

Committee	Date
Grants Committee of the Bridge House Estates Board Bridge House Estates Board	20 June 2022 6 July 2022
Subject: Alliance Partnerships – London Legal Support Trust (LLST), Advice Skills Development Fund (ASDF) Ref: 19437	Public
Which outcomes in the <i>BHE Bridging London 2020 – 2045</i> Strategy does this proposal aim to support?	1,3
Which outcomes in CBT’s funding strategy, <i>Bridging Divides</i>, does this proposal aim to support?	Reducing inequalities, Progressive, Collaborative,
Does this proposal require extra revenue and/or capital spending?	No (£5m funding allocation from Bridging Divides designated grant making fund)
If so, how much?	N/A
What is the source of Funding?	Bridging Divides allocation 2022-23
Has this Funding Source been agreed with the Chamberlain’s Department?	Yes
Report of: David Farnsworth, Managing Director of BHE	For Decision
Report Authors: Sam Grimmett Batt, Funding Director, Lydia Parr, Head of CAR, Sandra Jones, Funding Manager.	

Summary

This report requests funding of £5m to be awarded to London Legal Support Trust (LLST) [charity no: 1101906] over five years towards onward grant making under the Advice Skills Development Fund (ASDF) (approximately £4.2m of the £5m), and towards the process of co-designing a funding programme, including overall administration costs of both activities (co-design and onward grant making) (approximately £800k of the £5m).

Following a period of significant under-investment in the advice sector, exacerbated by the Covid-19 pandemic and now cost-of-living crisis, the time has never been better to make a substantial contribution to not just the services which underpin the sector, but its underlying infrastructure too. This funding will increase access (and improve the quality of existing access) to advice services for Londoners seeking support for their housing, welfare benefits, employment, debt, family law and immigration needs. This will be achieved through work to both develop and improve recruitment, retention, training and qualifications, and leadership functions, and to develop new services which open up access to communities which previously faced barriers to access. Furthermore, this funding will complement other work that CBT is funding (in collaboration with others) to address related issues (e.g: legal aid invoicing) and to bridge the gap in investment and provision across smaller and larger services.

Approval of this funding also provides an opportunity to maximise leveraging potential, and support LLST to raise additional funds from other supporters. A payment schedule will be drawn up, allowing the funds to be paid to LLST in instalments and to be received prior to onward grants being committed/paid.

City Bridge Trust (CBT) has funded advice work for much of its history, with specific funding strands/priorities devoted to it during the current (Bridging Divides) and previous (Investing in Londoners) funding strategies. The development of the ASDF is timely, as it will shore up the sector at a time when demand is likely to skyrocket, due to the cost-of-living crisis. It will also continue to build CBT's legacy as a collaborative funder, both within this fund itself and by providing medium-long term support which is complementary to other major funding designed to address the cost-of-living crisis in the more immediate term.

This recommendation is the largest Alliance Partnership recommendation to date, primarily due to the work taking place over a longer period than previously funded Alliance Partnerships (five years). The "per annum" allocation is not dissimilar to previous awards.

Recommendations

The Grants Committee is recommended to:

- i) Endorse to the BHE Board a grant of £5m over five years, as an Alliance Partnership, to London Legal Support Trust [charity no: 1101906] for running costs and onward grant making as part of the Advice Skills Development Fund.

The BHE Board is recommended to:

- ii) Agree the grant of £5m over five years to London Legal Support Trust as per the terms recommended by the Grants Committee.

Main Report

Background

1. This report seeks support for a recommendation to partner again with an existing long term funder ally, LLST, as an Alliance Partnership.
2. CBT has engaged in collaborative funding practices for much of its 27-year history – particularly, but not limited to, its support of London's voluntary and community sector infrastructure. It has widely been agreed across the sector that collaborative funding approaches are required for a thriving civil society and should form a healthy part of the overall funding ecosystem.
3. At the Grants Committee meeting on 6th December 2021, the Committee agreed to earmark up to £15m toward a series of 'Alliance Partnerships' which would advance the mission and vision of the Bridging Divides Strategy (see appendix 2 for a summary of Alliance Partnerships awarded so far). It was agreed that Alliance Partnerships would be awarded to:

- a. Established funders, with a track record of delivering grant funding programmes, where the organisation's primary aim (or primary aim within civil society) is funding.
 - b. For grant programmes which are in development, or recently begun, and which have a finite end point; and for,
 - c. Initiatives which have involved significant scoping/evidence review work, where the funder has specialist knowledge of the funding theme/priority that is additional to CBT's own reach.
4. The proposal in this report meets the above criteria and, if approved, would see CBT strengthen its commitment to supporting Londoners most impacted by inequality and injustice through a partnership that will multiply the impact of the funding we have available.

London's advice sector

5. Advice in this context refers to legal advice given in the areas of law sometimes referred to as 'social welfare law'. This includes the law in relation to housing, welfare benefits, employment, debt, family law and immigration. Most advice service users would not necessarily identify their issue as having a legal component, and most people approach advice services with a particular problem which often covers several areas of social welfare law, e.g., someone presenting with a debt problem could lead to rent arrears and might also have an employment issue/ problem with Universal Credit.
6. Given that people experiencing problems in social welfare law are likely to have very low incomes and that there is very limited access to legal aid in all but a few areas (eviction for example), most of the advice in these areas is delivered by voluntary, third sector organisations or by civic services (such as Local Authority welfare rights advisers, although these are few and far between in London). Collectively, these organisations have been known as the 'advice sector'.
7. More recently the term 'access to justice sector' has been used to encompass voluntary advice services, legal pro bono services, and student law clinics. It is important that those seeking advice can access independent advice as many of the cases taken are critical of statutory services such as local authorities, immigration services, Department for Work and Pensions, health sector, and seek to overturn their decisions – difficult if the advice service is within the organisation where the decision is being challenged.
8. There is a range of agencies offering social welfare advice that make up the advice sector. There are some, such as law centres who employ lawyers, but most advice services are delivered by people who are not qualified lawyers, and as such fall outside of regulation. The exceptions to this are those employing lawyers working in a legal capacity, those giving immigration and asylum advice, which must register with the Office of the Immigration Services Commissioner (OISC) and those giving money advice or financial advice in relation to managing debts, which must be registered with the Financial Conduct Authority (FCA).

9. Three levels of advice are offered: information, generalist (with or without casework) and specialist. Information advice provides information only, such as leaflets or signposting. In broad terms, generalist advice services can identify legal issues and give clients the knowledge and guidance to resolve these and may take responsibility for moving the issue forward (case work); specialist advice organisations can undertake ongoing case work, as well as advocacy and representation. Specialist advice services may also indicate services delivering advice to a specified client group with a particular combination and/or complexity of legal needs (for example, women, disabled people, students, migrant communities etc).
10. There is no statutory basis for the provision of local advice centres apart from through the Care Act 2014 and Homeless Reduction Act 2017 where local authorities do have to provide access to advice for their local populations. These duties are discharged in different ways, although in London many local authorities choose to fund local advice providers to help meet these requirements. Some advice agencies who provide advice at Specialist Level are also in receipt of Legal Aid funding through the Legal Aid Agency for those areas of law that qualify.
11. The sector also distinguishes between services which are part of the 'formal' advice sector and those which fall outside this and are 'informal'. The distinction for the formal sector is those organisations who identify as providing an advice service, who seek and receive funding to provide this service, and who carry indemnity insurance as protection for clients against wrong advice. Many of these services will hold membership of one of the advice networks (Law Centres Network, Citizens Advice, AdviceUK etc) and may also hold recognised quality assurance standards (Lexcel, Specialist Quality Mark or Advice Quality Standard (AQS)). To be funded under CBT's Advice theme, organisations are expected to have a quality mark, usually AQS; we offer to fund organisations to get accreditation if we identify that their service meets our priorities but is lacking the qualification.
12. Those within the 'informal sector' will be providing advice as a small part of other services so therefore may not identify as an advice service. They may not seek or receive funding for this service or simply may be unaware of the activity falling within the definition of advice. They are less likely to hold a quality mark and may not hold indemnity insurance. Such services are frequently small, and community based. Many people delivering advice within both the formal and informal sectors are unpaid volunteers. Whilst there are many paid posts, the sector could not deliver the volume of advice without the support of the volunteers.
13. CBT has a long history of funding the advice sector to address inequalities in London by enabling more Londoners to access debt and legal advice services for support before they hit crisis point. Funding advice work complements most of CBT's other funding streams such as those addressing homelessness or working with disabled people, migrants, refugees, and asylum seekers. This funding covers both generalist and specialist advice levels, and CBT is one of the few funders in London that include generalist level advice.

14. Throughout the Investing in Londoners and Bridging Divides funding strategies, CBT has funded 141 advice organisations (some more than once), totalling some £22,000,000, predominantly covering various front-line services.
15. There have also been strategic grants such as projects partnering with the Legal Education Foundation (LEF) e.g., £500,000 towards an Immigration Advice grants programme (also supported by the Greater London Authority (GLA) and Trust for London) and, since 2016, supporting the provision of Justice First Fellowships (also supported by Esmee Fairbairn Foundation and Unbound Philanthropy) which encourages and enables newly qualified lawyers to practice in the social justice arena. CBT has also partnered with LLST by jointly funding its Centres of Excellence project (since 2014) working with smaller organisations to capacity build their specialist advice. CBT also funds a London-wide advice sector forum and a billing co-ordinator (a joint project with the LEF and LLST) to support agencies who get legal aid to bill the Legal Aid Agency properly and so make them more sustainable.
16. CBT has been a major player in the funding and development of the advice sector, identifying how best to support the sector, and partnering with other main advice funders such as LEF, LLST, GLA, Trust for London, National Lottery Community Foundation (NLCF), Paul Hamlyn Foundation, Henry Smith, and Justice Collaborations, to recognise issues and gaps within the sector, exploring how best to support and build its capacity and sustainability.
17. This collaborative working has strengthened over recent years, with our engagement in many of the advice networks and main agencies in London. These networks include the London Advice Alliance (recently facilitated by London Funders) and the Employment Legal Advice Network (a London hub for employment advisors run by Trust for London, Migrants Exchange and Justice Together (a national funders collaborative)). This work is facilitated by some of the main umbrella organisations working with the advice sector such as AdviceUK, Advice Services Alliance, Toynbee Hall, Rightsnet¹ and Law Centres Network.

LLST – background and recent funding history

18. LLST is a registered charity [charity no: 1101906] and independent funder that raises funds to distribute to and otherwise support free legal advice services in London and the South East. It uses this funding to support free legal advice centres across London and the South East, through the provision of grant funding, supporting infrastructure of the sector, and helping agencies reduce costs and save money via pro bono or discounted schemes.
19. It is part of a network of seven Legal Support Trusts across England and in Wales working with the Access to Justice Foundation to support pro bono and advice agencies, ensuring funds can be distributed where needed most throughout England and Wales.

¹ Formerly the London Advice Services Alliance (LASA).

20. In addition to fundraising and grant-giving, LLST is committed to supporting legal advice centres in being cost-efficient and sustainable. It offers Grants Plus support through money-saving schemes and running or funding places on training courses depending on agencies' needs, and offers advice, support, and guidance where possible.

21. LLST convenes the London Specialist Advice Forum (part funded by CBT) for its Centres of Excellence and other legal advice agencies in order to improve knowledge sharing in the sector, as well as providing peer support.

Current applications and previous Funding History

Status	Grant information	Type
Under assessment	Continuation of the "Centres of Excellence" programme at £362,363 for two further and final years (see 2019 grant below which is about to end).	Project
Active (2022)	£50,000 for the year towards the costs of a FTE Billing Co-ordinator and associated running costs as a partnership with LLST and LEF to build the capacity of legal organisations to bill the Legal Aid Agency correctly and become more sustainable	Strategic Initiatives
Active (2019 start)	£345,000 over five years to cover the cost of a f/t Development Officer plus senior officer support from the CEO and Head of Funding and associated project costs of establishing, developing and maintaining the London Specialist Advice Forum.	Project
Active (2019 start)	£464,000 over three years towards core salary and other costs to support the provision of Centres of Excellence in Greater London	Bridging Divides
Archived (2017)	£300,000 over two years towards core salary and other costs to support the provision of Centres of Excellence in Greater London.	Project
Archived (2014)	£450,000 over three years towards core salary and other costs to support the provision of Centres of Excellence in Greater London.	Strategic Initiatives

The skills gap – background

22. In July 2020, the Advice Services Alliance (ASA) published findings² that indicated that even before the Covid-19 pandemic hit increasing numbers of people in London were seeking advice for welfare benefits, debt, immigration, and employment issues. Services were struggling to meet the demand. Drivers of increased demand include changes to disability benefits, the roll out of Universal Credit, the no recourse to public funds immigration policy, a shift to online processes for claiming benefits and Brexit. The situation has worsened due to the impact of Covid-19.

² [2020, Advice Services Alliance: Advising Londoners, an evaluation of the provision of social welfare advice across London.](#)

23. The provision of advice in London was found to fall short of the high level of demand with 75% of survey respondents informing of gaps or shortages in social welfare advice in their area. Young people and ethnic minority communities are least likely to easily access advice services although they are more likely to need them. People living in deprived areas of outer London boroughs were found to have greater need for advice yet less accessible services than those in inner London.
24. This has been largely because of the impact of the Legal Aid, Sentencing and Punishment of Offenders Act 2012 (LASPO)³ which has significantly affected the ability of advice organisations to be able to train staff and to retain and replace experienced practitioners.
25. The government did conduct a post-implementation review of LASPO, publishing its conclusions in 2019. The review acknowledged the principle that people should be able to access the justice system but concluded that due to the economic climate it would not be possible to reinstate any significant areas of previously funded legal aid. A small amount of funding was made available via a subsequent action plan for work which prevents people from requiring legal services in the first place, but this was extremely limited. LLST is not aware of any other central government plans or interventions currently to address the issues identified in the skills gap research.
26. Other drivers of the skills gap include:
- a. A lack of distinct qualifications for much advice work.
 - b. A need for clear, recognised, and accredited pathways for skills and career development.
 - c. A lack of consistency and structure in the training available.
 - d. Recruitment, retention, and leadership pipeline issues.
27. Specifically, there is a question of whether current training offers are meeting the inclusion and relevance needs of the diverse workforce that targeted and community-led organisations (such as BAME and disability focused organisations and groups) represent.
28. Whilst facing a backlog of clients, advice organisations were dealing with depleted funding and resources as well as switching services to remote delivery in response to Covid-19. One in seven advice services reported being told to expect future funding cuts from local authorities and 50% said they did not know what the future held.
29. Despite the many challenges, the advice sector continued to find innovative ways to deliver advice to those who needed it most, such as providing services in health settings, training community ‘intermediaries’ who encounter people with social welfare issues and harnessing pro bono legal support. However, this is not enough to plug the gaps left by funding cuts.

³ In April 2013, the Legal Aid, Sentencing and Punishment of Offenders Act 2012 (LASPO) came into effect and introduced funding cuts to legal aid, meaning fewer people can access legal advice. Despite a government review of the impact of LASPO in 2017, the Law Society concluded that it is having/has had the following enduring effects:

- o legal aid is no longer available for many who need it and those eligible for legal aid find it hard to access.
- o wide gaps in provision are not being addressed and LASPO has had a negative impact on the state and society.

30. Following publication of the ASA research, the London Funders Advice Network (which is convened by the Association of Charitable Foundations), a group of London's primary advice funders, including Trust for London, CBT, NLCF, LLST and the GLA), set up a task-and-finish group to discuss the workforce crisis in the advice sector in London. The task group was joined by Law Centres Network, AdviceUK, ASA, Refugee Action, some service delivery organisations like Toynbee Hall and University House Legal Advice, and more funders, including Legal Education Foundation and Paul Hamlyn Foundation.
31. This led to a piece of research being commissioned in September 2021 by the group, funded by Trust for London and Paul Hamlyn Foundation. The research was undertaken by academics Dr Anne Rathbone (Centre of Resilience for Social Justice, University of Brighton), Mark Foster (former advice worker, and former Director of Advice, Wellbeing and Assessment at the Cardinal Hume Centre⁴) and Patrick Nyikavaranda (PhD student Brighton and Sussex Medical School).
32. The final report (see appendix 1) for this research was launched on 25th May 2022, but this proposal has been developed following the earlier release of an interim report to the commissioning group. The report (referred to henceforth in this report as "the Skills Gap research") consolidates the Advising Londoners research findings and makes recommendations for funders to collaborate with the sector to find co-produced solutions to respond to the current skills gaps crisis.
33. This proposal seeks approval to fund LLST, the primary/expert funder in the legal advice field, to take this partnership work to the next level, where co-produced solutions are developed, funded, and implemented based on the Skills Gaps research findings.

The Advice Skills Development Fund (ASDF)

34. As a response to the skills gap research, LLST has developed an action plan. Utilising the original task and finish group as a steering group, the research recommendations will be reviewed; co-producing potential solutions based on case studies identified in the research (see appendix 3) and designing a funding programme which can be used to award grants for work to advance those solutions. The funding programme is provisionally known as the Advice Skills Development Fund. LLST hopes to distribute the onward grants through the collaborative funder initiative Collaborative Action for Recovery⁵ (CAR), convened by London Funders. However, should the CAR not prove suitable, LLST would deliver the programme as a stand-alone or hybrid initiative.
35. The group will design a commissioning process for the funding; assess and make recommendations on the funding applications, and oversee the delivery, monitoring, and evaluation of the funded programmes (including commissioning a monitoring and evaluation partner). A wide range of stakeholders will be engaged in the programme design (in addition to the steering group) including small community-based and specialist organisations.

⁴ The Cardinal Hume Centre [Charity Commission Registration no: 1090836] is a leading London civil society community anchor organisation, supporting families and young people facing poverty and homelessness by helping them to thrive.

⁵ [2021.11 - Collaborative Action for Recovery proposal 0.pdf \(londonfunders.org.uk\)](#)

36. Currently the timeline (other than that the work will take place over five years), number and length of grants is unknown, as this will all depend on the work of the steering group to co-design the process and the total amount of funds that are raised. Officers will work with LLST to ensure that a robust plan is in place, including sitting on the steering group. The Grants Committee and BHE Board support at this early stage is requested to maximise leveraging potential with other funders, and to allow LLST to be able to formulate plan as and when the CAR collaboration develops.

ASDF - budget and fundraising

37. LLST has provided an indicative budget, broken down over five years, based on funds raised to date. This includes costs that would be incurred to deliver £5.2m of onward grants (see table below), plus a substantial increase in onward grants too, beyond the £5.2m planned for currently, should further funds for onward granting be raised (providing the same systems and processes are used to deliver all of the funding). Based on current ongoing discussions with other funders, it is likely that significant further funds will be raised towards the running costs and should this be the case LLST will vire any unspent running costs funds from the proposed grant to onward grant making. The table below shows total expected running costs (which include all developmental costs, and learning/evaluation costs) (including those that will be covered by other funders). Some of these costs are fixed costs such that the overall percentage of running costs is likely to reduce if other funders come on board.

Total running costs over five years	
Salaries - Senior Development Manager FT, CEO 2 dpw, Comms & Marketing Manager 1 dpw (inc. on-costs, increase, pension etc).	£535,649
Project costs - commissioning expert advice, commissioning research, evaluation, events, contribution to core costs (rent, utilities etc).	£816,965
Total running costs	£1,352,614

38. Should this proposal be agreed, officers will liaise with LLST once the programme specifics are more certain, (particularly the timeline for awarding onward grants) and a payment schedule will be drawn up accordingly. Payments will be made by CBT to align with planned expenditure (both administration/running costs and payment of onward grants).

39. It is CBT's standard practice to take a flexible approach and to amend payment schedules in line with programmatic expenditure as and when developments occur, however every effort will be made to establish an indicative annual breakdown as quickly as possible to inform cash-flow and investment drawdowns.

40. The running costs reflect expenditure of a nature that CBT regularly supports in its usual project work (predominantly salaries of relevant staff and costs of co-designing the funding framework). It is likely that the award of this grant will trigger further commitments from other funders so the full allocation towards running costs

may not be utilised (in which case any remaining funds will be used for onward grant making).

41. The Grants Committee are asked to consider an award which is significantly higher than the other funds currently awarded/under consideration for this work. This moment in time, as the country and the capital enter an unprecedented cost-of-living crisis, represents a key opportunity to create impact and demonstrate leadership within a sector which is critical to the futures of London's communities most impacted by injustice and inequality. Over the last 25 years, CBT has played a crucial role in the advice sector, as one of its most significant contributors, champions, and supporters. This award, as a percentage of the overall £15m allocated to Alliance Partnership expenditure, and as a percentage of the wider uplift in expenditure, is commensurate with our commitment to the sector to date, and with our ambitions to be a funder which catalyses change and improvement at a significant level. For Alliance Partnerships it has been our practice thus far to contribute the largest sum in each collaboration (in most cases by a considerable margin) due to the aims of the programme to utilise uplift funds in a way which maximises impact. However, the table below should also be viewed in the context that this award will be one of the earliest made and that the final breakdown will likely result in a smaller percentage being ultimately contributed by CBT.

Budget and fundraising over five years				
	Running costs	Onward Grantmaking	Total	Notes
CBT	£812,117	£4,187,883	£5,000,000	Unconfirmed.
National Lottery	£540,497	£0	£540,497	Unconfirmed. Amount indicative, may increase.
Trust for London	£0	£500,000	£500,000	Confirmed.
Greater London Authority	£0	£80,000	£80,000	Confirmed.
Paul Hamlyn Foundation	£0	£0	£0	Unconfirmed, amounts for running costs vs onward grantmaking tbc.
Private law firms	£0	£500,000	£500,000	Confirmed, but amount indicative (depends on apprenticeship placements).
AB Charitable Trust	£0	£0	£0	Unconfirmed, discussions underway.
Total (to date)	£1,352,614	£5,267,883	£6,620,497	

Financial information

42. Note the table below does not include the receipt of the funding proposed in this paper. Reserves were held above target level in 2020 and 2021. Income and expenditure trends are largely stable, however there is a significant increase in income in 2022 primarily due to a new grant towards funding responses directly related to the cost-of-living crisis from a major funding partner. Although this represents a sharp increase in income, most of the increase will be distributed as onward grants. Based on the 2022 budget and LLST's predictions for future income, the total proposed Alliance Partnership award, per annum, is unlikely to amount to more than 50% of LLST's income in any of the years of the award. The

running costs/administration element of the award alone will not exceed 50% of income in any of the years of the award. If the total amount were to exceed 50% of annual funding, officers are satisfied that the importance of this strategic funding to London's advice sector (and its one-off nature) warrants an exception to the policy. An increase in staffing has been factored into the administration budget to allow LLST to expand to accommodate the additional activity this grant will enable.

Year end as at 31 December	2020	2021	2022
	Signed Accounts	Draft Accounts	Budget
	£	£	£
Income & expenditure:			
Income	1,341,310	1,270,071	2,300,934
Expenditure	(1,287,562)	(1,207,993)	(2,300,200)
Surplus/(deficit)	53,748	62,078	734
Reserves:			
Total restricted	79,877	79,877	167,302
Total unrestricted	288,257	350,335	263,644
Total reserves	368,134	430,212	430,946
Of which: free unrestricted	288,257	350,335	263,644
Reserves policy target	172,954	172,954	172,954
Free reserves over/(under) target	115,303	177,381	90,690

Conclusion

43. CBT's collaborations and Alliance Partnerships achieve more than the sum of their parts (or aim to) as, amongst other things, they provide opportunities for greater expertise to be harnessed and for learning to be shared. CBT is known as a funder which builds relationships with advice organisations and accommodates a focus on life change for clients (e.g. meaningful outcomes for individuals), rather than solely outputs (e.g. number of people seen, regardless of whether they saw any meaningful action/change as a result), and it was noted in the report that many of those interviewed regarded CBT and Trust for London as leading funders in the field for this reason.
44. Supporting this proposal with a grant to LLST of £5m will not only provide leveraging potential but will cement CBT's reputation as a driver of and for improvement in the sector. In the Skills Gap research, several consultees highlighted the need for funding of more strategic work that could address development needs *across the whole sector* (rather than in silo) and to improve the sector's ability to lobby for its aims – this initiative kick starts that process.
45. The funds will enable an increase in volunteering, apprenticeships, and work experience (especially paid opportunities, which were noted in the Skills Gap report as being required to promote equity of access). This will grow recruitment, alongside an increase in entry solutions. The ASDF will enable a bridge between smaller and larger advice agencies. It will mobilise the existing skilled workforce to benefit from grassroots community recruitment, without establishing a system that simply relies on communities as feeders but then drains smaller organisations of their staff once upskilled by them.
46. This funding will create provision for focused initiatives that bring together legal practitioners and those providing advice who do not have legal qualifications to generate solutions together based on mutual respect and links. It will support the

testing of new training and accreditation pathways, contributing to the sector in a way which complements CBT's historical and current support of London's legal advice system, including work to address issues with invoicing for legal aid, and work to continue the Centres of Excellence and Justice First Fellowships.

Appendices

- Appendix 1: "Mind the Gap" research
- Appendix 2: Summary of Alliance Partnerships awarded to date
- Appendix 3: examples of case study recommendations
- Full proposal available on request.

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Appendix 1 – “Mind the Gap” research (the Skills Gap research).

[Addressing the Skills Gap within Advice Services, Rathbone, Foster & Nyikavaranda, 2022](#)

Appendix 2: Summary of Alliance Partnerships awarded to date

Name of recipient	Programme	Amount
Rosa [charity no: 1124856]	Rise Programme focused on womens' organisations led by Black and minoritised ethnicity people.	£499,999
Greater London Authority	Civil Society Roots 3, focused on equity organisations in specific boroughs with low prevalence of such organisations.	£720,000
John Lyons Charity [charity no: 237725]	To strengthen young people's organisations.	£1,020,000
United Saint Saviours [charity no: 1103731]	To strengthen voluntary organisations in Southwark.	£500,000
Trust for London [charity no: 205629]	Racial Justice Fund (specifically focused on economic equity) (£2,000,000) Disability Justice Fund (focused on capacity building for disabled people's organisations) (£1,500,000).	£3,500,000
Total		£6,239,999

Appendix 3: examples of case study recommendations

For recruitment and entry
“Grow your own advice staff” but at the community level rather than the big organisation level.
Addressing barriers to moving beyond entry level.
Aligning motivations for getting into the sector with better skills and opportunities to develop skills.
Investment in structured pathways in the areas of advice work that are currently lacking this.
For retention
Improving/standardising salaries, and other employment terms and conditions.
Introduction of CPD and NVQ pathways. Strategic improvement in supervision that takes place across the sector.
Development of an apprenticeship scheme (potentially hosted by Law Centres) including AdviceUK, legal advice providers and the ASA.
Develop provision in DDPOs and support for them to become AQS qualified if relevant, maximising the contribution of DDPOs in meeting client need.
An initiative to develop skills pathways in housing, welfare rights and employment advice.
For leadership
Projects which bring together legal practitioners and community based or more generalist advice practitioners to co-produce solutions to leadership challenges.
Training for management committee and board members on the importance of developing staff to become future leaders.
Contracts and grant assessment to include requiring orgs to show how they are promoting good leadership in their work.