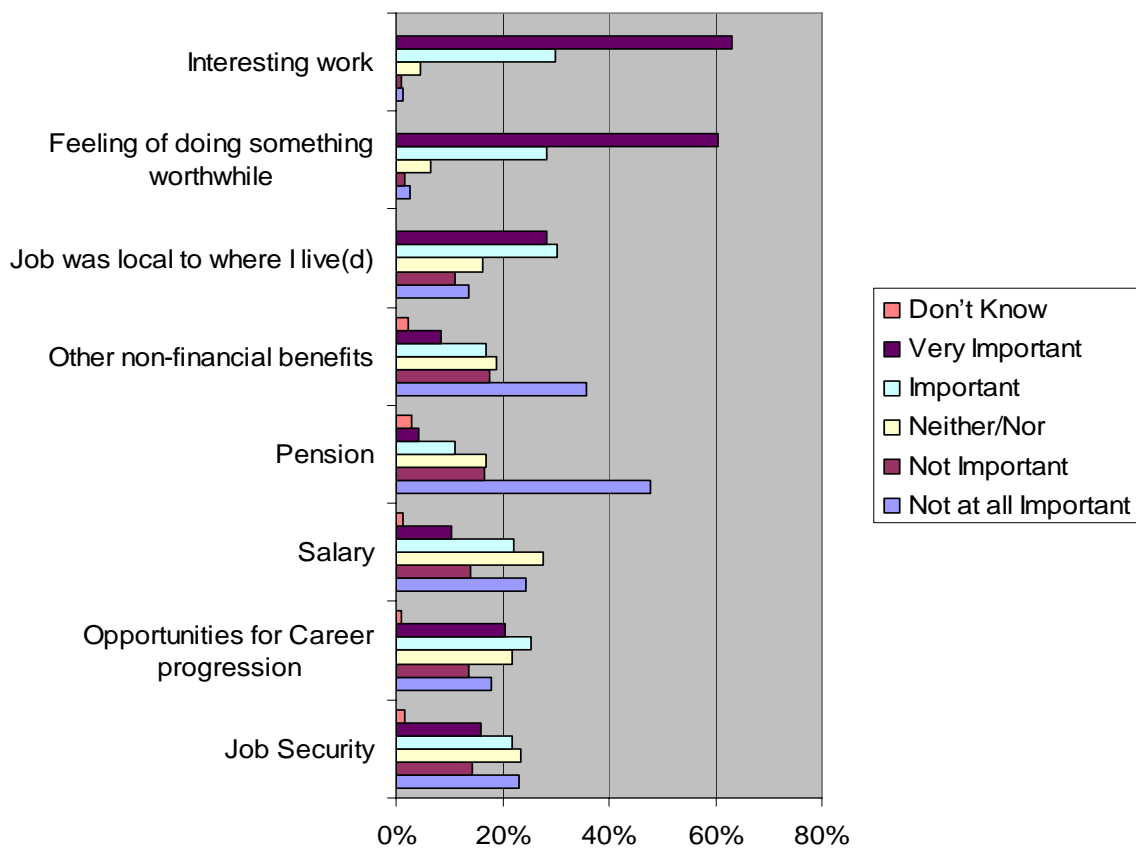


Figure 4.1.2: Factors in Decision to Seek Employment Among All Respondents in the Legal Advice Sector

#### Importance Factors in Current Role

Workers in the sector were asked to rate how important they felt a number of factors were to them in their current role, where 1 = not at all important, 2 = not important, 3 = neither important nor unimportant, 4 = important and 5 = very important. The mean importance scores for the sector's workers overall are given in Figure 4.1.3. The average scores show that helping people and feeling the work

is worthwhile were the most important factors, with the opportunity for promotion and career development and the existence of a good pension scheme as the least important factors.

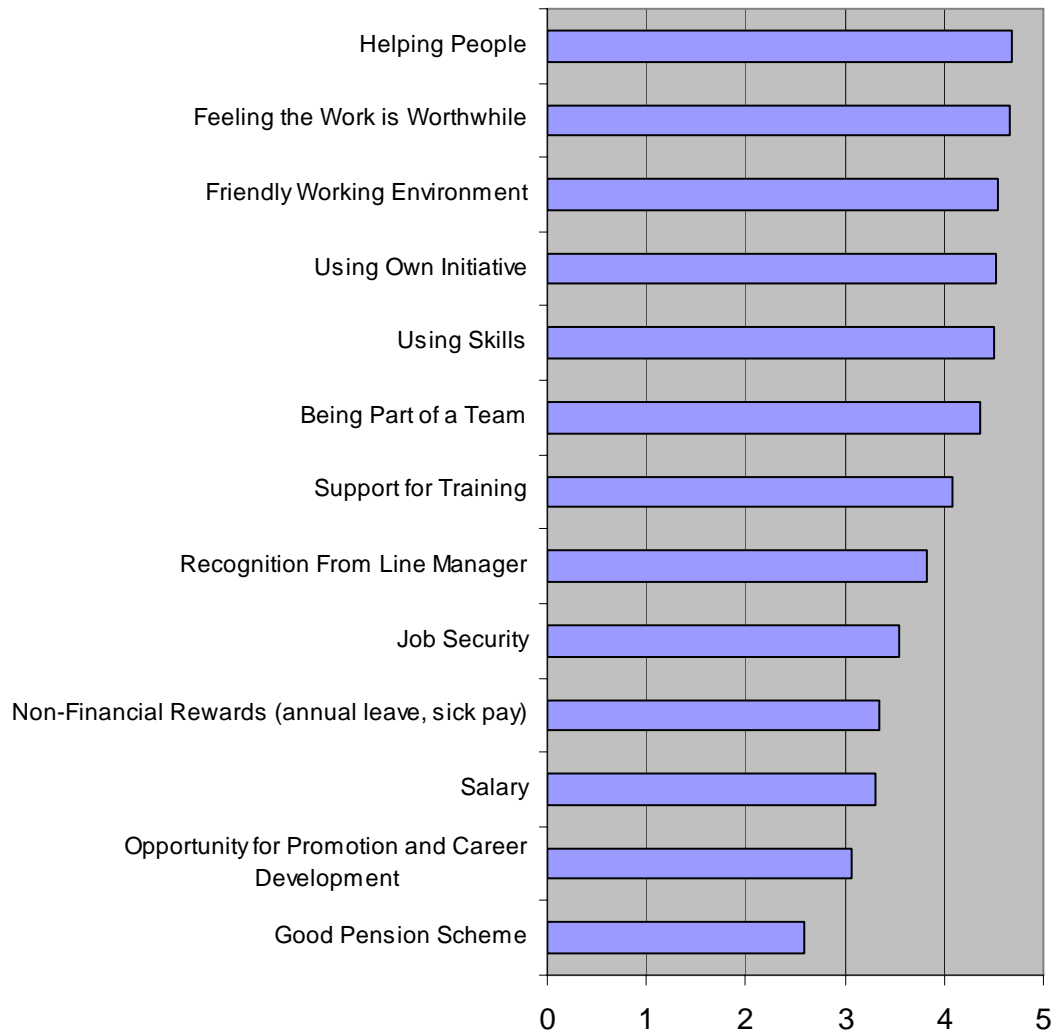


Figure 4.1.3: Mean Importance Scores for Factors in Current Role

#### Satisfaction in Current Role

The satisfaction that respondents had in their current role with these factors was also examined. The average satisfaction ratings are illustrated in Figure 4.1.4. Workers in the sector are most satisfied in their current roles with helping people, feeling the work is worthwhile, using own initiative and using skills. They are least satisfied with salary, opportunity for promotion and career development and a good pension scheme. Note that there is a strong correlation between importance ratings and satisfaction ratings. In the sector as whole, workers are most satisfied with those aspects of work which are most important to them.

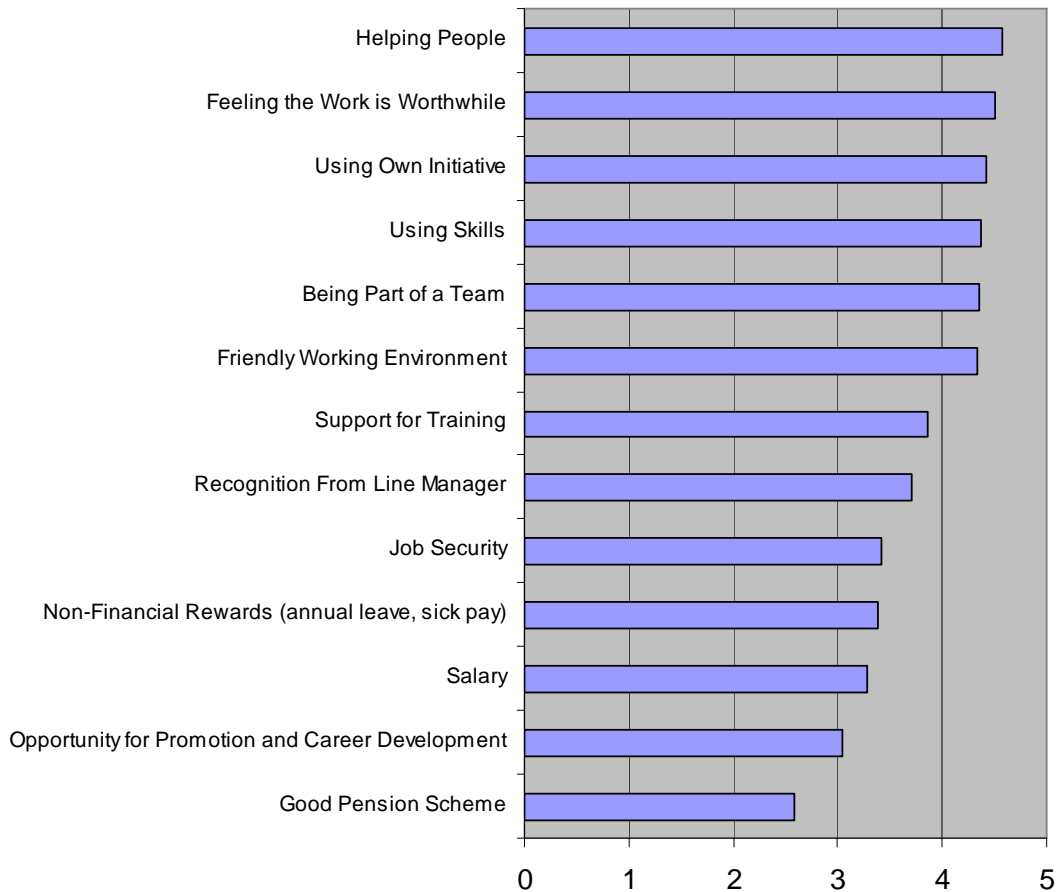


Figure 4.1.4: Mean Satisfaction Ratings with Factors in Current Role

Again there are some intersectoral differences in average scores. Statutory sector workers were more satisfied with good pension schemes and job security than their colleagues in other parts of the sector. Voluntary workers had higher satisfaction ratings for support for training but much lower satisfaction with job security and non-financial benefits.

An analysis of the distribution of responses, as opposed to the average scores, does identify those factors with which respondents were 'satisfied' and 'dissatisfied'. Among private sector respondents, there was deep dissatisfaction with pension schemes with 60.9% of workers saying they were 'very dissatisfied' or 'fairly dissatisfied'. Additionally, more than a fifth of private sector workers said they were 'very' or 'fairly dissatisfied' with salary, non-financial rewards, recognition from line manager, and opportunity for promotion and career development.

Among paid Not for Profit respondents, dissatisfaction was greatest with pension schemes, job security and opportunity for promotion and career development. For statutory sector workers, the factors for which the proportions of respondents saying that they were 'very' or 'fairly dissatisfied' was greatest for recognition from line manager, 19.6%, and opportunity for promotion and career development, 18.8%.

## 4.2: Perceptions of Current Work Environment

Respondents were also asked about more general elements of their working environment, specifically about features which might make working unpleasant. Thus, respondents were asked to say how often they came home from work exhausted, felt bored at work, found work stressful, worked in unpleasant conditions, or worried about losing their job. Their responses are illustrated in Figure 4.2.1. What the figure shows is that the majority of respondents were 'hardly ever' or 'never' bored at work but that they 'sometimes', 'often' or 'always' came home from work exhausted. Around 40% of workers reported that they 'always', 'often' or 'sometimes' worked in unpleasant conditions.

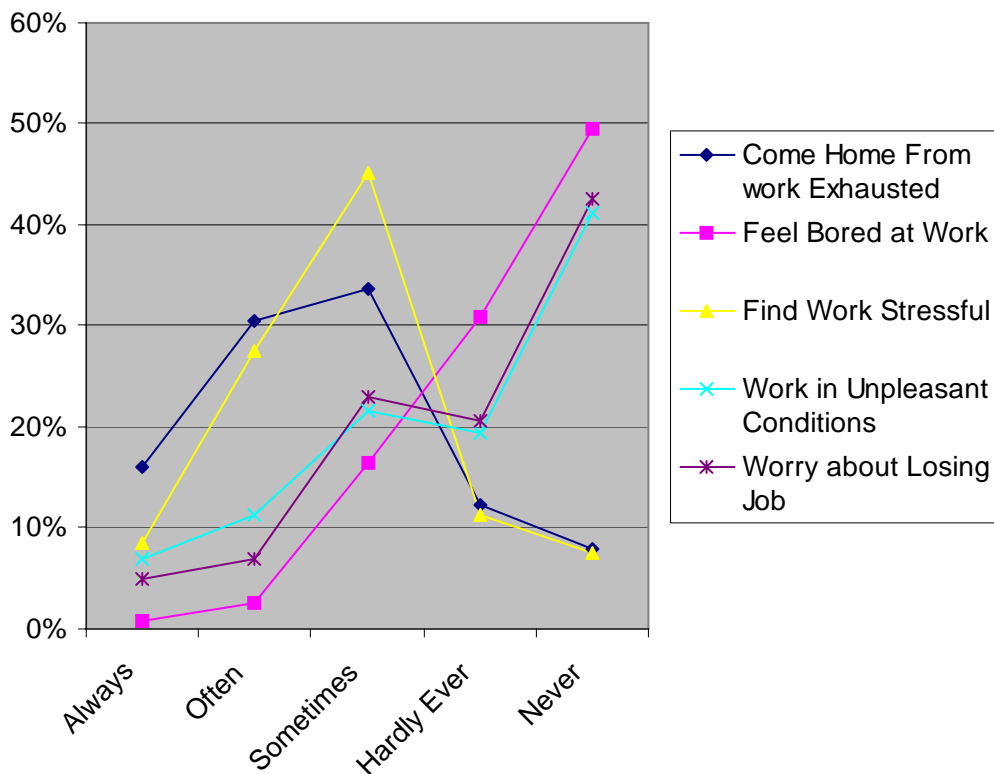
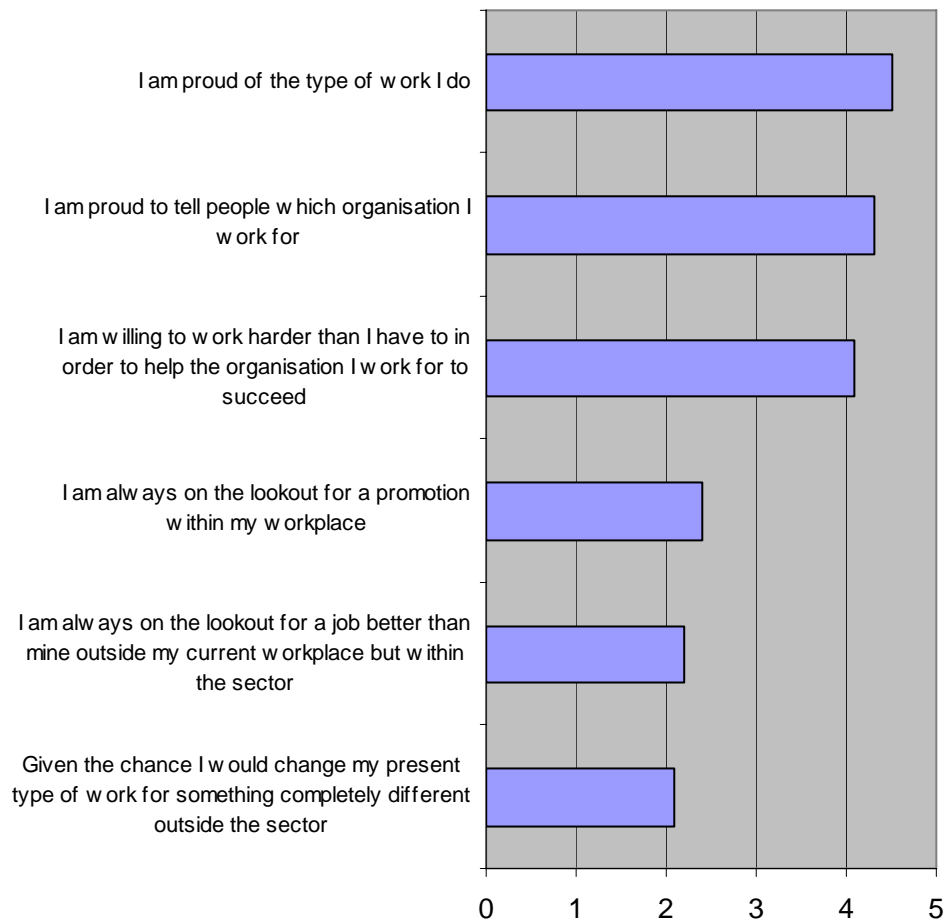


Figure 4.2.1: Unpleasant Features of Work

Using a scale of 1 to 5, where 1 = strongly disagree, 2 = disagree, 3 = neither disagree nor agree, 4 = agree and 5 = strongly agree, respondents were asked to describe their level of agreement with a number of statements about working in their current place of employment. The mean scores for legal advice sector workers are shown in Figure 4.2.2. Respondents overwhelmingly agreed with the statement that 'I am proud of the work that I do' and the statement that 'I am proud to tell people which organisation I work for'. They largely disagreed with the statement that 'given the chance I would change my present type or work for something completely different outside the sector' and with the statement 'I am always on the lookout for a job better than mine outside the current workplace but within the sector.'



*Figure 4.2.2: Mean Agreement Scores on Perception of Current Work Environment*

Mean scores and averages across sub sectors do, however, hide some marked differences among workers. Whereas 91.6% of paid Not for Profit workers 'agreed' or 'strongly agreed' with the statement that 'I am proud to tell people which organisation I work for', this was true for only 79.5% of private sector workers and for 68.1% of statutory sector workers. While 30.2% of statutory sector workers 'agreed' or 'strongly agreed' with the statement 'I am always on the lookout for a job better than mine but outside my current workplace but within the sector', the respective proportions for private sector and paid Not for Profit respondents were 20.4% and 17.7%. Among paid Not for Profit workers, 12.3% 'agreed' or 'strongly agreed' with the statement 'given the chance I would change my present type of work for something completely different outside the sector', whereas 28.3% of private sector respondents said this and 36.4% of statutory sector workers.

### 4.3: Progression and Career Mobility

#### *Perceptions about Staying in Current Role, Organisation and Sector*

Respondents were asked a series of questions about their views on movement between roles, between organisations and around the legal advice sector. Survey respondents were asked about the likelihood of being in the same role in twelve months' time. A large majority (58.0%), reported that it was 'very likely' and a further 21.9% said it was 'fairly likely'.

Respondents were also asked about the likelihood of being in the same **organisation** in 24 months' time. Around four in ten workers said that it was 'very likely' they would be in the same organisation, and a further three in ten said it would be 'fairly likely'.

The majority of respondents also felt it was likely they would be in the legal advice sector in two years' time, (see Figure 4.3.1). There are however, some marked differences among the strength of belief in the sector. Around three-quarters of private practice respondents said they were 'very likely' to be in the sector in 2 years' time, but only 47.6% of paid Not for Profit workers said this and 41.7% of statutory sector respondents. There was also a difference in that a larger share of statutory and Not for Profit workers reported that they were 'unlikely' or 'very unlikely' to be in the legal advice sector in two years' time. The most common reasons for this belief include, workers will be reaching normal retirement age, or workers are looking for a career change (28.7% and 21.0%).

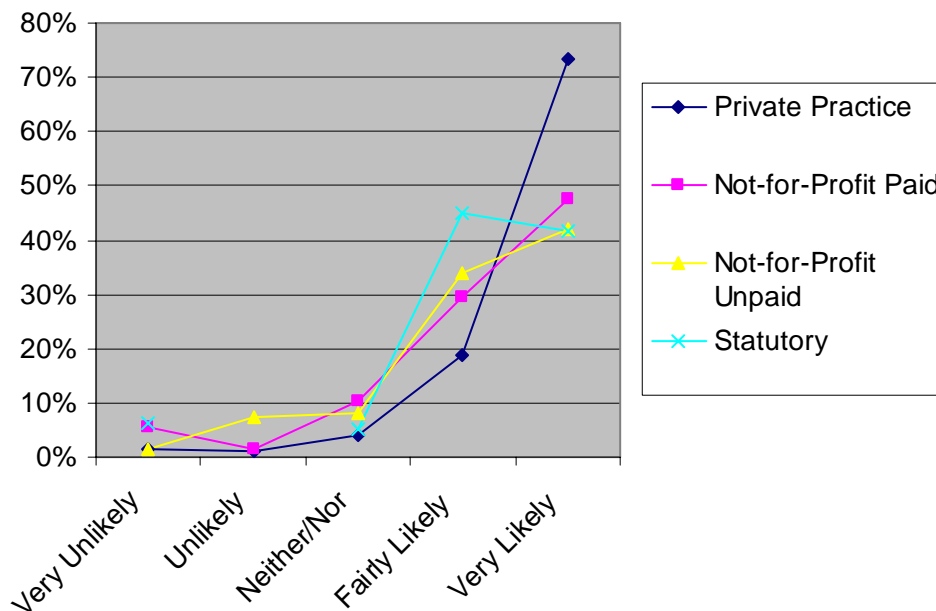


Figure 4.3.1: Likelihood of Being in the Legal Advice Sector in Next 24 Months

### Likelihood of Movement between Sub Sectors

Individuals were asked a number of questions about the likelihood of them looking for work in other organisations or settings and about their perceptions about the difficulty of finding such work. The question was posed with the phrasing, “If you left your job for any reason, how likely are you to look for a job in an organisation similar to the one you currently work in?” The responses to this question are displayed graphically in Figure 4.3.2.

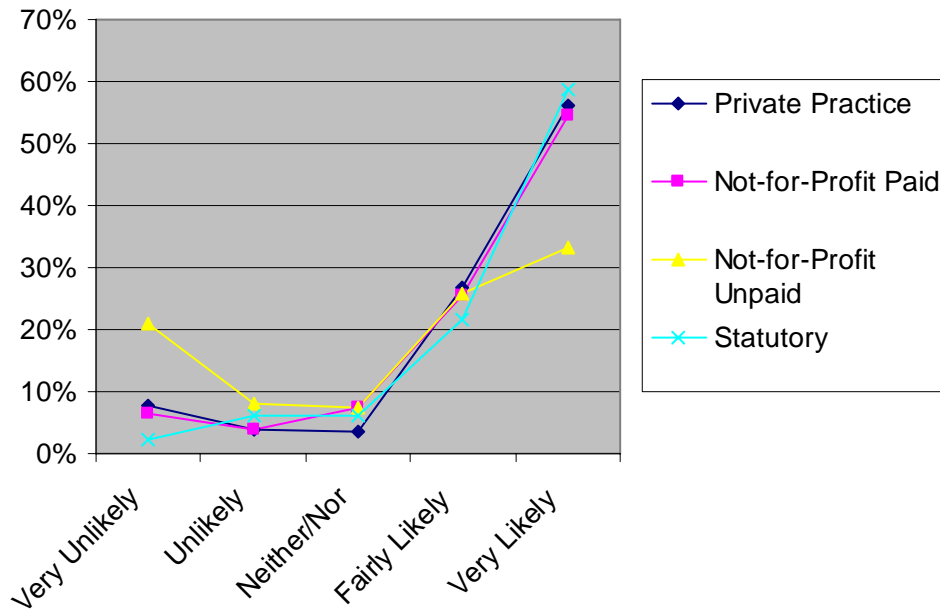


Figure 4.3.2: Likelihood of Looking for Job in Similar Organisation – Proportions Reporting Each Response by Sub Sector

Just over half of the respondents said they were ‘very likely’ to look for a job in a similar organisation with small differences in these percentages among paid respondents in all three sub sectors. However, the figure was only a third for voluntary workers in the Not for Profit sector. Among this latter group, 21% said that they were ‘very unlikely’ to look for a job in a similar organisation.

Respondents who answered that it was unlikely or very unlikely they would look for a job in a similar organisation, were asked why this was so. The most common reason given was age or retirement (31%), reflecting that most of those who answered this question were voluntary workers and in general they have a much older age profile than workers elsewhere in the sector. Other common reasons were those which were funding related (11.2%), past experience (12.4%), and the work was regarded as uninteresting or unappealing (10.4%).

Respondents were also asked, “If you left your job, and were actively looking for another one, how **easy** or **difficult** do you think it would be to get a job in an organisation similar to the one you currently work in?” Around a quarter of respondents said it would be ‘very easy’, with a further 44.7% answering ‘fairly easy’ (see Table 4.3.1). Within the sub sectors there were big differences among

workers. Statutory workers were more likely to say they thought it would be 'very difficult', whereas 8.4% of paid Not for Profit workers thought this and only 3.4% of private practice workers. Voluntary workers showed the most uncertainty with 21.0% saying they did not know how easy or difficult it would be.

*Table 4.3.1: Expected Degree of Difficulty in Getting Job in Similar Organisation– Proportions Reporting Each Response by Sub Sector*

	Private Practice	Not for Profit		Statutory	All
		Paid	Unpaid		
Very Difficult	3.4%	8.4%	10.5%	17.5%	3.4%
Fairly Difficult	11.2%	14.4%	11.3%	15.5%	11.2%
Neither/Nor	11.7%	21.0%	14.5%	20.6%	11.7%
Fairly Easy	44.7%	33.9%	21.0%	20.6%	44.7%
Very Easy	24.3%	17.4%	21.8%	19.6%	24.3%
Don't Know	4.9%	4.8%	21.0%	6.2%	4.9%

Those respondents who answered 'difficult' or 'very difficult' were asked why they thought this. Age was again identified as a major factor by a number of respondents (20.5%). However, the most common explanation offered was there were no or too few vacancies (30.6%). This suggests that overall, around 5% of workers in the sector believe that it would be difficult to find work in a similar organisation because of a lack of vacancies.

In order to understand any rigidities in mobility between the sub sectors, respondents were asked a series of questions about the likelihood of looking for jobs in other parts of the sector and any difficulties they thought would exist in obtaining such jobs.

Overall, 28.6% of workers said they would be 'very likely' to look for a job in the Not for Profit sector. However, there were striking differences among workers. While 41.3% of workers in the paid Not for Profit sector said they would be 'very likely' to look for a job in the Not for Profit sector, only 23.2% of statutory workers and a mere 5.3% of private practice workers said this. Indeed, more than half the private practice workers answered that it was 'very unlikely' or 'unlikely' they would do so.

Respondents were asked why it was 'unlikely' or 'very unlikely'. Factors regarded as important to their belief were age and salary or money considerations. Among those respondents who said it was 'unlikely' or 'very unlikely', almost one in five said this was due to money or salary. This means that 4% of workers in the sector overall think it unlikely they would look for a job in the Not for Profit sector because of salary.

Respondents were also asked how difficult they thought it would be to obtain a job in the Not for Profit sector. While 17.5% of respondents thought it would be 'very easy' to get a job, 7.4% said they thought it would be 'very difficult'. Interestingly, 33.3% and 27.2% gave 'don't know' as a response, which suggests there is not a good deal of knowledge about job opportunities and requirements in other parts of the sector. Note also that the relative shares of respondents reporting it would be 'very difficult' are similar across the different worker types. Individuals who gave an answer of 'very difficult' or 'difficult' were asked to say why they thought this was so. Age and retirement feature again as a major

reason, but the expectation that the skills or experience required would be different is also a commonly cited reason (16.3%). A large number of workers believed there were no jobs or too few vacancies (30.6%).

Respondents were also asked, "If you left your job for any reasons, how likely are you to look for a job providing legal information or advice in an organisation in the statutory sector?" Overall, 8.2% of workers said they thought it was 'very likely' they would look for a job in the statutory sector and additional 22% said it was 'fairly likely'. It is striking that the share saying 'don't know' is 14.0% overall, but 29.2% among statutory sector workers themselves. Around two in five unpaid Not for Profit workers said it was 'unlikely' they would look for a job in the statutory sector, whereas around 20.0% of both private practice and paid Not for Profit workers said this.

All respondents who said it was 'unlikely' or 'very unlikely' they would look for a job in the statutory sector were asked why this was so. Age is an explanation offered, not surprisingly given the large share of voluntary workers who answered very unlikely or unlikely. Other prevalent responses given were; respondents preferred their current sector (11.0%), different skills or experience were required (8.3%), the work was unappealing or uninteresting (8.6%), and the ethos of the sector was different (4.3%).

Respondents were asked how difficult they thought it would be to get a job in the statutory sector. There was a great deal of uncertainty among respondents concerning how easy or difficult it would be to obtain a job in the statutory sector. Overall, 27.2% of respondents gave 'don't know' as a response. The figure for statutory sector workers was 31.3% and for private sector workers 32.7%. While unpaid Not for Profit workers were the least sure, paid Not for Profit workers were less uncertain with only 19.2% offering 'don't know' as a response. Workers in the Not for Profit sector were also most likely to say it would be 'very' or 'fairly difficult' to get a job.

Again, all respondents who said 'very' or 'fairly difficult' were asked why they felt this way. Age was felt to be a problem by 24.4% of workers who thought there would be some degree of difficulty. The two next most common reasons were that different skills, experience or qualifications would be needed (17.2%), and there were no or too few vacancies (14.7%).

Respondents were asked, "If you left your job for any reason, how likely do you think you would look for a job providing legal information or advice in the private sector?" There are some very striking differences to this response among workers in different parts of the sector. While overall 10.3% of workers said 'don't know', the share giving this response was 32.3% among statutory sector workers. While 5.2% of statutory sector workers and 5.3% of private sector workers said it was 'very unlikely', 26.1% of paid Not for Profit workers gave this response, as did 50% of voluntary workers. More than three-quarters of private sector workers said it was 'very' or 'fairly likely' that they would look for a job in the private sector. The corresponding shares for paid Not for Profit and statutory sector workers were 23.4% and 28.1% respectively.

Reasons given for very or fairly unlikely responses included age (16.0%), preference for current sector (14.8%), work is unappealing (10.3%), no particular reason and different skills (9.8%) and experience or qualifications are required (9.3%).

Respondents were also asked about how easy or difficult they thought it would be to obtain a job in private practice. Again, a striking feature of the data is that

there is a great deal of uncertainty about the difficulty of getting a job. While 8.3% of private sector workers answered this question with a 'don't know', the shares for paid Not for Profit and statutory sector workers were, respectively, 20.1% and 35.1%. Thus, there is a great deal of uncertainty among workers outside the private sector about the degree of difficulty which might be expected in obtaining employment. Among those respondents expressing a view about the degree of difficulty, 26.7% overall said they thought it would be 'very' or 'fairly difficult'. These shares were highest among unpaid Not for Profit workers, 43%, and then statutory workers at 39.2% and paid Not for Profit workers 27.9%. Among private practice workers, 9.2% thought it would be 'very' or 'fairly difficult' to get a job in the private practice sector.

The most frequently mentioned impediment was the belief that different skills, experience or qualifications would be required, cited by 27.8% of respondents. Age was also cited as an impediment (25.2%) as was the belief that there was a lack of jobs or vacancies (14.4%)

#### **4.4: Career Satisfaction**

The degree of career satisfaction respondents enjoyed was also explored using the survey. They were asked a series of questions about the extent to which they were satisfied with their current role in meeting their career aspirations and any barriers that have made it difficult to meet career aspirations.

Respondents were asked the extent to which their current role met their career aspirations. Their answers are illustrated in Figure 4.4.1. A significant proportion of respondents had a high degree of satisfaction with 34.8% saying they were 'very satisfied' and 41.8% reporting they were 'fairly satisfied'. Only 7.6% of respondents said they were 'very' or 'fairly dissatisfied', and a further 12.4% said neither/nor. There are differences among workers in the different sub sectors, however. Not for Profit workers, whether paid or voluntary, were the least likely to report any levels of dissatisfaction. Statutory sector workers had the highest reported dissatisfaction rates with 16.7% saying they were 'very' or 'fairly dissatisfied'. This was also felt by 12.2% of private practice workers.

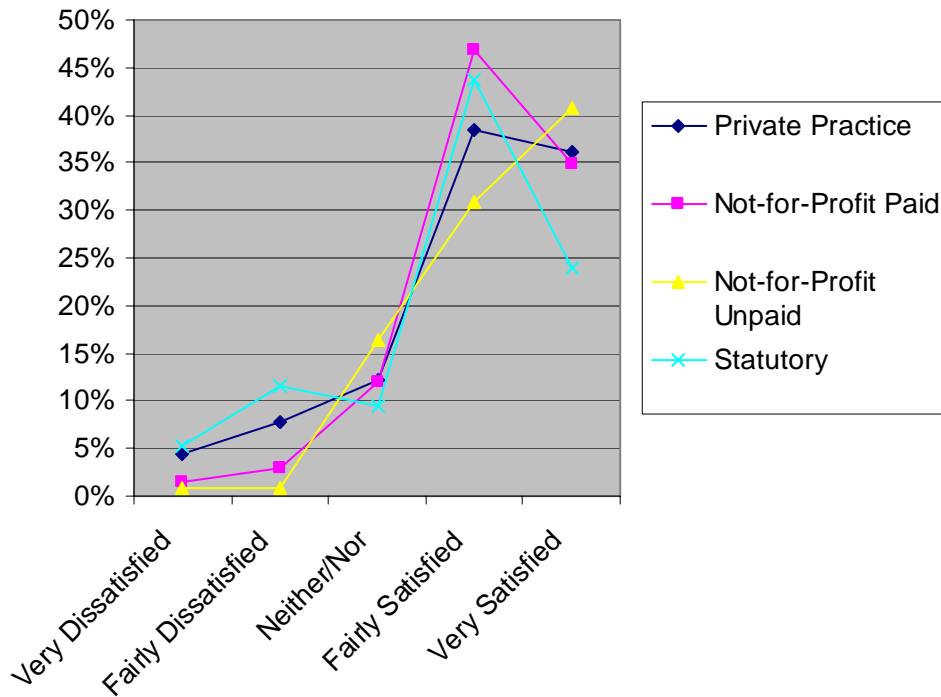


Figure 4.4.1: Degree of Satisfaction with Current Role in Meeting Career Aspirations

All respondents who answered 'very dissatisfied' or 'dissatisfied' were asked why they felt dissatisfied in their current role in terms of career aspirations. Among all groups of workers the most commonly mentioned factor is insufficient career opportunities or promotion and progression. Overall, 42.0% of those who showed any level of dissatisfaction mentioned this was due to difficulties in career progression. This means that around 3.0% of the overall legal advice sector workforce feels they are dissatisfied with their current role in meeting their career aspirations. Poor salary is a reason singled out predominantly by private sector respondents (20.7%) whereas insufficient training opportunities (25.0%) and feeling overqualified for their role (25.5%) were major causes of dissatisfaction for statutory sector workers.

Respondents were asked if there were any barriers that have made it difficult or are currently making it difficult for them to meet career aspirations. The proportions reporting barriers are given in Table 4.4.1. Only three in ten workers reported that there had been no barriers in meeting career aspirations. Interestingly, the share of unpaid workers saying no barriers was the smallest proportion at 15.3%. These workers are on average, older than their colleagues in other parts of the sector, and in many cases have already had a paid career elsewhere. Among paid workers, statutory sector workers were more likely to report barriers than their colleagues.

Table 4.4.1: Proportions Reporting Barriers in Meeting Career Aspirations

	No Barriers	Yes Barriers
Private Practice	31.6%	68.4%

Paid Not for Profit	36.8%	63.2%
Unpaid Not for Profit	15.3%	84.7%
Statutory	22.9%	77.1%
All	30.1%	69.9%

The barriers identified by those respondents who had faced them are very diverse, although some common themes were identified. Lack of and insecure funding was mentioned by 13.5% of respondents, with the proportions higher among statutory and paid Not for Profit workers, and 22.7% and 17.9% respectively. Insufficient career opportunities and progression was also cited as a barrier by 10.1% of respondents, with the figures again higher for paid Not for Profit and statutory sector workers (13.1% and 18.2%). Personal circumstances and children were mentioned by 7.9% of respondents, a higher share if looking at private practice workers separately (13.8%). The legal aid system was the next most common barrier mentioned by private practice workers with 7.7% of them identifying this as a barrier to meeting career expectations.

## Section 5: Skills Foresight Analysis

### 5.1: Organisational Basics

#### *Geographic Areas Served*

While an organisation may be physically located within a locale, the geographic range of its service provision may differ. The geographic specificity of service provision is shown in Table 5.1.1. Statutory organisations serve larger areas than immediate neighbourhoods, unlike Not for Profit and private practice organisations where 30.7% describe their geographical reach in this way.

*Table 5.1.1: Geographic Specificity of Organisations*

	Not for Profit	Private Practice	Statutory	All
Local neighbourhood	30.7%	30.7%	7.9%	29.3%
Borough, District, or Unitary Council	6.7%	12.0%	39.5%	20.3%
County Council	15.2%	14.7%	34.2%	16.1%
Region	13.7%	21.7%	10.5%	17.4%
Multiregion	2.5%	10.3%	2.6%	6.3%
England	2.2%	4.3%		3.1%
Wales	.0%	1.3%	.0%	.7%
England plus Wales	.0%	1.7%		.8%
Other	9.0%	3.4%	5.2%	5.1%

#### *Clients*

Organisations also focus their services on designated client constituencies. Overall, 23.3% of organisations said their services are aimed at specific client groups, although the proportion of private practice and the statutory sector organisations for which this is the case, is less than 10%. It is a much more common feature of the Not for Profit sector with four in ten organisations citing their services are targeted in this way.

*Table 5.1.2: Proportion of Organisations Targeting Specific Client Groups*

	% Which Target
Not for Profit	41.7%
Private Practice	8.0%
Statutory	7.9%
All	23.2%

#### *Subjects*

The range of subject areas in which services are offered is very diverse. This can be seen in Table 5.1.3 below. The most prevalent subject areas are housing, debt, welfare benefits, employment, family and crime. In all cases, more than

30% of organisations in the sector offer services in these subjects. There is distinct specialisation within the sub sectors, however, with private practice firms more likely to offer family and crime, the statutory sector; housing, welfare benefits and consumer, and the Not for Profit sector; housing, debt, welfare benefits, employment, immigration and consumer.

*Table 5.1.3: Proportion Of Organisations Offering Advice and Information in Different Legal Categories*

	Not for Profit	Private Practice	Statutory	All
Housing	58.3%	20.9%	57.9%	40.0%
Debt	47.5%	15.6%	26.3%	30.6%
Welfare Benefits	69.4%	15.0%	44.7%	41.4%
Consumer/General Contract	29.5%	15.3%	28.9%	22.5%
Employment	44.6%	18.7%	15.8%	30.2%
Actions Against the Police	19.8%	9.7%	2.6%	13.8%
Education	29.0%	9.0%	10.3%	18.1%
Public Law	18.7%	14.6%	10.5%	16.2%
Community Care	31.7%	8.7%	13.2%	19.3%
Mental Health	25.5%	11.3%	10.5%	17.7%
Immigration	30.6%	13.3%	5.3%	20.6%
Family	28.1%	61.8%	10.5%	43.4%
Personal Injury	14.7%	28.9%	5.1%	21.0%
Clinical Negligence	12.6%	11.3%	5.1%	11.5%
Crime	16.9%	56.5%	7.9%	35.7%
Discrimination	21.9%	10.6%	5.3%	15.4%
Children	19.7%	13.7%	5.3%	15.9%
Human Rights	19.1%	8.6%	2.6%	13.0%
Domestic Violence	20.5%	12.3%	10.5%	15.9%
Other	4.7%	1.7%	7.7%	3.4%

### *Services and Activities*

The services offered by organisations are given in Table 5.1.4. The vast majority of organisations provide advice with overall 92.5% of organisations reporting this as an activity. A large share, 85.7%, also report they provide information and 77.7% also carry out casework. Two-thirds of organisations report they offer representation at court or tribunal and just over a quarter offer second tier support. There are some differences among organisations of different types. While the proportions are similar for organisations with respect to advice provision, there are big differences in respect of casework and representation. Among private practice firms 89.7% conduct casework but only 66.3% of Not for Profit and 65.8% of statutory sector organisations do so. While 89.4% of private practice firms offer representation services, this is true of only 44.6% of Not for Profit and 38.5% of statutory sector organisations. While 41.0% of Not for Profit organisations carry out social policy work, this was the case for only 26.3% of statutory sector organisations and 15% of private practice firms. Fundraising was an activity for 35.1% of Not for P.0rofit organisations but only 6.6% of private practice firms and 2.6% of statutory sector bodies. The proportions of Not for

Profit and statutory sector organisations offering network support were also significantly greater than in the private sector.

*Table 5.1.4: Proportion of Organisations Offering Different Services*

	Not for Profit	Private Practice	Statutory	All
Information Provision	91.0%	80.0%	92.1%	85.7%
Advice	92.8%	92.0%	94.7%	92.5%
Casework	66.3%	89.7%	65.8%	77.7%
Representation at Court or Tribunal	44.6%	89.4%	38.5%	66.0%
Second Tier Support	30.6%	22.3%	26.3%	26.3%
Social Policy	41.0%	15.0%	26.3%	27.4%
Fundraising	35.1%	6.6%	2.6%	19.3%
Network support	25.5%	6.6%	21.1%	16.0%
Support Functions	18.7%	9.6%	10.5%	13.8%
Other	.0%	.7%	2.6%	.5%

## 5.2: The Paid Workforce

### *Number of Paid Employees and Turnover*

The sector is characterised by a wide range of organisations of different scale, although the vast majority are small enterprises as is shown by the data in Table 5.2.1. More than half of all organisations (56.0%) in the sector employ less than ten people.

*Table 5.2.1: Number of Paid Employees within Organisations – Proportion Reporting Different Bands*

No. of paid Employees	Not for Profit	Private Practice	Statutory	All
1-2	15.4%	11.7%	2.8%	12.9%
3-4	18%	8.6%	5.6%	12.7%
5-6	21.7%	6.2%	5.6%	13.2%
7-10	14.7%	18.9%	19.4%	17%
11-15	15.8%	22%	13.9%	18.7%
16-25	7.7%	13.4%	5.6%	10.4%
26-40	2.6%	7.6%	5.6%	5.2%
41-70	1.8%	6.5%	11.1%	4.7%
71-99	0.7%	1.7%	5.6%	1.5%
100+	1.5%	3.4%	25%	3.8%

The overall size of the labour force in each organisation is not static. Nearly three in ten organisations report that their paid workforce has increased either 'a bit' or 'a lot' in the last 12 months. A much smaller proportion reports a decrease. Around 60% say that the size of the paid workforce has stayed about the same. This can be seen from the data in Table 5.2.2.

*Table 5.2.2: Proportion of Organisations Reporting Relative Changes in Number of Paid Employees in the Last Twelve Months*

	Not for Profit	Private Practice	Statutory	All
Increased a lot	5.4%	6.7%	2.6%	5.8%
Increased a bit	22.2%	24.7%	28.2%	23.8%
Stayed about the same	61.6%	58.0%	51.3%	59.2%
Decreased a bit	9.0%	8.3%	10.3%	8.7%
Decreased a lot	1.4%	2.3%	2.6%	1.9%
Don't Know	.4%		5.1%	.5%

The flows out of organisations can be measured by the turnover rate. This is defined as the number of paid employees who have left in the preceding twelve months divided by the total number of established posts. Details about turnover rates in the different parts of the sector are given in Table 5.2.3. Overall, 53.4% of organisations report a zero turnover rate, although the proportion was much higher for private practice firms than for statutory sector organisations. There was a much greater range of turnover rates in the Not for Profit and private practice sectors than in statutory organisations. The overwhelming majority of the statutory sector had turnover rates between 0 and 30 % while turnover rates in Not for Profit organisations and private practice firms reportedly reached as high as 300%.

*Table 5.2.3: Paid Employee Turnover Rates*

Turnover Rate	Not for Profit	Private Practice	Statutory	All
0%	50.4%	58.1%	43.5%	53.4%
0-10%	11.5%		21.7%	13.2%
10-30%	22.3%		30.4%	21.2%
30-70%	11.9%		4.3%	9.2%
100%+	3.5%	39.73%		2.8%

### *Recruitment*

Faced with such turnover rates, it is not surprising that a large share of organisations in the sector have tried to recruit staff with 60.8% of organisations reporting they have tried to recruit in the last twelve months.

*Table 5.2.4: Proportion of Organisations Who Have Tried to Recruit in the Last Twelve Months*

	Not for Profit	Private Practice	Statutory	All
% who have tried to recruit	57.0%	62.8%	73.7%	60.8%

Of those organisations that have tried to recruit, a number report difficulties in hiring paid employees as shown in Table 5.2.5. Although half of all organisations report 'no difficulties' in recruiting, 26.4% report 'some difficulties' and 19.7% report 'significant difficulties'. This suggests that around 12% of all organisations in the sector have experienced significant difficulties in recruiting in the last year. There are some differences within the sector. Private practice firms and Not for Profit organisations were more likely to report 'significant difficulties' than statutory sector organisations.

*Table 5.2.5: Proportion of Organisations Who Have Reported Difficulties in Recruiting in the Last Year*

	Not for Profit	Private Practice	Statutory	All
Significant difficulties	19.0%	21.7%	10.7%	19.7%
Some difficulties	27.8%	23.3%	39.3%	26.4%
No difficulties	52.5%	55.0%	50.0%	53.6%
Don't know	.6%			.3%

There are some common reasons for reported recruitment difficulties. Of the 46% of organisations that have had any difficulty with recruitment, 20.8% report a problem with a general lack of applicants, 25.3% say there is a lack of applicants with suitable qualifications, and 19.7% a lack of applicants with suitable experience<sup>3</sup>. The most common reason for recruitment problems, however, is lack of applicants with suitable skills with 35.6% of organisations who have had difficulties citing this as a reason, in other words, 10% of all organisations in the sector. The data suggests private practice firms find that applicants without suitable experience is less of a problem than organisations in the Not for Profit or statutory sectors with only 9.4% of them citing this as a factor compared to 28.4% of Not for Profit and 35.7% of statutory sector organisations. While 24.3% of Not for Profit organisations and 20.0% of private practice firms report a general lack of applicants as a cause of recruitment difficulties, this was true for only 7.1% of statutory sector organisations. Salary was cited as a cause of recruitment problems by 22.4% of private practice firms, a much bigger proportion than for Not for Profit and statutory organisations. Lack of post security was given as a reason by 8% of Not for Profit organisations but not mentioned at all by other types of organisations.

<sup>3</sup> This means that 5.8% of **all** organisations in the sector have problems with recruiting because of a lack of applicants (.608 x .46 x .208) and 7.1 % of **all** organisations have problems with recruitment because of a lack of applicants with suitable qualifications (.608 x .46 x .253) and 5.5% have a problem because of a lack of applicants with suitable experience (.608 x .46 x .197).

Those organisations, which reported that specific skills were in short supply when they were recruiting, were asked to name those skills. Their responses are shown in Table 5.2.6. Overall, 27.4% of organisations who said skills were lacking reported subject specific legal training was in short supply, 18.8% reported advice and counselling skills, and 14.5% reported legal knowledge. There were some differences among the different types of organisations which can be seen in the table. For example, a larger share of private practice organisations mentioned legal training or legal knowledge than did Not for Profit or statutory organisations. Among Not for Profit organisations, a greater share said that advice and counselling skills were lacking, while in the statutory sector a larger share mentioned communication skills. Some skills were not mentioned by private practice organisations at all. These include supervision skills, communication skills, leadership and managing volunteers.

*Table 5.2.6: Proportion of Organisations Reporting Specific Skills In Short Supply*

	Not for Profit	Private Practice	Statutory	All
Subject specific legal training	20.0%	36.0%	28.6%	27.4%
Legal knowledge	17.2%	12.0%	12.5%	14.5%
Giving advice/counselling skills	30.0%	7.7%	12.5%	18.8%
Supervision skills	10.3%		.0%	4.8%
Communication skills	10.0%		28.6%	7.9%
Finance	3.4%		12.5%	3.2%
Using computers and other information technology	3.4%	16.0%		8.2%
Leadership	3.3%		14.3%	3.2%
Fundraising		4.0%		1.6%
Language skills	3.4%	8.0%		4.9%
Managing volunteers	.0%			.0%
Experience		4.0%	.0%	1.6%
Other	3.4%	19.2%	14.3%	11.3%

Organisations which had experienced difficulties in recruitment were asked whether there were specific roles or posts to which it was difficult to recruit. The shares of organisations for which this was the case are shown in Table 5.2.7. Overall, almost three-quarters of organisations with recruitment difficulties reported their difficulties related to specific roles or posts, although the proportion was somewhat lower among private practice firms, at 69.4%. (These proportions translate to 20% of all Not for Profit organisations, 20% of all private practice firms, and 29 % of all statutory sector organisations).

*Table 5.2.7: Proportion of Organisations Reporting Difficulties in Recruiting to Specific Roles or Posts*

	Not for Profit	Private Practice	Statutory	All
Organisation had difficulties recruiting	75.7%	69.4%	78.6%	72.8%

employees for particular post or roles				
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In the Not for Profit sector, of those reporting problems with specific posts, 7.0% report difficulties with recruiting advice services supervisors, 5.3% with advice session supervisors, 21.0% with advice workers, 14.0% with caseworkers and 16% with managers. In private practice, 57.0% of those firms which have had difficulty recruiting in specific posts have reported that solicitors are difficult to recruit, 14.0% with practice managers and 7.0% with trainee solicitors. Among organisations in the statutory sector experiencing difficulties with specific posts, 17.0% singled out housing advisor, 9.0% report manager's posts, 9.0% welfare rights advisor, 18.0% social workers and 8.0% customer services managers organisations have had difficulty in recruiting. The post of housing advisor which was cited by 16.7% of organisations and 9.1% mentioned welfare rights officer, management posts and building surveyors.

### *Vacancies*

Recruitment difficulties often result in unfilled vacancies for organisations. Table 5.2.8 shows this is a bigger problem for statutory sector organisations than for private practice or Not for Profit organisations, where 31.6% of such organisations report current unfilled vacancies.

*Table 5.2.8: Proportion of Organisations Reporting Unfilled Vacancies*

	Not for Profit	Private Practice	Statutory	All
With Current Unfilled Vacancies	16.1%	16.7%	31.6%	17.3%
With Vacancies in Last 12 Months	13.2%	17.6%	25.9%	16.0%

Of course having unfilled vacancies can cause problems for organisations, but the extent to which this is likely will be a function of the vacancy rate. This is defined as the number of vacancies divided by the number of established posts in the organisation. Data on vacancy rates for paid employees is given in Table 5.2.9. Overall, 57.6% of organisations with vacancies, have vacancy rates below 10.0%, or put another way, less than one in ten posts is empty. However, it is worth noting the big differences between sectors. Average vacancy rates are much higher in Not for Profit organisations than elsewhere, although the maximum rates are equally high in the private practice sector. A total of 16.7 % of Not for Profit organisations have vacancy rates between 40% and 50% which accounts for around 3% of all Not for Profit organisations.

*Table 5.2.9: Vacancy Rates for Paid Employees*

	Not for Profit	Private Practice	Statutory	All
Vacancy Rate				
0-10%	31.0%	77.1%	77.8%	57.6%

10-20%	38.1%	14.6%	22.2%	25.3%
20-30%	7.1%	2.1%		4.0%
30-40%	7.1%	4.2%		5.1%
40-50%	16.7%	2.1%		8.1%

### *Retention*

Organisations were asked about any retention difficulties they experienced with respect to paid employees. Overall, three-quarters of organisations report they have no difficulties with retention of paid staff. A total of 18% of organisations report they experience 'some difficulties' and 5.8% of organisations say there are 'significant difficulties'. While the share reporting 'significant difficulties' is highest in the Not for Profit sector, the proportion reporting any difficulties is highest in the statutory sector. Retention problems arise because of unattractive salary, lack of opportunities for career development, pressure of work and the need to travel too far.

All organisations were asked to evaluate a series of statements pertaining to recruitment and retention difficulties for paid staff. Respondents were asked to state how strongly they agreed with a number of statements. Responses for the sector as a whole are given in Table 5.2.10. The data show that a majority of organisations report recruitment and retention difficulties do not have significant impact on service hours, the ability to meet demand for services, or the ability to strategically plan services. Nevertheless, for a significant minority of organisations recruitment and retention problems do have a negative impact on all these areas. For example, 17.7% of organisations said they 'agree' or 'agree strongly' with the statement, 'difficulties in recruitment and retention have made it difficult for the organisation to meet existing demand for services'. Similarly, 21.2% 'agree' or 'agree strongly' with the statement that 'difficulties in recruitment and retention have made it difficult to strategically plan the organisation's future services' and 13.4% of organisations 'agree' or 'agree strongly' that 'difficulties in recruitment and retention have made it difficult for the organisation to maintain service hours'.

*Table 5.2.10: Agreement Ratings Among All Legal Advice Organisations Regarding Recruitment and Retention Difficulties*

	Strongly Disagree	Disagree	Neither/Nor	Agree	Strongly Agree
Difficulties in recruitment and retention have made it difficult for the organisation to meet existing demand for services	36.8%	32.1%	13.3%	11.0%	6.7%
Difficulties in recruitment and retention have made it difficult to strategically plan the organisation's future services	34.4%	29.5%	14.9%	12.5%	8.7%
Difficulties in	42.4%	33.8%	10.3%	10.0%	3.4%

recruitment and retention have made it difficult for the organisation to maintain service hours					
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There was some variation in the pattern of responses for organisations in the different parts of the sector. The data suggest that problems in recruitment and retention have made the meeting demand for services greater for Not for Profit organisations than for organisations in private practice or the statutory sector. Not for Profit organisations and private practice firms experience greater difficulties in strategically planning services because of recruitment and retention problems than organisations in the statutory sector. Finally, the share of Not for Profit organisations agreeing that recruitment and retention problems cause difficulties in maintaining service hours is greater than organisations elsewhere in the sector.

### 5.3: The Volunteer Labour Force

A significant proportion of organisations in the Not for Profit sub sector have volunteers. Approximately 40% of all Not for Profit organisations have between 1 and 10 volunteers. There are 20% of organisations with between 11 and 20 volunteer workers and a further 15% of organisations with between 12 and 30 volunteers. Around 6% of organisations have more than 100 volunteer workers.

Just as organisations experience turnover difficulties with paid employees, a number of organisations report problems with turnover of volunteers. The data in Table 5.3.1 show that turnover rates for volunteers reach high levels for some organisations, with almost 7% of organisations reporting a turnover rate of 90-100%. For 41% of organisations, volunteer turnover rates were under 10% in the last year.

Table 5.3.1: Volunteer Turnover Rates

Volunteer Turnover Rate	% of NFP organisations in band
0-10%	41.3%
10-20%	23.1%
20-30%	12.9%
30-40%	8.9%
40-50%	4.0%
50-60%	.4%
60-70%	1.8%
70-80%	.9%
80-90%	0%
90-100%	6.7%

Organisations within the sector also recruit unpaid staff. Overall, 80.0% of Not for Profit organisations have tried to recruit volunteers in the last year, although the figure is higher for CABx at 95.0%. More than half the organisations which have

tried to recruit volunteers have experienced difficulties, with 19.0% saying they have had 'significant difficulties' and 33.0% saying they have experienced 'some difficulties'.

Organisations experiencing difficulties, report a general lack of applicants. They simply are not attracting people into the volunteer roles. A significant share also report a lack of applicants with suitable skills and a lack of applicants willing to devote the time required.

Organisations also face difficulties in retaining existing volunteer workers with one in four organisations reporting they have some difficulty with retention. While 25.0% of these attribute retention problems to the personal circumstances of volunteers a significant minority report retention problems are as a result of volunteers gaining paid employment within the organisation or that experience has led to jobs in other organisations.

#### 5.4: Recruitment and Retention Strategies

Overall, the data suggests organisations offering legal advice and information services have difficulties in recruitment and retention. Organisations were therefore asked to state whether they had a recruitment or retention strategy in place. Table 5.4.1 shows that around half the organisations in the sector have an active R&R strategy. The proportion is somewhat higher in the statutory sector at 64.1% and lowest among private practice firms with only 44.4% of them having a strategy.

*Table 5.4.1: Proportion of Organisations with a Recruitment and Retention Strategy*

	Not for Profit	Private Practice	Statutory	All
Organisation has an R&R strategy	54.7%	44.9%	64.1%	50.5%

Organisations reported a number of actions they had taken to deal with recruitment and retention problems. While 38.0% had taken no action at all, just over a fifth of organisations had chosen to appoint people with the potential to grow and around a fifth had offered flexible hours of work. Organisations had also provided additional training to internal staff to allow them to fill posts with 17.8% of organisations reporting this as a strategy. Other prevalent actions include increasing starting salaries or benefits packages, increasing the diversity of the workforce and making changes to improve work-life balance.

#### 5.5: Skills Shortages

##### *Generic Skills Gaps*

Organisations were asked about the gaps in skills among their existing workforce. They were asked about gaps in respect of both generic and specific skills. 'Generic' skills were defined as those skills which apply to occupations and posts across the organisation while specific skills are particular to individual posts or roles. Overall, 17.7% of organisations report gaps in generic skills. This share is

much higher among Not for Profit organisations with 26.6% of organisations reporting gaps. This compares to just 10% of private practice firms and 13.5% of statutory sector organisations.

In the sector as a whole, information technology skills were singled out as the single biggest generic skills gap, with three-quarters of those organisations with gaps mentioning this skill. The proportions were highest among Not for Profit organisations and lowest in the statutory sector but even here 60% of organisations mentioned a gap in IT skills. These figures imply that around 22% of all Not for Profit organisations experience generic skills gaps in IT. The respective proportions for the private practice and statutory sectors are 6.2% and 8%.

#### *Specific Skills Gaps*

The proportion of organisations reporting specific skills gaps was much lower than those reporting generic skills gaps. Around one in ten organisations report experiencing specific skills gaps, with this share highest among Not for Profit organisations at 14.7% and lowest among private practice firms at 5%.

Information technology skills were again highlighted as the major skill lacking in specific roles or posts with 21.3% of organisations reporting this as a specific skills gap. This was followed by management skills at 8.2%, welfare benefits and rights advice skills at 6.6% and police station accreditation skills at 4.9%.

### **5.6: Training and Qualifications**

#### *Training Activity*

Survey respondents were asked a range of questions about the training and development activity undertaken in their organisation. The data suggest that there is a great deal of training and development activity arranged by organisations within the sector. Less than 4% of organisations report that paid employees have undertaken no training in the last year. The data at an organisational level broadly matches what workers in the sector report at the individual level; namely, in private practice there is a concentration of training activity on legal knowledge training, while in the Not for Profit sector there is greater emphasis on general advice skills, IT skills and working with specific client groups. The statutory sector organisations report much more activity on legal knowledge than individual workers do, but they also corroborate reports by workers of training on IT, management and supervision skills.

Organisations with unpaid staff were also asked about the training undertaken by those staff in the last year. Overall, 72.7% of organisations report that volunteer staff have had training in general advice skills, 44.6% say volunteers have had training in basics for specific areas of law, 37% for IT skills, 35.4% training in working with specific client groups and around 30% training in further law and knowledge.

#### *Funding of Training and Development*

Funding for training and development is allocated in different ways among different organisations with marked sub sectoral differences. These can be seen in Figure 5.6.1. Overall, just over half of all organisations have a set training budget each year. This proportion is lower among private practice firms, 45.5%, and higher for Not for Profits at 56.3%. Individual training budgets for

departments or offices are found in 11.7% of organisations but there are big variations here among sub sectors. While 37.8% of statutory sector organisations report individual budgets, this is true for only 12.3% of Not for Profit organisations and 8% of private practice firms. A quarter of all organisations report that funding is allocated on an ad hoc basis; this is the case for 34.6% of private practice firms, 17.7% of not-got-profits and only 2.7% of statutory sector organisations. Just over 9% of organisations report they have no budget for training and development activity. These are concentrated in private practice and Not for Profit organisations where the respective shares reporting no budget are 11.0% and 8.7%.

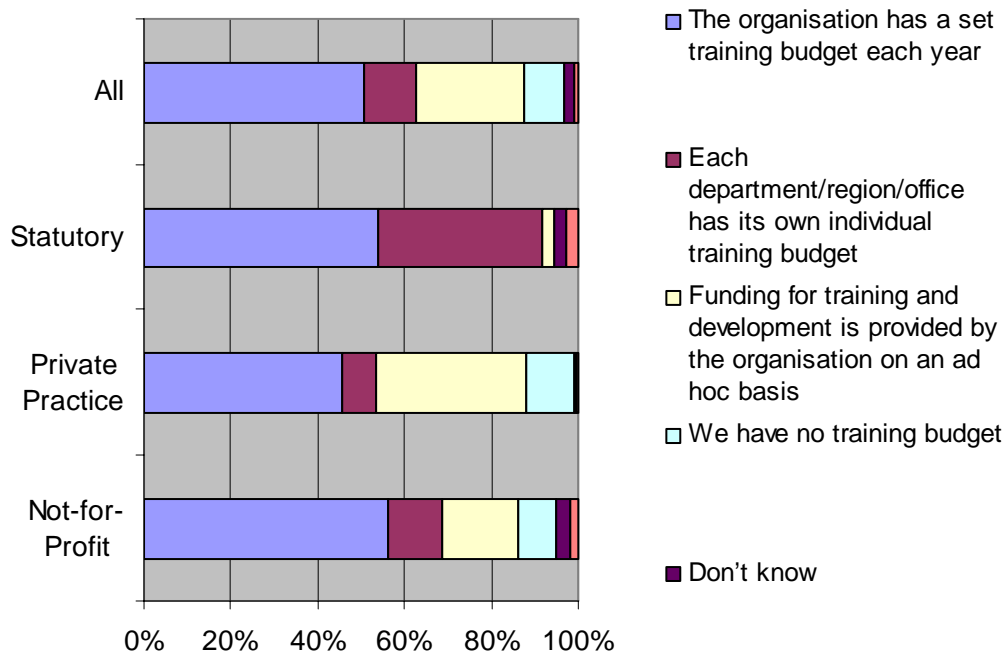


Figure 5.6.1: Funding of Training and Development: Proportions of Organisations Selecting Different Statements

Organisations were asked to select the single factor which most significantly influenced their training and development activities. Just over 31% of organisations report the single most significant factor influencing their organisation's training and development activity is budgets/costs. This figure is even higher for Not for Profit organisations where 41.0% report budget as the single most important factor. This compares to 22.3% and 27.5% for private practice and statutory firms respectively. Around 9.0% report availability of suitable courses as the single most important factor, 11.0% say level of interest from employees and 4.7% say time.

In addition to those organisations for which it is the single most important factor, a further 18% of organisations report that funding and costs is a significant factor in the determination of training and development activity. This proportion is even higher in the case of statutory sector organisations where 27% of organisations say it is an additional factor. Availability of suitable courses was mentioned by a further 9.5% of organisations.

### *Perceptions of Training*

We were interested to identify how appropriate organisations felt the range and structure of available professional qualifications was to their own organisation. On the whole, organisations within the sector generally feel the range and structure of available professional qualifications is appropriate to their organisation with only 3.7% saying they are 'very inappropriate' and 8.9% saying they are 'fairly inappropriate'. However, Not for Profit organisations are less satisfied with 6.5% saying they are 'very inappropriate' and 16.0% responding they are 'fairly inappropriate'. This compares to 1.3% and 2.7% for private practice firms and 2.6% and 7.9% for statutory sector organisations. In addition, a substantial share of Not for Profit organisations and statutory organisations report that they 'don't know' if the professional qualifications are appropriate, 14.8% and 10.5% respectively.

Respondents who had suggested the range of available qualifications was inappropriate to any degree were asked to explain why they felt this. Their responses are given in Table 5.6.1. Among such private practice respondents, 58.3% said they did not know with around 25.0% giving this answer for Not for Profit and statutory sector organisations. A large share of Not for Profit organisations (38.7%), reported they feel the range is inappropriate because of a lack of suitable and relevant courses. Interestingly, 14.5% say the range is inappropriate because professional or formal qualifications are not required in the organisation.

Using a scale of 1 to 5, where 1 = strongly disagree, 2 = disagree, 3 is neither agree nor disagree, 4 = agree and 5 = strongly agree, organisations were asked their views on a range of statements pertaining to training and development in the legal advice sector. There is a high level of agreement with the statements, 'the quality of training varies depending on the training provider', 'training delivered in-house is not widely recognised as transferable by other organisations' and 'my organisation's training and development plan is well structured'.

*Table 5.6.1: Mean Agreement Scores among Organisations with respect to Training and Development in the Legal Advice Sector*

	Not for Profit	Private Practice	Statutory	All
There are too many providers offering similar training	2.42	2.78	2.70	2.61
The quality of training varies depending on the training provider	3.91	3.93	3.99	3.92
Training delivered in-house is not widely recognised as transferable by other organisations	3.15	3.36	3.10	3.25
My organisation finds it difficult to recognise the training undertaken within other networks	2.30	2.51	2.46	2.41
Vocational qualifications are not widely recognised as transferable across other networks	2.66	2.89	2.49	2.76
Professional qualifications are not widely recognised as transferable across other networks	2.34	2.30	2.26	2.31
My organisation's services are	2.68	2.18	2.39	2.42

limited by the amount of training staff are able to undertake				
My organisation's training and development plan is well structured	3.59	3.66	3.84	3.64

The agreement ratings varied across organisations in different parts of the sector. The most marked differences in agreement ratings relate to the following statements: 'there are too many providers offering similar training', 'my organisation's services are limited by the amount of training staff are able to undertake' and 'my organisation's training and development plan is well structured'. Among private practice firms, 31% 'agree' or 'agree strongly' with the statement that there are 'too many training providers offering similar training' as do 28% of statutory sector organisations but only 18.7% of Not for Profit organisations. While 30% of Not for Profit organisations 'agree' or 'agree strongly' with the statement 'my organisation's services are limited by the amount of training staff are able to undertake, this is true for only 13% of private practice firms and statutory sector organisations. Among statutory sector organisations, 75% 'agree' or 'agree strongly' with the statement, 'my organisation's training and development plan is well structured'. The respective figures for private practice firms and Not for Profit organisations were 61% and 63%.