

RadHR workshop and consultancy criteria & costings

First approved: June 2024

Last updated: January 2026

This policy aims to clarify what types of bespoke work RadHR will do with individual groups or organisations (workshops or consultancy); how we will decide whether to do the work (based on capacity and equity questions); and what we will charge for it (sliding scales based on organisational income).

It also outlines a process for bringing in external facilitators or consultants to take on or support a piece of work.

Consultancy

We don't really do much consultancy, with two main exceptions: consultancy for funders and for select umbrella bodies or membership organisations.

We are open to doing consultancy with funders for two main reasons:

- 1) They are a major barrier to groups having their own more radical policies, due to restrictions they often place on grantees around traditional internal policies, and therefore the benefits of helping them shift are likely to ripple across their grantees;
- 2) They are usually able to pay at a rate that can significantly subsidise work with smaller groups that wouldn't be able to afford bespoke support otherwise.

We are open to doing consultancy with umbrella bodies or membership organisations, due to their influence with a wider range of organisations. As is the case with funders, we believe that supporting their work on collective, radical internal policy making, can have much wider impacts across their membership.

Therefore any profit or surplus accrued from doing consultancy with funding or umbrella bodies will subsidise our wider community infrastructure, including community-led projects, workshops, and consultancy with smaller organisations who can't afford to pay the rates outlined in this policy.

Day rates

Small	XXX	< £150k
Medium	XXX	£150k–500k
Large	XXX	£500k–£2m
Massive	XXX	>£2m

Workshops

Criteria for offering free workshops

All of the criteria below do not need to be met, see the [Decision-making section](#) for more detail on how to evaluate requests using the below.

External criteria

(These are guidelines, but we recognise that not all groups will meet all of them).

1. Turnover under £150k;
2. Less than 6 workers;
3. Led by people affected by the issues being addressed by the group;
4. Established as a workers co-op or otherwise democratic collective.

Internal criteria

(These are essential criteria).

1. Can be covered by 1 or 2 members of the Core Team:
 - a. within existing hours; or
 - b. beyond existing hours, if there is sufficient budget available to do so, and has been agreed by the [Core Team](#); or
 - c. outside core hours, if there is budget to pay them separately.
2. Sufficient enthusiasm and time from enough of the team to deliver.

Criteria for paying external facilitators

N.B. This document is meant to be used in conjunction with our [Pay Policy](#), which explains the rationale behind the rates we pay and the rates we charge.

1. Lack of capacity amongst the Core Team AND/OR particular relevant experiences lacking amongst the Core Team.
2. Shared confidence/trust amongst the Core Team that the external person 'gets' radical HR (beyond just RadHR, the website). This includes things like:
 - a. Understandings of how oppressions/power inequalities play out within group and organisational spaces;
 - b. A belief that doing things differently within our spaces is both ethically important and essential to groups' abilities to achieve wider change;
 - c. Appreciation of the messiness, complexities and contradictions of working to shift established power dynamics and group cultures;
 - d. Has experience of 'doing' radical HR and can communicate about it.

3. Some experience of facilitation, training and/or consultancy (as needed).
4. Pay received from the group can more than cover the additional costs OR there is sufficient surplus in another budget line that has been agreed by the Core Team OR there is money from consultancy with a funder that is earmarked to subsidise work with small groups.

Decision-making process

Step 1: Sharing/presenting suggestions/requests

- Sharing details of the suggestions/requests with as much notice as possible with the rest of the Core Team;
- Meeting to present the suggestion/request to the rest of the Core Team, including: who the group(s) involved are; what they would like from us; when they would like it.

Step 2: Assessing energy and capacity

- Check if there is energy or enthusiasm AND appropriate time AND relevant experience from anyone in the Core Team for it
 - If so, go to Step Three
 - If not, check if there is anyone we know in the RadHR Community that we think would be well-suited for the request (via the facilitators' pool or specific outreach to relevant individuals)
 - If so, go to Step Five
 - If not, decline the suggestion/request

Step 3: Assessing external criteria

- Assess if the request meets the External Criteria listed below:
 - Turnover under £150k
 - Less than 6 staff?
 - Led by people affected by the issues being addressed by the group
 - If it meets 3 of 3 criteria, go to Step Four
 - If it meets 2 of 3 criteria, go to Step Four, if there are no strong objections within the Core Team
 - If it meets 1 of 3 criteria, decline the suggestion/request
 - Unless there is a strong reason from a Core Team member to go ahead with it, in which case, go to Step Four.

Step 4: Assessing internal criteria

- Assess if the request meets any of the Internal Criteria
 - 1) a) Can the request be met by 1 or 2 members of the Core Team, within existing hours? OR

- 1) b) Can the request be met by 1 or 2 members of the Core Team, beyond existing hours, if there is sufficient budget available to do so, and has been agreed by the Core Team (including additional income from consultancy with funders)?
 - If so re: 1) a) OR b), agree who will do it and get in touch with the group who made the request to work out details.
 - If 'no' to either of the above, go to Step Five.

Step 5: Considering external facilitation

- Is there sufficient surplus in another budget line that has been agreed by the Core Team to pay someone external to facilitate/co-facilitate (including additional income from consultancy with funders)?
 - If yes, does the Core Team have shared confidence/trust that the particular external person 'gets' radical HR. This includes things like:
 - Understandings of how oppressions/power inequalities play out within group and organisational spaces
 - A belief that doing things differently within our spaces is both ethically important and essential to groups' abilities to achieve wider change
 - Appreciation of the messiness, complexities and contradictions of working to shift established power dynamics and group cultures
 - Has experience of 'doing' radical HR and can communicate about it.
 - If so, someone will contact the external person to check their availability and interest, and if they are keen, put them in touch with the group that reached out.
 - If not, decline the suggestion/request
 - If not, decline the suggestion/request

Sliding scale workshop pricing

***N.B.** Some smaller organisations will qualify for free workshops, based on the criteria outlined in ['Criteria for offering free workshops'](#) section. These costs would be covered by allocating core staff time or via income generated from consultancy with larger organisations.*

Figures based on:

- Day rate of XXX/day per facilitator as the baseline (inc. 15% average uplift)
- Half-day delivery = 1 day/facilitator
- Full-day delivery = min. 2 days/facilitator

Criteria for 1 vs 2 facilitators:

- Group size (more than 8 participants, on average)
- Conflict/challenging dynamics

- Certain types of policies that we know are especially thorny/complex
- Facilitator confidence in the particular policy area
- If the particular workshop has been run two or fewer times

Small under £150k income		
inc. prep & delivery	1 facilitator	2 facilitators
Half-day workshop		
Full-day workshop		
Medium £150k–£500k income		
inc. prep & delivery	1 facilitator	2 facilitators
Half-day workshop		
Full-day workshop		
Large £500k–£2m income		
inc. prep & delivery	1 facilitator	2 facilitators
Half-day workshop		
Full-day workshop		
Massive over £2m income		
inc. prep & delivery	1 facilitator	2 facilitators
Half-day workshop		
Full-day workshop		