

# AWDF programme mission statement, and Steering Group Terms of Reference including Purpose

30 January 2025

## **AWDF Programme Mission**

To build a sustainable, effective and diverse advice workforce that serves Londoners at the point of need.

*The programme also aims to sustain and drive investment into the sector while also serving as a host for the development of a comprehensive London-wide advice strategy.*

## **Terms of Reference for the AWDF Steering Group**

### **Purpose**

The AWDF Steering Group will provide strategic direction and pan-programme oversight, facilitate transparent communication, and create opportunities for shared learning, with a specific focus on insights and potential solutions from the Learning Partner's reports and other deliverables generated by the programme.

The Steering Group will also serve as a forum for task and finish groups to present their discussions and seek guidance, and be accountable for furthering the work. Additionally, the Group will agree action plans and take decisions where appropriate.

### **Specific Objectives**

1. Develop a mission statement for the Advice Workforce programme.
2. Develop an annual work plan for the programme.
3. Articulate, and from time-to-time, review which advice organisations are within the scope of the programme and its work.
4. Set up and oversee the work of Task and Finish Groups<sup>i</sup> to research and/or pilot specific solutions, and make recommendations to LLST (the fund-holder) on the creation, direction and/or dissolution of new T&F groups as necessary.
5. Agree an evaluation plan and commission evaluation and learning partner/s.
6. Continuously review evidence from relevant work, to inform commissioning (and further funding) and/or solutions to scale up.
7. Provide guidance for the sector and funders in respect of topics explored by the programme, including but not limited to organisational and funder practice.

8. Liaise with the AWDF Learning Partner to share learning and obtain feedback on emerging issues that need to be addressed.

## **Membership**

Members<sup>ii</sup> 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.

---

<sup>i</sup> 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 consist of members of the Steering Group, Advisory Group and others from the sector who can provide expertise by experience.

<sup>ii</sup> 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.