



St Pauls Advice Centre

The road ahead

Strategic Plan 2013-2018

Achieving the vision



The road ahead

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St Pauls Advice Centre has been a community resource at the heart of St Pauls for four decades. Our strategic plan sets out how we will continue to be one of Bristol's key independent legal advice centres for the future.

We have met and adapted to many changes in our time, while staying true to our core purpose of supporting citizenship by providing reliable advice. The challenges we face now, alongside many community groups, are unprecedented in their scale and rapidity. This tough working environment is unlikely to change significantly over the next five years.

We have reviewed our mission, taken a fresh look at the values that underpin our ethos and the vision that drives us. This review will be a firm foundation on which we can build our future for the benefit of clients and stakeholders.

Trustees and staff have worked together to agree five strategic priorities and a strategic direction, which will clarify the focus for our future work and the outcomes we aspire to achieve. We will make this plan the backbone of SPAC, aligning our policies, procedures, services and values with it. If we are to succeed over the next five years, it is vital that the plan permeates all that we do and is embraced by trustees, staff and volunteers alike.

**Laura Corballis, Chair
St Pauls Advice Centre**

Our vision: to be the advice centre that best understands and serves the needs of local people. To improve lives and communities, and provide high quality, independent advice services that are trusted, in an environment where people feel welcome.

Our history

St Pauls Advice Centre emerged from the radical politics and community activism of the late 1960s and early 1970s.

We have always been centred in Albert Villa, a building at the heart of St Pauls, which housed a number of community groups from 1968 to 1978. Advice was initially provided by volunteers and jointly financed by other groups also located in Albert Villa, with the advice centre first opening its doors to the general public in June 1972. Increasing demand soon made it clear that paid staff were needed, and the first full time advice worker was appointed in March 1973. In keeping with the ethos of the time, the advice centre was an unincorporated association for some years, becoming a charity in 1978 and then a limited company in 2000. Providing advice gradually became the main focus of work in Albert Villa. Other groups moved out, and by 1978 the advice centre was the sole occupant. Local authority funding was secured for the first time in 1975.

After the St Pauls uprising in 1980, the St Pauls Defence Committee was created and based at Albert Villa. The advice workers were centrally involved with the defence campaign, which strengthened the advice centre's links with the local community.

Targetted provision

With insights gained from the development of identity politics in the 1980s, it became clear that disadvantage often limited access to services. In 1984, funds were secured to develop outreach work, targeting Black and minority ethnic people, disabled, and older people, with the aim of overcoming barriers to access. Additionally, a welfare benefits take-up scheme was developed to maximise the incomes of disabled people referred through Social Services.

Bristol City Council became the sole funder of the advice centre's core services when, in April 1996, the County of Avon was abolished and Bristol became a unitary authority.

Our history

Quality mark

In 1998, the advice centre obtained a Community Legal Service Specialist Quality Mark, enabling it to secure a legal aid franchise contract to deliver welfare benefits advice. This specialist service has expanded over the years and continues to the present day as part of a Bristol-wide advice consortium.

Supporting new communities

From around the turn of the century, Somali people began to live in St Pauls, and use the centre in significant numbers, and awareness of the needs of new communities grew. The advice centre was a partner in a multi-agency project addressing the need for bilingual advice. The eventual result was The Somali Advice Project (SAP), a unique bilingual generalist advice service which is now managed by St Pauls Advice Centre. This innovative service has been a great success and now provides advice to Somali residents throughout east and central Bristol.

Financial advice

The Financial Inclusion Fund, launched by central government in 2006, supports our specialist debt advice work as part of a city-wide network of advice providers addressing the enormous debt and credit problem that has developed over recent years. Two full time equivalent caseworkers continue this work today, now funded through the Money Advice Service.

Extending provision

In 2008 the advice centre won Big Lottery funding to develop an outreach benefits advice service based at Montpelier Health Centre, aiming to improve health by reducing poverty. While the links between health and poverty are complex and our aim was perhaps over-ambitious, it is clear that providing advice in health centres is effective and popular. PCT funding has enabled expanding to another outreach at the Wellspring Healthy Living Centre in east Bristol.

In 2010, with the demise of East Bristol Advice Service, the advice centre successfully bid to provide advice services in east Bristol for Bristol City Council in addition to St Pauls. The advice centre is, at time of writing, half way through a three year commissioned service covering both areas. Today, 16 people work in our team, dealing with around 3000 enquiries per year, and we continue to see increasing demand. Consolidating services to these neighbourhoods under one umbrella advice service and delivering advice more effectively will be important aspects of the advice centre's work in the period covered by the strategic plan.

Our challenge

St Pauls Advice Centre works in some of the most deprived, diverse and vibrant inner city areas of Bristol. For the communities we serve, there is a high and increasing demand for free and independent legal advice services.

With a population of nearly 50,000, Ashley, Easton and Lawrence Hill comprise one of the most deprived and densely populated Neighbourhood Partnership areas in Bristol. The area contains 21 Super Output Areas (SOAs), of which eight are ranked among the most deprived 10% nationally. St Pauls, Stapleton Road, The Dings and Easton Road are also ranked among the most deprived 5% nationally, with Easton Road SOA being the second most deprived in Bristol. St Agnes is the most income deprived SOA affecting older people in Bristol, followed closely by Easton and Stapleton Road SOAs, indicating significant levels of deprivation amongst older people. St Pauls is the most income deprived SOA affecting children in Bristol, followed closely by Easton Road and Barton Hill SOAs. It is known that high levels of poverty in childhood carry long term detrimental effects.

Compared to the England average, levels of deprivation are higher in most parts of the Eastville, Hillfields and Frome Vale Neighbourhood Partnership area. There is one pocket of deprivation, Gill Avenue SOA, that

falls into the most deprived 10% nationally for multiple deprivation. Greenbank, Hillfields North and Hillfields East fall in the most deprived 11-20% nationwide.

A quarter to a third of the population of Ashley, Easton and Lawrence Hill Neighbourhood Partnership area is made up of Black and minority ethnic (BME) groups, the highest in the city. Of the three wards, Lawrence Hill has the highest percentage of BME residents (31.7%). Further, St Pauls and Easton Road / Barton Hill are the areas of the city with the largest concentrations of Somali nationals. Eastville, Frome Vale and Hillfields has the third highest percentage of BME residents in Bristol at 11.1%

Benefit claimant rates in both neighbourhood areas have risen as a result of the recession, and have not recovered; they are above average and have climbed in the last year. They are highest in Easton Road, Stapleton Road, St Agnes, St Pauls, Barton Hill, and Gill Avenue SOAs.

Our services

We provide independent and impartial legal advice to the general public.

Our service is confidential, non-judgemental and free. We deal with a range of welfare benefits, debt, immigration, housing, employment and consumer enquiry issues.

We strive to be accessible, welcoming all who can benefit from our advice, and working to give whatever support is necessary.

- >> We deliver a range of drop-in and appointment based advice sessions from our main office in St Pauls
- >> We run outreach sessions at venues across St Pauls, Ashley and east Bristol
- >> Home visits can be arranged on request
- >> A daily reception service from our main office provides brief information and a triage facility
- >> Bilingual advice is available at a number of access points
- >> We arrange interpreters to improve our accessibility where appropriate
- >> Where unable to help directly, we aim to signpost or refer to an appropriate agency

The complexity of the enquiries we receive is variable. Some require brief information or support. Others involve in-depth advice, casework and advocacy. Many necessitate assisting clients with complaints or appeals to First Tier Benefits Tribunal and, where there are questions of law, to the Upper Tribunal.

The services we provide are of high quality and are carefully monitored and supervised. All our advisers are professionally trained and our service possesses a Community Legal Service Specialist Quality Mark in welfare benefits and a General Quality Mark in debt. The advice centre is a member of AdviceUK and Advice Centres for Avon.

In the past year we have dealt with nearly 3400 enquiries. Monitoring reveals that 55% of our caseload involved welfare benefit issues, 28% debt issues, and the remaining 17% involved other legal issues, including housing, immigration, employment and consumer. Our work generated £1.1m of income gains for poorer households last year, and we helped clients manage nearly £800,000 worth of debt. Our services are predominantly used by people from local BME communities, who comprise 79% of our clients, while 52% are Somali. Additionally, 39% of our clients are disabled and 26% are older people. These statistics help to confirm that our service successfully reaches those who are most in need of our help.

Financial situation

In the year ending 31 March 2012 our annual turnover was £322,097. We expect to reach an annual turnover of £344,680 by the end of the financial year 2017/18, an increase of over 7%, as a result of this plan.

Our future

Europe is in the grip of financial crisis which most governments are managing through tough austerity measures.

The current Government's commitment to reducing the budget deficit will include implementing the biggest cuts in state spending since World War II. The UK has now returned to recession and recovery will continue to be jeopardised by economic instability within the Eurozone.

The UK has been in double dip recession, with the Government predicting its austerity programme will have to extend to at least 2018. Historically, periods like this have been characterised by widening inequality. And as social anxiety rises, BME, newly arrived and already disadvantaged groups are likely to suffer more prejudice and discrimination.

It is likely that the next five years will see slow economic growth, further cuts to public spending and increasing poverty for the most vulnerable households within our communities. Social and economic conditions will worsen for communities, individuals, businesses and service providers nationwide.

Demand for our services

The Welfare Reform Act 2012 ushers in the greatest changes to welfare benefits in some sixty years. These changes will have far-reaching implications for benefit claimants and their children, particularly for vulnerable people and the services that support them.

We are anticipating a dramatic rise in demand for expert advice services as welfare reforms are implemented and local people feel the impact. St Pauls Advice Centre is already seeing a rise in the number of claimants asking for help as their Employment Support Allowance (ESA) entitlement is reduced or stopped, often unjustly, affecting many disabled households. We anticipate that this increase in demand will continue throughout the period of this plan unless systemic changes are made to the ESA assessment process.

Our future

Further cuts ahead

Changes to housing benefit will include an end to direct payments of benefit to landlords, reductions in benefit available for under 35s and the introduction of the under occupancy penalty or 'bedroom tax'. These changes will have a detrimental effect on households in the social housing and private rented sectors. There is a real danger that we will see an increase in rent arrears, evictions, homelessness, family breakdown and inadequate housing conditions.

Additionally, the localisation of Council Tax Benefit and the Social Fund together with the introduction of Personal Independence Payment (PIP), Universal Credit (UC), and an overall 'Household Benefit Cap' could well see similar detrimental effects on the lives of individuals. It is also highly likely that vulnerable households will suffer a multiple impact resulting from a combination of changes to their entitlement. With so many amendments to the benefit system, of which four fifths have yet to take effect, claimants will be uncertain how these and other changes will affect their incomes, and will need help to secure their true entitlement. In turn, this will lead to increased demand for legal advice and information.

The impact of the recession and budget cuts is unequal. Groups such as the Child Poverty Action Group (CPAG) and the Equalities Commission are documenting how BME communities, women and children, and disabled people are disproportionately affected. We have seen food banks, and people dependent on them, multiply over the last 18 months. Disability hate crime is on the rise. The recession has resulted in reduced job opportunities and increasing redundancy.

Social divide deepens

As unemployment rises and benefit regimes become harsher more people may be forced into low paid and insecure jobs with fewer rights, widening the divide between the richest and poorest households. Those households already surviving on low incomes will be expected to survive on less.

In turn, debt levels will undoubtedly increase. With many households being unable to meet minimum repayments to creditors, an increase in Debt Relief Orders (DROs) and higher levels of bad debt can be expected. This in turn could see more individuals made bankrupt, being evicted, or left with little option but to turn to loan sharks or hugely expensive short term credit solutions.

Our future

Funding and Resources

With such changes, we would clearly have our work cut out, even without public sector cuts.

However, the Government's budget deficit reduction plan has already resulted in significant cuts to the public funding available for the local voluntary and community sector. As a result, many organisations are facing closure, and at the very least a severe reduction in services they are able to provide. The anticipated increase in demand for services will be difficult to meet with less funding and resources.

In the not-for-profit advice sector, perhaps the most significant loss of funding will result from the Government's plan to take social welfare law out of scope for legal aid entitlement. Delivering advice on debt, employment, housing, welfare benefits and immigration currently depends heavily on legal aid.

Removing social welfare law from the remit of legal aid funding will leave many unable to provide this much-needed service. This will mean a loss of £540,000 per year in revenue to advice centres in Bristol. Much of St Pauls Advice Centre's welfare benefits advice work is funded through a legal aid contract, which will end on 31st March 2013.

Other risks

- >> NHS reforms include the abolition of Primary Care Trusts (PCTs) in favour of GP/clinical commissioning groups. St Pauls Advice Centre is currently commissioned by the PCT to provide health related services but the likelihood of future commissions is unknown.
- >> Bristol has a newly elected mayor. Current Bristol City Council (BCC) policy is to prioritise funding for legal advice services. However, this could change if the elected mayor sets different strategic priorities.
- >> The Government plans to devolve more decision making and statutory service provision to local authorities. However, with lower central government funding to implement these plans, it is likely that non-statutory services will be cut back.

Opportunities

Many voluntary organisations are working hard to identify alternative sources of funding to help them continue to run the vital services they offer to local communities.

Alongside the significant funding risks there are also emerging opportunities for future fundraising and service development, including:

- >> Introduction of GP / clinical health commissioning, which may provide opportunities for direct contracting with health providers
- >> The Government's 'Localism' agenda may also provide more opportunities for the voluntary sector, although as yet it is far from clear how this will be financed

Our future

In January 2012, the Cabinet Office began a review of not-for-profit advice services. The review sought opinions from advice providers. Although the findings are yet to be made public, it is hoped that the review will highlight the increasing demand for our services and the need for consistent funding of the sector.

The Government is to make £16.8 million available to the not-for-profit advice sector in 2013–14, and again in 2014–15 to support the sector as it adapts to changes in the way that it is funded. The scope and availability of this fund is yet to be clarified, but competition for it will be high and there is a risk it may not focus on direct service provision.

There are opportunities for securing project funding from the National Lottery and other trust funds, although applications have become increasingly competitive within the voluntary sector as a whole. However, the Bristol advice sector has long been very successful in working together and this presents us with opportunities for future consortium or partnership funding bids. Such alliances tend to be attractive to funders, an effective way to distribute scarce resources and good for developing and sharing best practice. We therefore recognise the need to continue developing partnerships with other organisations and companies.

Finally, there are always opportunities for finding new ways to support the local communities we serve. Volunteer programmes, student placements and apprenticeships all provide cost effective ways to increase resources and capacity. There are also different models of delivering advice and information that may offer value for money. Self-help initiatives, educational programmes and better use of technology can all be used to inform clients of entitlements, rights and obligations.

Conclusions

There is no doubt that the next five years are set to be challenging. Social and economic conditions will continue to be difficult for individuals, communities and advice agencies.

The period 2013 to 2018 will see ever greater pressure to deliver best value for money. Nevertheless, we will need to maintain our commitment to meeting the needs of local people. We will need to cut costs and become more modern and efficient, as well as investing in our staff, our building and our technology.

As the not-for-profit advice sector changes, the key to our success will be our ability to:

- >> respond flexibly to changing demand
- >> maintain current services
- >> develop new services as demand changes

Charitable aims

To relieve poverty by providing and promoting the provision of free legal advice, assistance and other legal services which would not otherwise be available through lack of means.

We will tackle the effects and causes of poverty by

Providing an independent and confidential advice service to individuals living or working within the advice centre's catchment area

Empowering individuals through provision of advice, information, support and advocacy, in order to maximise people's income and to secure their rights and the services available to them

Promoting community care by maximising income and improving the quality of life of service users, thus enabling independent living

Challenging discrimination, whether it impinges on service users or the work of the centre

Liaising with other service providers and funding authorities to ensure the promotion and development of advice provision throughout Bristol

Core values

Justice

- >> We champion the legal rights of individuals
- >> We pursue fair and just outcomes for people
- >> We challenge discrimination and disadvantage, and tackle systemic inequality

Community

- >> We improve the lives of local people and the wider community
- >> We listen to and understand community needs
- >> We are committed to supporting local people and community initiatives

Expertise

- >> We are professional, organised and competent
- >> We ensure the advice we give is accurate and up to date
- >> We pride ourselves in supporting our experienced and skilful team

Approachable

- >> We listen to and deal with people warmly and politely
- >> Our services are accessible and available
- >> We are open with clients, colleagues and partners

Integrity

- >> We are honest and ethical
- >> We are consistent with actions, principles, expectations and outcomes
- >> Our independent and expert service is trusted by our clients, colleagues and partners

Respect

- >> We respect people's differences and value diversity
- >> Where possible we adapt our services to take account of different needs
- >> We treat people fairly and consistently

Strategic priorities

Each of our five strategic priorities are defined by a set of critical success factors (CSFs). These feed into detailed operational plans, annual service outputs and budgets.

How will we know we've been successful? We've also developed a range of outcomes for each priority, which we aspire to achieve by 2018.

One: Deliver a professional legal advice service

Critical Success Factors

- >> Offer legal advice on the issues people need, at the level they need it, and to a high standard
- >> Ensure that our casework is well managed and is of an excellent standard
- >> Provide accurate and up to date advice
- >> Deliver advice which is impartial and independent
- >> Respect privacy and ensure our service is confidential
- >> Invest in our information resources and case management software
- >> Inform clients about other agencies and services if we are unable to deal with their problem

Outcomes

- >> Clients will say that they are more aware of their rights, responsibilities and of the services available to them
- >> Advisers will have received appropriate legal and skills training
- >> Information resources will be accurate and up to date
- >> Independent file reviews will show that our casework consistently meets high standards
- >> We will have been awarded an advice quality mark
- >> We will have improved our case management system
- >> Clients will tell us that they recommended our service to others
- >> People will have their needs met due to our ability to signpost or refer to other agencies
- >> Services will be held in high regard by clients and partners

Two:

Provide an accessible and approachable service that respects the needs of our clients

Critical Success Factors

- >> Move to new premises that better meet the needs of our clients and staff
- >> Listen to clients and act on their feedback
- >> Treat people fairly and in a welcoming manner
- >> Value the diversity of our staff team and of the community we serve
- >> If possible, deliver advice in the client's own language or provide an interpreter
- >> Invest in developing staff, volunteers and trustees in ways that keep our clients at the heart of what we do
- >> Maintain a project that specifically meets the needs of Somali clients
- >> Provide a range of delivery methods that best respond to local needs
- >> Consider a new name and brand for the advice centre that better reflects the communities we serve and that conveys our aims, achievements and service quality
- >> Work to identify excluded groups within the local community and deliver services that meet their needs

Outcomes

- >> Clients and staff will enjoy using modern, accessible premises
- >> Clients will tell us that they were satisfied with our overall level of service
- >> Clients will tell us that we listened
- >> Clients will tell us that we treated them fairly
- >> Staff, volunteers, and trustees will have received training and support to develop their skills and maintain a client focus
- >> We will have provided outreach facilities in locations that meet client needs
- >> We will have provided home visits for clients who cannot access our venues
- >> We will have provided a range of drop-in, appointment and reception based services
- >> Our clients and partners will have a clearer understanding of our aims, achievements and services

Three:

Make a positive difference

to the lives of local people and communities

Critical Success Factors

- >> Work with clients and collaborate with partner agencies to get positive results for the community
- >> Reduce poverty levels within the communities we serve by helping people to maximise their household income
- >> Help people to manage their debts and improve their budgeting skills
- >> Monitor our work and let people know the difference we are making
- >> Contribute to improving the health and well being of our clients
- >> Aim to find solutions that clients feel are right and just
- >> Ensure that, as far as practicable, our board of trustees reflect the diversity of the communities we serve

Outcomes

- >> Clients will say that their circumstances have improved
- >> We will have helped to increase or maintain household incomes, which will contribute to the local economy and reduce poverty levels
- >> Clients will say that the issue that they needed assistance with has been addressed
- >> We will have helped clients to manage their debt
- >> Clients will say that their health, self-esteem and stress levels have improved
- >> We will have informed our clients, funders and partners about the difference we are making
- >> Our trustees will better reflect the diversity of the communities we serve

Four: Maintain, expand and develop services

Critical Success Factors

- >> Improve financial strength by identifying new funding sources
- >> Help more people by developing new services where practicable
- >> Ensure that our services complement the delivery of advice across Bristol
- >> Develop services to help people learn about their rights and responsibilities, and teach practical skills that will help people to deal with issues independently
- >> Consider other methods of delivery such as mentoring, self-help and telephone advice
- >> Explore new ways of resourcing, expanding and delivering services, including volunteering, student placements and apprenticeships
- >> Place partnership working at the core of what we do in order to develop and maintain advice services for our clients

Outcomes

- >> We will have secured funding to maintain or expand existing services
- >> We will have worked in partnership with other agencies to identify need, gaps in service provision, and to plan service delivery or development
- >> We will have responded to opportunities to develop new services
- >> Clients will have been helped through a variety of service delivery methods
- >> Clients will say that they are more able to deal with issues themselves
- >> We will have established a volunteer, student placement or apprenticeship programme that enables us to help more people, as well as raising the skills of those taking part

Five: Lobby for social change

Critical Success Factors

- >> Promote what we believe in by contributing to local and national policies and practices in the best interests of our clients, organisation and the sector
- >> Challenge and help change stereotypes and negative perceptions towards the people we help
- >> In partnership, develop good relationships with local and national decision-makers, in order to influence policy development
- >> Dedicate time to social policy issues
- >> Challenge systemic inequality

Outcomes

- >> We will have been a significant contributor to sector-wide policy development and lobbying activities
- >> Advisers will have collected evidence of systemic failure that impacts on our clients
- >> Advisers will have contributed to the local social policy collection system
- >> In partnership, we will have responded to local and national consultations on issues that affect our service and our clients
- >> We will have responded to media requests for our input
- >> We will have maintained positive relationships with local MPs, councillors and the Bristol Mayor
- >> We will have attended key meetings and fora where we can influence policy or practice
- >> Our values will be held in high regard by policy makers and our partners
- >> We will have challenged discriminatory views and behaviour that have an impact on the community we serve

Strategic direction

Our fresh approach is the result of the Trustees' decision to clarify our vision and values.

As a consequence we have been able to offer our view of the key political, economic, social and technological trends that affect our work, enabling us to specify our strategic priorities and the outcomes we aim to achieve.

The process of developing this plan has led the trustees to agree the following strategic direction.

Strategic direction

We will

- >> Continue to provide independent, impartial and free legal advice and information to the local community. By enabling people to exercise their rights and secure access to services, we will help improve quality of life.
- >> Remain a community resource at heart, identifying need and responding appropriately. Building a consistent, people-centred ethos will help us value the diversity of our community and to deliver accessible and welcoming services.
- >> Continue to work in partnership with other organisations, building new relationships and collaborating on joint funding opportunities, policy initiatives and service development.
- >> Remain a professional legal advice service of high quality by investing in our staff, volunteers and ensuring that quality standards are developed and maintained.
- >> Work to strengthen existing funding streams and develop new ones. Exploring new ways to deliver our services will help us identify new funding sources and opportunities whilst ensuring organisational financial security.
- >> Play an active role in reducing poverty and improving health and wellbeing within the communities we serve by focussing on services that maximise household incomes and reduce the burden of debt.
- >> Continue to empower people to deal with bureaucracy and negotiate complex legal procedure in order to make a positive difference in their lives. We will let our funders, clients and partners know about the outcomes our work has achieved.
- >> Be highly regarded by our clients and partners for the quality of our services and as a key community advice provider. We will consider changing our name so that it better reflects the communities we serve and update our brand to successfully convey our achievements and service quality.
- >> Modernise what we do, moving to new accommodation where we can deliver accessible services that are welcoming and comfortable for our clients, staff and volunteers. Updating our technology and systems will help us to become a more efficient and flexible organisation.
- >> Lobby for social change on issues which may have an impact on the communities we serve or on the services we provide. By collecting evidence from our work and engaging with local and national decision makers, we aim to challenge inequality and to influence the development of both policy and practice.

Financial plan

Our five year projection shows that, in spite of the current economic climate, St Pauls Advice Centre is in a relatively strong financial position.

This is due to the ongoing support of our main funders, contracts and commissions, which underpin the key elements of our service.

With prudent assumptions, we have confidence that over the next five years we will be able to develop our services, identifying new funding streams as necessary.

Financial plan

Five Year Projection 2013-2018

Income	2013/14	2014/15	2015/16	2016/17	2017/18
Contracts & Commissions	£279,680	£261,680	£261,680	£261,680	£261,680
Grants receivable	£48,350	£58,350	£66,400	£74,750	£83,000
Total income	£328,030	£320,030	£328,080	£336,430	£344,680
Expenditure	2013/14	2014/15	2015/16	2016/17	2017/18
Staff costs	£282,750	£274,750	£281,619	£288,659	£295,876
Premises costs	£7,000	£7,175	£7,354	£7,538	£7,727
Office Costs	£17,000	£17,425	£17,861	£18,307	£18,765
Governance costs	£3,950	£4,050	£4,151	£4,255	£4,361
Professional fees	£2,000	£2,050	£2,101	£2,154	£2,208
Interpreting fees	£5,000	£5,125	£5,253	£5,384	£5,519
Training, courses & conferences	£3,500	£3,588	£3,677	£3,769	£3,863
Books Library & Subscriptions	£3,500	£3,588	£3,677	£3,769	£3,863
Staff & volunteer expenses	£1,200	£1,230	£1,261	£1,292	£1,325
Sundry costs	£1,000	£1,025	£1,051	£1,077	£1,104
Total expenditure	£326,900	£320,005	£328,005	£336,205	£344,610

Management team

Anna Hill – Trustee

Anna has been a trustee at St Pauls Advice Centre since June 2012. She is the Volunteering Executive at The Prince's Trust, managing volunteers across the South West. Anna is passionate about equality rights and sits on the national diversity board for the Trust, which is working towards accreditation as Investors in Diversity. Prior to this, she was a benefits and employment advisor at Jobcentre Plus.



Anna studied criminology and criminal justice at Cardiff University to MSc level, and has a wealth of experience working with offenders. She has lived in Bristol for five years, and also volunteers with Breakthrough Mentoring, LinkAge, and Avon & Somerset Probation.

Eleanor McNally – Treasurer

Eleanor joined the management committee in 2007, becoming Treasurer soon after. Originally from Scotland, she trained as a chartered accountant at a Big4 accountancy firm in Bristol, specialising in the public sector and charities. Since then she has worked with a local charity and with a sustainable energies consultancy.



Eleanor is now teaching accountancy at Bristol University. She enjoys bringing her technical skills and experience in grant and service level agreement funded organisations to the committee, and assisting the centre in delivering its high-quality advice services on a sound financial footing.

Ken Dolbear – Trustee

Ken worked for 27 years in social care management, including as manager of the social work department of Bristol Royal Infirmary for 15 years. He combines a strong sense of the unacceptable level of inequality in our society with a determination to support vulnerable people in the community.



After retiring in 2009, Ken became a trustee for East Bristol Advice Services and subsequently joined St Pauls Advice Centre when the two agencies combined. He has volunteered with the Bristol Retired & Senior Volunteer Programme. Currently, he is working with Bristol Social Care on developing quality of life indicators for care home residents, as well as organising and training volunteers for gentle activity programmes. He is a school governor at a local primary school and has lived in inner north Bristol for over 20 years.

Management team

Laura Corballis – Chair

Laura has been Chair of the management committee since 2007, having become a trustee as a former service user. She has lived in St Pauls for over 25 years and loves the liveliness and diversity of the neighbourhood.

Laura's work experience includes community publishing, coordinating volunteers, advising and training community groups, neighbour mediation, and conflict resolution consultancy and training. She joined SPAC in order to contribute to improving community life, and in the hope of carrying on the fight for justice and equality.



Linda Joynes – Trustee

Linda became a trustee in July 2012, after working in social care and support for nearly 30 years, mainly in the charity sector. She worked at Refugee Action in Bristol for seven years, managing a team of volunteers providing support to people who had recently gained refugee status. More recently she has become the Drop-in Coordinator for Refugee Women of Bristol, based at the Malcolm X Centre.

Linda has always enjoyed working to ensure people are provided with the services and benefits to which they are entitled. She is closely connected to central Bristol, having worked with people living in the area for many years.



Lisa Blackwood – Trustee

Lisa, a mother of two, has lived in Bristol with her family nearly all her life, and much of her extended family live in St Pauls. She is a cook by trade, and has also been involved in community issues for the best part of ten years, including as Community Rep and Deputy Chair of St Pauls Unlimited community partnership.

Lisa has been a trustee with SPAC for eight years, originally joining to learn more about what was happening in her community and what she could do to help. She feels that the work of the advice centre is faultless and that the staff are a true force for good. Lisa aims to continue trying to make a difference for the community she lives in.



Management team

Sam Ward – Trustee

Sam has been a trustee since November 2010. His professional background lies in statutory youth justice services, where he has worked in a number of roles and settings since 2003. This experience has made Sam acutely aware of the disadvantage faced by young people and their families, who, for various reasons, are often excluded from engaging with mainstream services.



Sam lives in St Pauls and initially became involved with the advice centre because he recognised its vital role in helping people in his local community. Sam is passionate about fighting inequality and hope that his skills and experience can contribute to the future of SPAC so that the service continues to serve those most in need.

Sarah Green – Secretary

Sarah works as a family solicitor in Bristol, having lived in the local area for the past 20 years. She has worked for not-for-profit organisations in the past and is actively involved in providing *pro bono* legal advice to individuals and national charities. She joined the management committee in 2012 and is now Secretary.



Sarah joined the Management Committee with the aim of being able to use her professional skills to help make a difference to the local community. She also volunteers mentoring secondary-school children in Hartcliffe through Ablaze and advises at a Families Need Fathers “drop in” clinic in Bath. Sarah was shortlisted for Junior Lawyer of the Year and *Pro Bono* Lawyer of the Year at the Bristol Law Society Awards in 2012.

Steve Woodcock – Manager

Steve joined SPAC as manager in 2009. He has worked in the not-for-profit advice sector for over 25 years and has a strong record of delivering independent legal advice services.

Steve began his career as an advisor in London, working in various community advice agencies. Specialising in welfare rights, he worked for London Advice Services Alliance and Disability Alliance before moving to the Bristol area. More recently, Steve was Area Manager of Shelter Bristol Housing Advice Centre.



Fundamentally committed to delivering quality legal advice services to those who need help to secure their rights, Steve has contributed to the expansion and development of the legal advice sector in Bristol.

St Pauls Advice Centre

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