

# Advice Workforce Development Fund Programme Learning Framework

ASA, Learning Partner, January 2024

**advice**  
**services**  
**alliance**



# Focus of Learning

The learning and evaluation work under the Programme seeks to address three broad questions:

- What are the most effective ways to recruit and retain staff?
- What are the main factors contributing to staff development and progression?
- How can the lessons learnt from this work contribute to developing further solutions?

But within these broad questions there are also questions that relate to the desired outcomes and impacts of the Programme:

- Does the intervention enhance diversity, representation and lived experience in the workforce?
- Has the intervention led to equity-led agencies having an increased influence on workforce systems?
- Has the intervention enhanced capacity and capability within delivery and beneficiary organisations?
- Has the intervention enhanced the capability of individual participants?
- How have Londoners benefited from the intervention – in terms of advice service accessibility and quality?

# Theory of Change Approach: Logic Model

## Context

- Advice workforce issues identified as major strategic issue:
- 2020 the *Advising Londoners* report
- 2022 *Addressing the Skills Gap*
- 2022 Advice Sector Workforce Development Fund (AWDF): City Bridge £6m over 5 years, Trust for London £500k over three years, and LLST contributed some of their own funds.
- March 2023, 8 partnerships funded with a total of £3.8m (£4.15m with match funding). Equity-led focus.
- October 2023 *Advice Services Alliance*, appointed Learning Partner.

## Problems

- **Recruiting people** with skills and experience needed.
- **Retention:** people are leaving due to salary levels, terms and conditions, lack of job security and progression and well-being/burn-out challenges.
- **Diversity:** Community/equity-led organisations are important but less well-resourced. Workforce not as representative of clientele as it should be.
- **Training** is available but could be opened- and better aligned to **pathways** into advice.
- **Capacity building support and supervision** could be improved
- **Leadership:** the sector is not unlocking the talents in communities and staff teams and developing leadership.

## Interventions (2023-2026)

- **AdviceUK:** workforce pathways with 12 groups serving minority ethnic and migrant communities. 70-90 attend Learning to Advise training. 45-60 vocational qualifications. 10 people will be trained to assess qualifications.
- **Disability Law Service:** train two new social welfare solicitors. Train and support generalist advisors in 2 local DPOs.
- **Inclusion Barnet:** Work with 4 other DDPOs. Create 3 FTE trainee posts, career progression to supervisor pathways for 5 advisers, support and training to develop inclusive workforce.
- **Indoamerican Refugee And Migrant Organisation:** With 3 other community agencies, will run: an apprenticeship programme for 10 new advisors; development programme and holistic support provision for 31 existing staff.
- **Money A+E:** 'Grow Your Own Advice' Incubator involving 30 participants (70% lived experience) from 15 community organisations supported through two adviser training and supervision pathways: debt and welfare advice.
- **Legal Advice Centre (University House):** support and supervise 16 solicitor apprentices from disadvantaged communities; 8 employed by local community agencies. Upskilling 250 advisers from community agencies cross 6 boroughs to become more specialist legal agencies.
- **Law Centres Network:** create 7 solicitor apprenticeships in 5 Law Centres, targeted at people with lived experience. 10-20 paid internships in Law Centres for minoritised and displaced groups. Develop workforce development resources and provide a peer support programme for staff, apprentices and interns.
- **Citizens Advice Wandsworth:** build the capacity of 2 community organisations and train 2 fully qualified advisers. Recruit 5 trainees for a 10-month placement at their local Citizens Advice. 10 advice training sessions will be delivered per year involving 15-30 community partners.

# Theory of Change Approach: Aims

**Vision:** Effective, scalable and sustainable approaches and methods and lessons are identified and shared that directly address the workforce challenges of the advice sector: providing effective ways to recruit and retain staff, enable development and progression, with a focus particularly on equity-led community advice agencies and people with lived-experience of social welfare issues.

## **Objective 1: Test different approaches to the recruitment to the advice sector workforce**

- Create newly funded posts and pathways
- Identify what works in terms of attraction and pathways to the sector, particularly for people with lived-experience
- Identify what works in terms of bringing new staff up to the required level of knowledge, skill and qualification
- Identify the impact of the approach on staff retention
- Identify the costs and benefits of respective approaches
- Identify if and how approaches may be replicated and/or upscaled

## **Objective 2: Test different approaches to the development and progression of the advice sector workforce**

- Create and/or use training, development and qualification opportunities and pathways
- Identify what works in terms of staff development and progress, particularly for people with lived-experience\*
- Identify what works in terms of enhancing levels of knowledge, skill and qualification for the advice workforce\*
- Identify the impact of the approach on staff retention
- Identify the costs and benefits of respective approaches
- Identify if and how approaches may be replicated and/or upscaled

\* For both individual beneficiaries and organisations

# Theory of Change Approach: Elements

Inputs	Activities	Outputs	Outcomes	Impacts
<ul style="list-style-type: none"> <li>➤ £3.8m (£4.15m with match funding) for 8 partnerships (53 organisations)</li> <li>➤ Project management and administration.</li> <li>➤ Trainers and assessors.</li> <li>➤ Deployment training and qualifications offers.</li> <li>➤ Learning Partner team.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Workforce pathways.</li> <li>➤ Training</li> <li>➤ Qualifications assessment.</li> <li>➤ Recruitment resources.</li> <li>➤ Apprenticeships.</li> <li>➤ Traineeships</li> <li>➤ Internships.</li> <li>➤ Supervisory support.</li> <li>➤ Support for community agencies.</li> <li>➤ Peer support.</li> <li>➤ M&amp;E.</li> <li>➤ Gathering and sharing learning.</li> <li>➤ Programme events.</li> <li>➤ Learning support.</li> <li>➤ Programme reports.</li> </ul>	<ul style="list-style-type: none"> <li>➤ C.500 individuals trained</li> <li>➤ 33 apprenticeships.</li> <li>➤ 10 new trainee posts.</li> <li>➤ 10-20 internships.</li> <li>➤ 45-60 advice qualifications.</li> <li>➤ Recruitment resources.</li> <li>➤ Training materials.</li> <li>➤ Monitoring reports.</li> <li>➤ Progress reports.</li> <li>➤ A central set of data.</li> </ul>	<ul style="list-style-type: none"> <li>➤ New opportunities to enter and progress within the sector.</li> <li>➤ Enhanced diversity, representation and lived exp. in the workforce.</li> <li>➤ Equity-led and focused advice agencies able to recruit people with skills and experience needed.</li> <li>➤ Equity-led agencies have increased influence on workforce systems.</li> <li>➤ Tested approaches to advice traineeships and apprenticeships.</li> <li>➤ Tested models and resources for good practice, accessible, inclusive recruitment and retention.</li> <li>➤ Tried and tested development and progression pathways.</li> <li>➤ Enhanced capacity and capability within beneficiary organisations.</li> <li>➤ Enhanced capability of individual participants.</li> <li>➤ Enhanced knowledge of retention issues.</li> <li>➤ Sustainable collaborations between advice agencies and community agencies.</li> <li>➤ A body of learning and resources on advice workforce.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Replicable and scalable workforce provisions that will be invested in, funded and sustained.</li> <li>➤ Improved supply, diversity and quality of advice for Londoners.</li> <li>➤ Improved reach of advice services.</li> <li>➤ Systemic changes are made to support advice agencies to overcome workforce challenges.</li> <li>➤ Resources and evidence to support further workforce initiatives.</li> </ul>

# Objective 1: Test different approaches to the recruitment of new entrants to the advice sector workforce

- Create newly funded posts and pathways
- Identify what works in terms of attraction and pathways to the sector, particularly for people with lived-experience
- Identify what works in terms of bringing new staff up to the required level of knowledge, skill and qualification
- Identify the impact of the approach on staff retention
- Identify the costs and benefits of respective approaches
- Identify if and how approaches may be replicated and/or upscaled

## Metrics and measures

- Output figures: number of posts and pathways created and filled.
- Pre- and post-programme staff profile, recruitment and retention data.
- Qualitative feedback and learning from partnerships about the recruitment process.
- Qualitative feedback from Programme participants (individuals) about posts and pathways: accessibility, attractions, factors.
- Qualitative feedback from Programme participants (individuals) about training and qualifications: impact on capability.
- Qualitative feedback from Programme participants (individuals) about what is most likely to lead them to stay in the sector and how the intervention affects this.
- Qualitative feedback from organisations about the impact of the intervention on capacity, capability and influence.
- Quantitative data from organisations about the impact on their advice services, capacity, quality and reach.
- Quantitative data about input costs and value of outputs and outcomes.
- Qualitative feedback from partnerships and participants about scope for replication and upscaling.
- Wider advice sector and voluntary sector workforce data, evidence and learning for comparison and context.

## Methods

- Analysis of outputs and profile data collected by partnerships.
- Desktop research and analysis of wider voluntary and other sector data, research and initiatives – with follow-up meetings as required.
- Surveys of individual and organisation participants.
- Interviews with and/or focus groups for individual and organisation participants.
- Feedback at project events and meetings: quarterly meetings with all partnerships, programme learning events

# Objective 2: Test different approaches to the development and progression of the advice sector workforce

- Create and/or use training, development and qualification opportunities and pathways
- Identify what works in terms of staff development and progress, particularly for people with lived-experience\*
- Identify what works in terms of enhancing levels of knowledge, skill and qualification for the advice workforce\*
- Identify the impact of the approach on staff retention
- Identify the costs and benefits of respective approaches
- Identify if and how approaches may be replicated and/or upscaled

\* For both individual beneficiaries and organisations

## Metrics and measures

- Output figures: number of training courses and qualifications offered, number of participants.
- Pre- and post-programme staff profile, recruitment and retention data.
- Qualitative feedback and learning from partnerships about the development and progression offer, its success and impact.
- Qualitative feedback from Programme participants (individuals) about the training, apprenticeship, development and progression opportunity: accessibility, attractions, factors, effectiveness.
- Qualitative feedback from Programme participants (individuals) about training, support and qualifications: impact on capability.
- Qualitative feedback from Programme participants (individuals) about what is most likely to lead them to stay in the sector and how the intervention affects this.
- Qualitative feedback from organisations about the impact of the intervention on capacity, capability and influence.
- Quantitative data from organisations about the impact on their advice services, capacity, quality and reach.
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