

**ADVICE WORKFORCE DEVELOPMENT FUND  
PAY AND CONDITIONS TASK AND FINISH GROUP**

**TERMS OF REFERENCE**

**1. Purpose**

To bring together resources, expertise and intelligence (including data) relating to pay terms and conditions, in order to inform approaches to recruitment, training, progression and retention within the advice sector, and conversations with stakeholder communities, both within the sector itself and beyond.

**2. Deliverables**

- a) Identify particular themes relating to pay terms and conditions which require further exploration;
- b) Receive evidence from across the advice sector and beyond which supports the purpose of the group;
- c) Where necessary, commission research projects which support the purpose and objectives of the group;
- d) Produce guidance that is useful for all parts of the advice sector; and
- e) Make recommendations to the steering group on how to take guidance further.

**3. Membership**

Membership of the group is designed to reflect the different components of the advice sector, and wealth of perspectives and expertise. Membership also extends far beyond the advice sector, to include funders and a variety of other stakeholders who each bring their own expertise.

Members may come and go over time, but the initial membership consists of representatives from:

Advice UK (co-chair)
Baring Foundation
City Bridge Foundation
Inclusion Barnet
Institute of Money Advisers (IMA)
Law Centres Network (co-chair)
Living Wage Foundation
Money and Pensions Service (MAPS)
Trust for London
Unite the Union

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.

**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 London Legal Support Trust (LLST). The frequency of meetings will be determined by the group, but will be flexible according to need.

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.

Any conflicts of interest or loyalty 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.

## **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, “Pay terms and conditions” may include employee benefits, including but not limited to annual leave (above and beyond statutory minimum), as well as family-friendly and flexible working arrangements.

## **January 2025**

Version history:

v1 created: 2 November 2023 (CS)

v1.2 - minor amendments to membership and format: 16 November 2023 (CS)

v1.3 - minor amendment to membership: 16 November 2023 (CS)

v1.4 - minor amendment to membership: 22 November 2023 (CS)

V1.5 – minor amendment to 2(c), and the addition of 2(e), in the Deliverables section: 14 January 2025 (CS).