

ADVICE WORKFORCE DEVELOPMENT
TERMS OF REFERENCE FOR THE STEERING GROUP
Information correct as of 14 February 2024

Purpose

This Steering Group will oversee the development of a strategy to address the workforce challenges in London's advice sector. Based on the findings of the Mind the Gap research (May 2022), the Steering Group will work collaboratively to: provide strategic direction to the overall programme; provide guidance on funding; agree action plans; commission evaluation/s; and share learning to inform future developments.

Specific Objectives

- a) Develop a strategy and action plan for the programme.
- b) Set up Task and Finish Groupsⁱ to research and/or pilot specific solutions.
- c) Agree an evaluation plan and commission evaluation and learning partner/s.
- d) Continuously review evidence from relevant work, to inform commissioning and/or solutions to scale up
- e) Provide guidance to funders on funding practice in the sector.
- f) To liaise with the Advisory Groupⁱⁱ to share learning and obtain feedback on emerging issues that need to be addressed.

Membership

Membersⁱⁱⁱ include senior managers of advice umbrella organisations, advice delivery organisations (specialist and community-based), funders, London Funder Propel representatives, and Equity Partners.

Meetings

The Steering Group will elect two people from its membership to be co-chairs. They will serve for a one-year term and will be responsible for: the smooth running of the meetings; setting the agenda; ensuring that all members have the opportunity to participate fully in the meetings; following up on any agreed actions.

Steering Group Members will be expected to actively participate in meetings through attendance, discussion and review of minutes, papers and Steering Group documents.

The Steering Group will be serviced by London Legal Support Trust.

The frequency of meetings will be determined by the Group but no less than every three months.

Quorum and Decision-making

The quorum for decision-making will be a minimum of 5 people including either one of the Co-Chairs of the Steering Group or Director of LLST.

Decisions will be made via a simple majority of those present at the meeting.

Any conflict of interest will need to be declared at the start of any meeting where decisions are being made, and individuals should remove themselves from that meeting and the decision-making process, if there is a conflict.

ⁱ Task and Finish Groups will be set up to investigate specific workforce issues. They may commission further research and/or pilot and test specific solutions. They will be time limited and comprise of members of the Steering Group, Advisory Group and others from the sector who can provide expertise by experience.

ⁱⁱ An Advisory Group will be established comprising of mid-managers, practitioners, advisors, people with lived experience from specialist and community-based organisations, and an LLST representative. This group will share information about the impact of the workforce crisis on frontline staff and operations, contribute their knowledge and learning to future commissioning of evaluation and liaise/participate in Task and Finish groups as appropriate.

ⁱⁱⁱ Membership (July 2023) include AdviceUK, Advice Services Alliance, Centre for Armenian Advice & Information, City Bridge Trust, Community Links, Citizens Advice (London), DayMer Turkish and Kurdish Community Centre, Debt Free London, East European Resource Centre, Law Centres Network, Greater London Authority, Inclusion London, London Legal Support Trust (Organisers), London Funders, Legal Advice Centre (University House), Legal Education Foundation, National Lottery Community Fund, Paul Hamlyn Foundation, Refugee Action and Trust for London.