

**ADVICE WORKFORCE DEVELOPMENT FUND (AWDF)**  
**ORGANISATIONAL CAPACITY BUILDING TASK AND FINISH GROUP**

**TERMS OF REFERENCE**

**1. Purpose**

To bring together resources, expertise and intelligence (including data) relating to the capacity building needs of the advice sector in order to inform approaches to funding, recruitment, retention, training and support - including peer support and supervision.

**2. Deliverables**

- a) Identify current practice including successes, challenges and gaps in relation to capacity building.
- b) Identify best practice standards for funders and advice providers to consider with a focus on equity across the sector.
- c) Where necessary, commission pieces of work including, but not necessarily limited to, the review and analysis of existing workforce-related capacity-building issues affecting social welfare advice providers, which impact on their ability to deliver and sustain their advice provision.
- d) Commission work which produces recommendations and solutions for the advice sector, funders, and AWDF London-wide Advice Strategy task-and-finish group, to consider.
- e) Based on recommendations and solutions produced in (d) above, identify a small number of achievable and realistic changes which could be adopted by the programme, wider sector and/or funding communities.
- f) Continue and strengthen our relationship with stakeholders and decision-makers who will support the programme to effect change.

**3. Membership**

Membership of the group is designed to reflect the different components of the advice sector, and wealth of perspectives and expertise. It is anticipated that some member organisations will be beneficiaries of any future recommendations whilst others are present to offer their views, knowledge and experience.

Initial membership consists of representatives from:

- Inclusion London
- City Bridge Foundation
- Legal Aid Practitioners Group
- London Legal Support Trust (LLST)
- London Plus
- East European Resource Centre
- Money A+E
- National Lottery Community Fund
- Refugee Action
- Citizens Advice Sutton

Members will be expected to participate in meetings of the group, but membership is not intended to be onerous for those involved. Members may, however, wish to become more deeply involved in a topic or work stream in which they have particular knowledge or interest.

The group also welcomes input from individuals and organisations who, while not joining the group as full members, are willing to offer the benefit of their skills, knowledge, expertise or experience to support the group’s purpose.

The group’s membership may from time to time be reviewed to ensure a diversity of expertise and representativeness, and to maintain and enhance the programme’s equity focus.

#### **4. Meetings and decision-making**

Meetings may be either virtual or in-person, and where they are in-person there will be a hybrid option. Meetings will last between 1-2 hours and be serviced by LLST. The quorum for decision-making will be a minimum of five people including either one of the group’s co-chairs, and the director of LLST or an LLST colleague excluding the secretariat.

Occasionally a decision may need to be made by email. Decisions will be made according to a simple majority, whether made at a meeting or by email.

#### **5. Review**

Learning generated by the activities of the group will be reviewed every six months, while the overall need for, and effectiveness of, the group will be reviewed on an annual basis.

#### **6. Definitions**

For the purposes of this group, “organisational capacity-building” will be interpreted with regard to the notes within the Appendix – “What we mean by capacity-building”, below.

**January 2025**

#### **Version history**

<b>Version</b>	<b>Created on</b>	<b>By whom</b>	<b>Notes</b>
1	08/01/24	LM	Document created.
1.1	14/02/24	CS	Addition to point (d) of section 2, “Deliverables”, to include ‘AWDF London-wide Advice Strategy task-and-finish group’.
1.2	22/11/24	CS	Amendments to points (c) and (d) of section 2, “Deliverables”, and addition of points (e) and (f), following review of Purpose and Deliverables within T&F group meeting of 16 October 2024.
1.3	16/01/25	CS	Implementation of updates recommended by AWDF programme co-chairs session on 28 November 2024.

## Appendix

### What we mean by “capacity-building” for the purposes of this group

The term, “capacity-building”, is by its very nature, almost never-ending in scope – unlike our time and resources!

The definition we adopted for our internal questionnaire earlier this year was from Hartlepool BC. In hindsight, it was broad, as follows:

“Capacity building is whatever is needed to bring a non-profit to the next level of operational, programmatic, financial, or organisational maturity, so it may more effectively and efficiently advance its mission into the future. Capacity building is not a one-time effort to improve short-term effectiveness, but a continuous improvement strategy toward the creation of a sustainable and effective organisation.

“Distinct capacity building projects, such as identifying a communications strategy, **workforce development**, improving volunteer recruitment, ensuring thoughtful leadership succession, updating a non-profit’s technology, and improving how it measures its outcomes, all build the capacity of a charitable non-profit to effectively deliver its mission. When capacity building is successful, it strengthens a non-profit’s ability to fulfil its mission over time, thereby enhancing the non-profit’s ability to have a positive impact on lives and communities.”

Capacity-building also relates to the resources you need to improve access to the workforce to people from diverse backgrounds and to provide appropriate support and training when people are in post.

The three key themes identified by the group in its early meetings were as follows:

1. Good examples of advice capacity-building (organisations and collaborative partnerships)
2. Full-cost recovery
3. What does “good” look like: minimum standards?

This is the Advice Workforce Development Fund programme, so capacity-building needs to be seen through a workforce development lens. This means that in the recent discussions we have been having for the tender, the three key themes

mentioned above have been reflected but also reconfigured, into the following in-scope areas – which is how we can define “capacity-building” for the time being:

- Full-cost recovery
- Number and types of posts and why minimum numbers needed
- Training and competency requirements
- Supervision and file review
- Peer-support models for smaller organisations
- Support needed to bring in trainees/people new to advice workforce.