

London Legal Support Trust

Centres of Excellence (COEx) Annual Review 2021

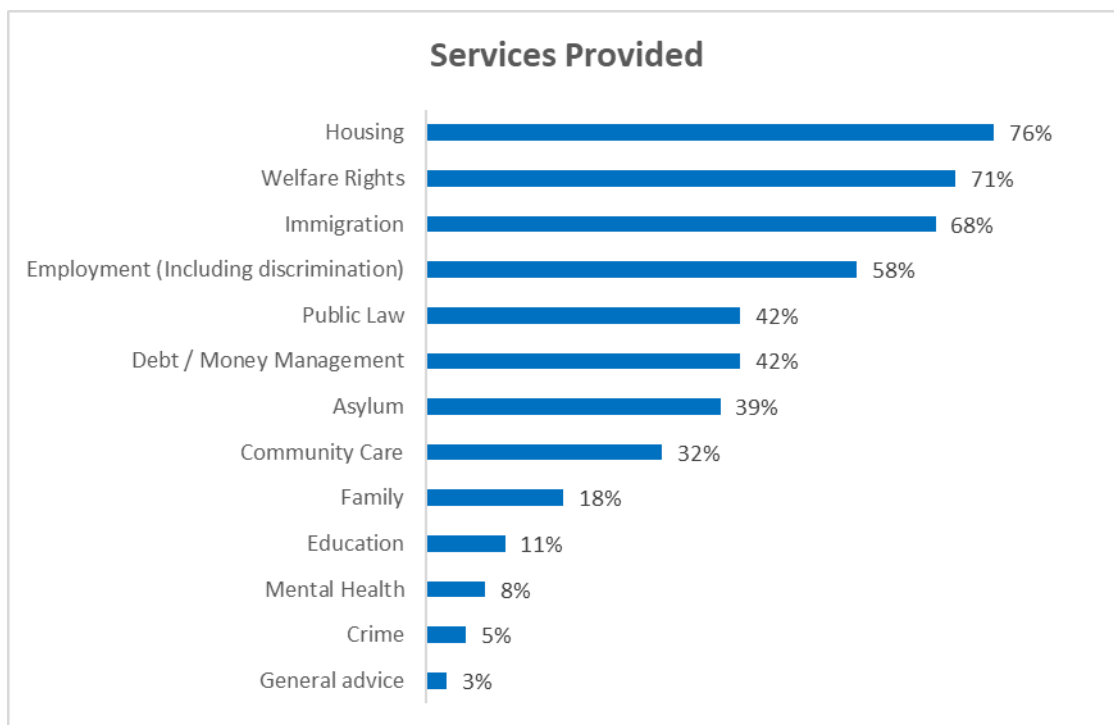
Report by Phil Jew Consultancy

1. Introduction

- 1.1. This report sets out and analyses the results of the annual survey of agencies supported by LLST under its COEx programme. It builds on the results of a similar survey conducted in 2020. It provides information on services provided, the on-going impact of Covid-19, staffing, governance, finance, funding, risk and support needs to inform the Trust's programme in 2022.
- 1.2. The annual review survey was conducted in late 2021, with responses required by the deadline of 21 November. The survey was conducted using the on-line Survey Monkey tool and was split into three parts.

2. Services

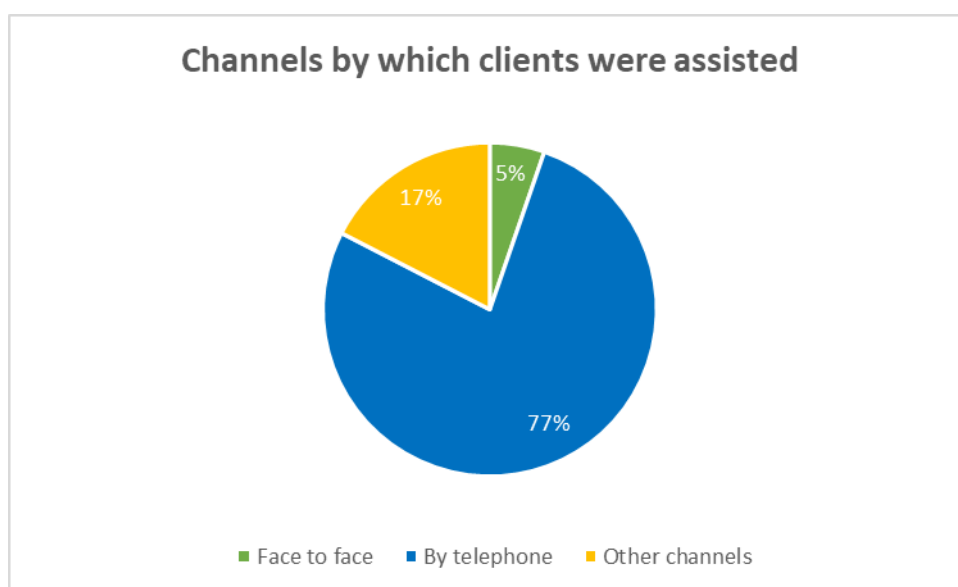
- 2.1. The 38 COEx agencies provide a wide range of legal advice services. Housing, Welfare Rights, Immigration and Employment cases are dealt with by the majority of the cohort.



- 2.2. The cohort helped a total of **173,254 individuals** via a range of channels in the last full year for which data was available. This compares to 176,006 individuals that agencies said they helped in 2020 – a slight 1.6% fall in client numbers.

- 2.3. In the 2020 survey, 50% of individuals were helped by telephone. 32% were helped face to face and 18% via other channels including email and webchat. The reporting period in the 2020 survey would have been partially within the Covid-19 lockdown period.
- 2.4. In the 2021 survey agencies were reporting service data gathered during 18-20 months of Covid-19 restrictions – from April 2020 to November 2021. Understandably then, assistance by telephone had increased to 77% of clients. Face to face help had fallen to just 5% of clients. Other channel use remained steady at 17%.
- 2.5. Five agencies indicated that they did not record the channel by which clients were advised. This is a deficit that LLST may wish to encourage and/or equip agencies to address.

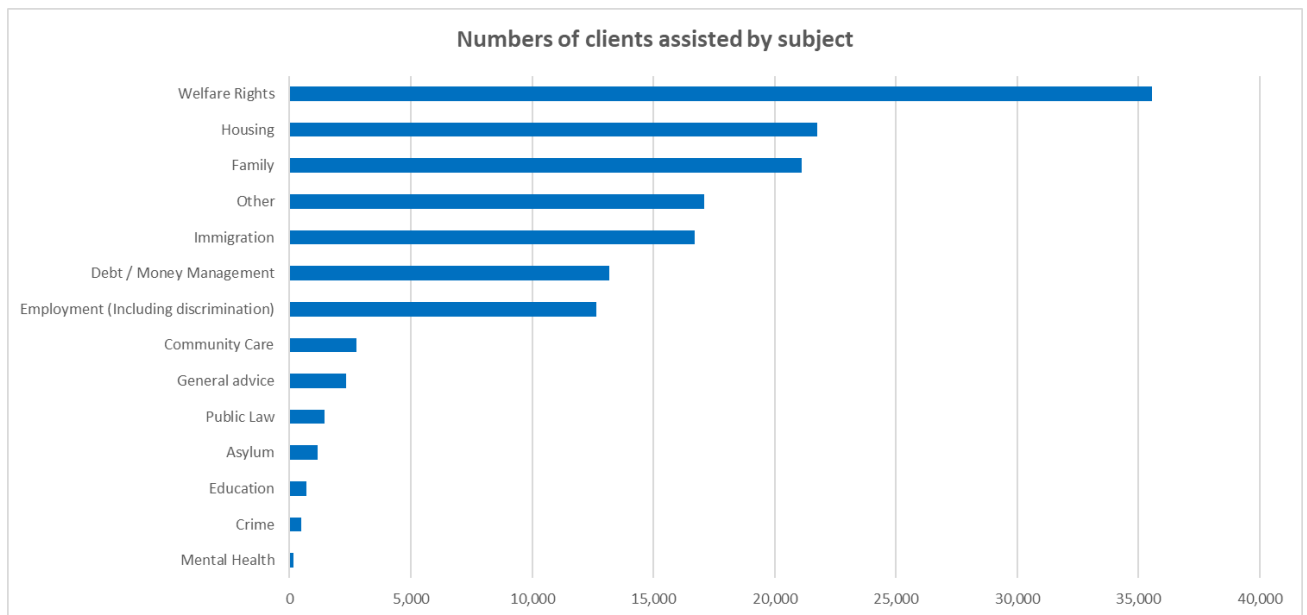
Channels		
Face to face	5%	9181
By telephone	77%	133882
Other channels	17%	30192
Total		173254



- 2.6. The main topics advised on were Welfare Rights, Housing, Family, Other, Immigration, Debt / Money Management and Employment (Including discrimination).
- 2.7. Compared to 2020 survey returns, there were marked increases in the number of clients assisted with family/relationships and employment matters. This is perhaps understandable as the pandemic and lockdown placed new pressures on people's home and work life.

"Family domestic abuse rose 224% in the 3 months following Covid lockdown 1 compared to the previous period and 337% overall during the 12 month period. It now remains at the higher level."

Client numbers by subject	%	n.
Mental Health	0.1%	151
Crime	0.3%	470
Education	0.5%	693
Asylum	0.8%	1142
Public Law	1.0%	1448
General advice	1.6%	2316
Community Care	1.9%	2743
Employment (Including discrimination)	8.6%	12636
Debt / Money Management	9.0%	13164
Immigration	11.4%	16703
Other	11.6%	17096
Family	14.4%	21115
Housing	14.8%	21751
Welfare Rights	24.2%	35565
		146993



2.8. The total number of cases dealt with (as opposed to the individuals figure given at 2.2 above) was 146,993. Not all individuals assisted become a 'case'. This compares with 169,294 cases reported in 2020: a significant fall in case numbers. This may be explained by channel shift: agencies have managed to maintain overall client numbers by shifting their service to telephone, but have been able to take on less casework.

2.9. 'Other subjects listed by agencies were:

- Asylum support appeals
- Bail from immigration detention
- Civil legal issues
- Consumer
- Utililites & communications
- Discrimination and hate crimes
- Crisis Navigation
- Immigration - statelessness only

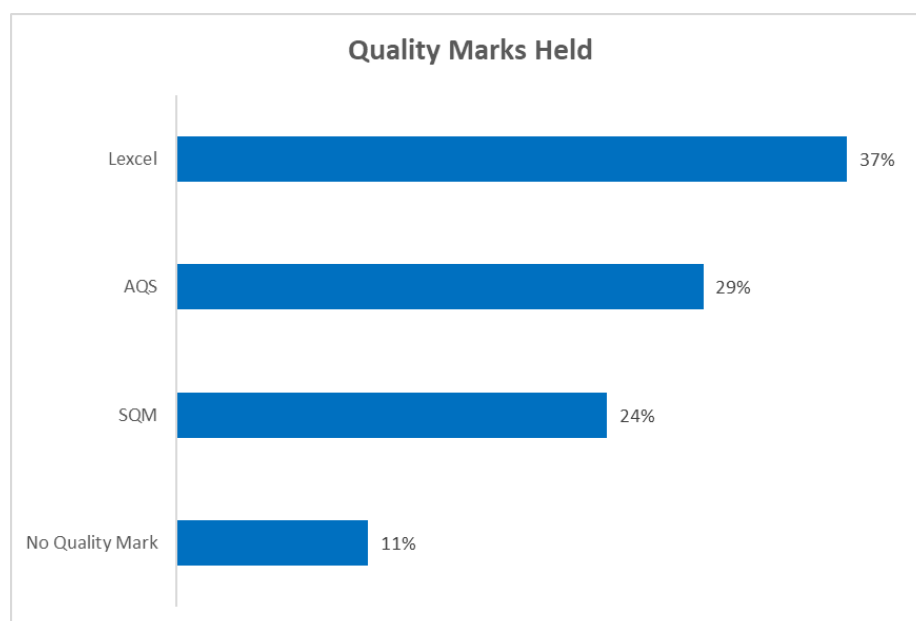
- Wrap around support
- Policy & campaigns work
- Tenants' voice
- Client engagement
- Emergency support
- Planning
- Prison Law
- Public Law when connected to Immigration or Housing
- Windrush Compensation Scheme
- Pro bono clinics on family, consumer, employment, housing, general civil litigation, family, tax, small claims and litigation, crime, PI, and other issues
- Trafficking compensation claims,
- Claims against public authorities
- Victims of crime
- Licensing for private hire drivers

2.10. As the 2020 survey report noted, the number of cases would usually exceed individual client numbers as most clients will present several often-linked issues or matters, which are recorded as separate cases or issues.

2.11. For 9 of the cohort, cases opened did exceed the number individual clients helped. And again, as noted in the 2020 report, the COEx cohort includes a variety of advice agencies working in different ways, scales and settings and their definitions of 'cases' varies. One agency had contact with 44,600 individuals across all channels but opened just 68 cases. Another assisted 23,700 individuals with over 43,000 different issues.

Quality standards

2.12. Lexcel is the most popular quality mark for COEx members. Three agencies reported holding more than quality mark.



2.13. No agencies reported any serious concerns being raised at their last quality audit.

3. Covid-19 impact

- 3.1. In the 2020 new questions were added to capture the impact of Covid-19 on the COEx cohort. Responses showed a big impact on clients, demand, services, channels, staffing, volunteering and funding.
- 3.2. The 2021 survey asked agencies about the on-going impact of Covid-19 on services, staffing/volunteering and on funding. Many long and detailed responses were received, many of which relate to the specific services and client groups for agencies concerned. In this report the key themes are referred to.

Impact on advice areas, delivery channels and numbers of people helped

- 3.3. COEx agencies had to adjust services rapidly to new operating conditions in 2020 and have continued to adapt as Covid-19 rules have changed.
- 3.4. Client numbers have held up generally well and most respondents said that demand is now rising as Covid-19 restrictions, rules and provisions have been removed, but this does depend on the focus/specialism of the agency. Housing, debt and some immigration matters reduced during the lockdown, but the removal of Government protections from eviction etc have heralded a sharp rise in demand. Redundancy issues also rose during lockdown, and, as previously noted, domestic violence and abuse cases have risen.
- 3.5. All agencies have had to switch largely to remote channels, of course. Most reported great success with this – maintaining client numbers and introducing new communication methods including video links and WhatsApp that some clients now prefer. However, there is concern for clients who find remote and digital interaction difficult. As rules permit, face to face services have been introduced by many agencies. This has required agencies to re-equip offices to be Covid-secure, at often considerable cost.
- 3.6. Some agencies have stated that they will not return to pre-Covid-19 service arrangements, but they are making arrangements for people who find telephone and digital channels difficult:

“In order to ensure our services remain accessible to all, including those who find telephone advice difficult, we have created a Meet & Greet team in each of our offices. Our Meet & Greet team are in our reception areas to support anyone who comes in person looking for advice. They will explain how to access our Adviceline service and make sure they are happy to do so – giving them support within the office to do so if needed. They also deal with client documents, ensuring specialists have the paperwork uploaded when they need it, and support clients during video calls if they are not digitally confident.”

- 3.7. Telephone work is also proving a challenge for agencies dealing with complex issues and distressed clients:

"The legal team have also found that they are doing more intense work with clients and needing multiple phone appointments where one face to face would normally be enough initially. This is partly due to clients feeling alone/isolated - often the adviser is the only person they've spoken to that week - and also because some of the issues being discussed are distressing and a remote appointment is more impersonal in that situation."

- 3.8. Telephone and digital channels will also continue to pose a real barrier for some client groups:

"We have considerable concerns about reaching young people and destitute children with No Recourse to Public Funds who are some of the most vulnerable in society and are experiencing digital exclusion."

- 3.9. Some COEx agencies have found new ways to reach out: delivering training and webinars and creating new web content on topical issues:

"...we produced a 'Covid - separated families and contact' page to outline the legal position, with respect to child arrangements, in the context of the pandemic. This was the top viewed page nearly every month, since it was produced towards the end of 2020, through to March 2021."

Impact on staffing and volunteering

- 3.10. The general picture is that volunteer numbers have gone down significantly during the pandemic, while paid staff numbers have been maintained or, at least temporarily, increased.
- 3.11. The move to remote working made it difficult for many COEx agencies to provide the supervision needed, particularly by less experienced volunteers. For some agencies, equipment for remote working was also a barrier to engaging volunteers. GDPR compliance means that, for some agencies, use of personal IT equipment was not allowed and provision of equipment by the charity could not be afforded.

"We had 31 volunteers at start of year 83% of volunteers left during the pandemic and did not return."

- 3.12. Several respondents will be aiming to reintroduce or kickstart volunteering in 2022.
- 3.13. Just one respondent mentioned reduced staffing, but several had to furlough staff.
- 3.14. Covid-19 related funding has enabled some agencies to recruit additional staff and this has off-set the loss of volunteers for some.
- 3.15. Several agencies reported the impact of the pandemic on staff and volunteer physical and mental health and morale. Staff have often felt more isolated by remote working

and have dealt with some very distressed clients and many in very desperate circumstances.

“Capacity within the organization has reduced as a result of staff sickness. The Mental Health and Wellbeing of staff is an ongoing concern. We have been unable to use volunteers due to the need to work remotely and reduce numbers in the office.”

Impact on funding

- 3.16. 70% of respondents mentioned that they had received additional Covid-19 related funding but that it had either come to an end in 2021 or will do in 2022. Several respondents mentioned the importance of the Community Justice Fund.

We did receive emergency Covid-19 funding in 2020/2021 but this has not been extended although we have received further funding from Wave 2 of the Community Justice Fund.”

- 3.17. Agencies with legal aid contracts saw a big fall in income. They have had to rely on emergency Covid-19 funding.

“In 2019 40% of our income was from legal aid work. That fell dramatically due to the pandemic, and in 2020 just 22% of our income came from legal.....During 2020 we raised approximately £175,000 in COVID-19 emergency grant funding. This saw our grant funding increase to 72% in 2020, when it had been just 50% (in 2019). This year we have raised a further £80,000 of grant funding from emergency Covid-19 sources.”

“Legal Aid income not only covers the costs of the Housing lawyers (albeit after a period of time as cases are paid upon closure) it also makes a contribution to other advice areas, so is central to our sustainability strategy. We were fortunate to secure Covid-19 relief funding which enabled us to continue to provide services and help with our cash flow. Unfortunately, most of the funding ended in March 2021.”

“Our legal income fell by £227,681 – 57% from the previous year. This was due to the closure of the courts and slowing down of statutory decision making that drives much of our casework.”

- 3.18. Many respondents mentioned the generosity and understanding of funders but noted that some trusts and foundations have shifted their priorities in light of the pandemic and competition for resources has increased. However, some COEx agencies have had more success with funding bids during the pandemic.

“We have been much more successful in fundraising since Covid-19 began, Previously we have found it difficult to raise money to prevent homelessness

when competing with other charitable organisations who were working with people who were already homeless such as rough sleepers. I don't know whether, due to Covid-19, this was because there was more money available to applicants or whether increased priority was given to homelessness or a both."

"We received grants totalling 105,000 from the CJF. This has not been extended. We also two received smaller grants from the London Emergency Fund to help with adapting to remote working. These grants were crucial in seeing us through the year, but there are now concerns about future funding because so many funders have shifted their priorities"

"We were extremely fortunate in receiving emergency funding in 2020/21, however none of this funding was extended beyond the end of the financial year, whilst the challenges of high demand and limited resources has continued. Our trustees have committed reserves to limit the impact of this if additional funding cannot be sourced, however this is not a situation that can continue. Whilst other funding sources have gradually begun to open up, this is only in the last few months and available funding is often lower, with extremely high competition. We have been working with local partners to try to access local funding successfully wherever possible."

"Initially we received a good amount of support. But that has all now gone. Many of our traditional funders are more involved in COVID funding and therefore as our existing grants end it is increasingly difficult to find additional funds."

"We were fortunate to receive a number of specific Covid-19 grants in the first wave. These have all ended, but some were emergency funding from our existing funders, so the substantive funding is ongoing. We have noticed an effect of receiving multiple emergency grants in a short amount of time, when applying to new funders and their consideration of our accounts. We have had to carefully explain - either within the application, or orally at an assessment meeting - that what looks like a higher than usual income doesn't mean that is available to us. Fortunately, they have understood the circumstances that the grants were made in, and the emergency nature meaning funds had to be spent in a short period."

3.19. Some of the funding that agencies have accessed during the pandemic has enabled them to introduce new and successful ways of working.

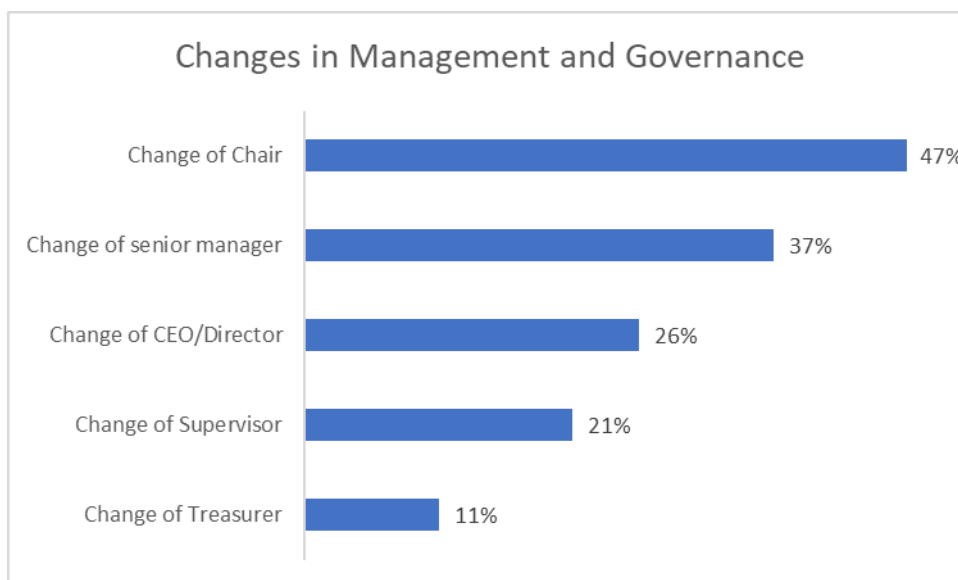
We were able to obtain covid related funding of £332,526 which covered our legal income loses, enabled us to obtain the equipment for remote working – laptops for all casework staff as well as taking on a part time discrimination caseworker and 2 crisis navigators. The crisis navigator role enhances our ability to make a difference in our clients lives by completing grant applications and performing a full benefit check for each client while they get casework support from our housing, welfare benefits and debt teams. This makes a real difference in resolving their underlying debt issues and stabilising their housing situation so

that they can avoid crisis in the future. In a short time have had extremely positive results.”

4. Leadership, staffing and governance

4.1. Respondents were asked about any significant management or governance changes in the last 12 months. 50% of respondents had seen changes.

4.2. The following changes were reported:



13 COEx agencies had seen changes of trustees and while 39% of these had managed to replace people who left the Board, 61% had not replaced or had only partially replaced lost trustees.

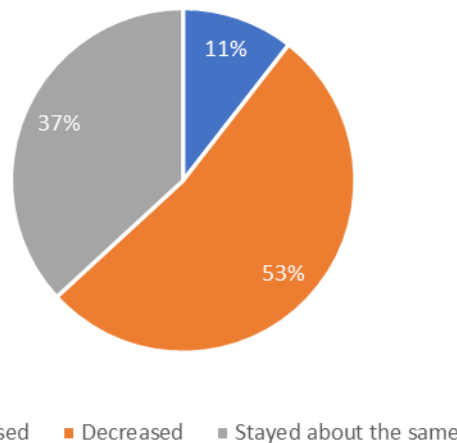
Staff and volunteer roles and levels

4.3. The COEx cohort employ and engage an average of 30 full time equivalent staff and volunteers per week. The average has increased from 22 in 2020. The total number of staff and volunteers reported by agencies has overall increased from 859 in 2020 to 1141 in 2021. It will be interesting to see if this changes in 2022 as short-term funding ends.

Staff and volunteers engaged	Total number	Average	Range
Solicitors / Caseworkers / Advisors	420.0	11.1	2 to 23.6
Other frontline / service delivery staff	137.3	3.6	2 to 30
Admin and support Staff	104.7	2.8	1 to 7.6
Management staff	85.0	2.2	0.25 to 9
Volunteers (average FTE per week)	394.9	10.4	0.2 to 40
	1141.7	30.0	

4.4. Every COEx agency engages volunteers. But volunteer numbers had fallen for 53% of respondents. These agencies reported the difficulty of supporting, supervising, training and equipping volunteers to work remotely.

Has the number of volunteers you engage increased or decreased over the past year?



- 4.5. However, this is not the case in all agencies. 37% had seen an increase in volunteering. Several of those who had seen a fall in volunteer numbers were now beginning to recruit new volunteers.
- 4.6. Indeed, volunteer losses seem to have slowed down since the 2020 survey, when 62% of COEx agencies had reduced numbers of volunteers.

After dropping during lockdown, we have recently had a substantial increase in the number of volunteers we engage. This is due to the fact that we recently employed a Volunteer Co-ordinator who has dedicated a great deal of time to volunteer recruitment as well as the fact we have found it easier to engage volunteers as restrictions have eased. We now have 39 volunteers up from approximately 19 this time last year. This is a percentage increase of 105%.

- 4.7. Staff turnover averaged 15% across those agencies who had lost staff during the year. This was up from just over 10% across the cohort in 2020. The range was 0-40%.

"9 staff have left in 12 months (8.4 FTE / 30.8 current total FTE). This level of turnover feels high to us - though hard to tell as we're growing. We think externally driven by Covid but at the same time we're finding it hard to recruit to some positions (basically all positions except paralegal/trainees for which there is so much demand that is hard to process)."

- 4.8. The most common reason for turnover was people finding new jobs.

Reasons for staff leaving		<i>n.</i>
Redundancy (loss of funding)	6%	2
Redundancy (restructuring)	10%	3
End of fixed-term contract	19%	6
Found new job	77%	24
Retirement	16%	5
Dismissal other than redundancy	10%	3
Ill-health/passed-away	3%	1

Governance

- 4.9. 31 COEx agencies (82%) have formal role profiles for Trustees. This has increased from 21 in the 2020 survey.
- 4.10. 9 respondents had carried out a Board skills audit in 2021. 8 others reported that they had completed a skills audit within the last 18 months or were planning to conduct one shortly.

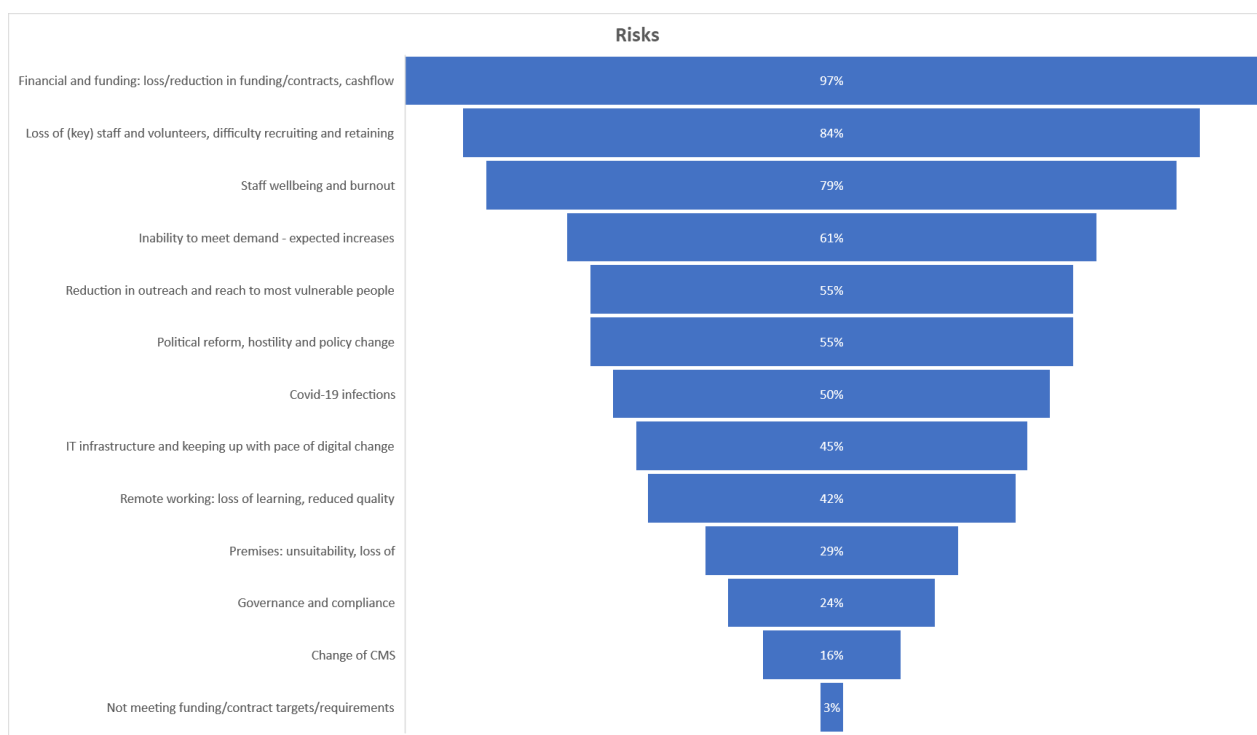
5. Performance monitoring

- 5.1. 33 respondent agencies (87%) monitor staff performance against targets – up by one agency from 2020. Performance is monitored via billing and casework targets, time recording, calls answered data, supervision and appraisal.

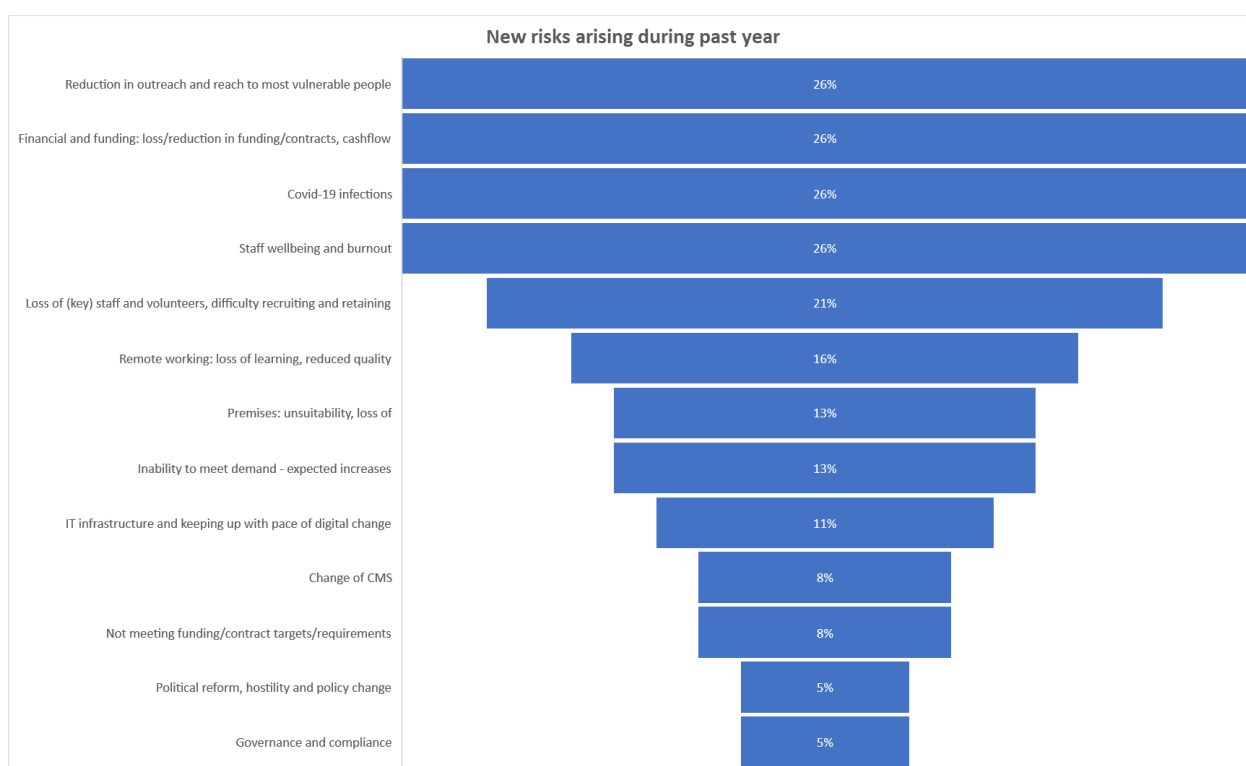
6. Risk, challenges and plans

- 6.1. The chart below shows a heat map of risks mentioned by respondent agencies.
- 6.2. As with the 2020 survey, this shows financial and funding loss risks experienced by nearly all COEx agencies. However, other risks have increased prevalence amongst the cohort in 2021. Loss of key staff is now a risk for 84% and staff wellbeing and burnout has risen from 29% to 79% in 2021.

Risk		<i>n.</i>
Financial and funding: loss/reduction in funding/contracts, cashflow	97%	37
Loss of (key) staff and volunteers, difficulty recruiting and retaining	84%	32
Staff wellbeing and burnout	79%	30
Inability to meet demand - expected increases	61%	23
Reduction in outreach and reach to most vulnerable people	55%	21
Political reform, hostility and policy change	55%	21
Covid-19 infections	50%	19
IT infrastructure and keeping up with pace of digital change	45%	17
Remote working: loss of learning, reduced quality	42%	16
Premises: unsuitability, loss of	29%	11
Governance and compliance	24%	9
Change of CMS	16%	6
Not meeting funding/contract targets/requirements	3%	1



- 6.3. The change in the general spread of reported risks may be partially explained by the 2021 survey design. In 2020 we simply asked agencies to state the risks they faced and then analysed and grouped comments.
- 6.4. However, in 2021 we asked agencies to select any of this resulting list that applied. We asked COEx agencies about new risks that had emerged during the year. The results show that agencies are concerns about their reach to vulnerable clients and many have reported new risks emerging around funding, staff wellbeing, burnout and loss and Covid-19 infections.



“None of these are completely new over the last year. However, some have been particularly exacerbated during the pandemic, such as the continuing impact of covid infection, remote working, staff wellbeing, financial risks, capacity to meet demand.”

- 6.5. We asked agencies to state their top five risks in the year ahead. Financial and funding risks were mentioned by all agencies at least once in the risk register. Twelve agencies specifically referred to risks around their legal aid income and cashflow. The threat of the loss of funding from national funding streams such as MaPS and Help to Claim, both of which are being recommissioned in 2021/22 with different delivery and contractual models, were also flagged.
- 6.6. 30 COEx agencies (81%) also reported the risk of loss of staff, volunteers or trustees and the inability to recruit new team members.
- 6.7. 15 agencies (40%) were concerned about the risk of poor staff wellbeing and burnout.

“Staff wellbeing/burnout is of significant concern as we near almost two years of working remotely. The isolation of remote working has certainly impacted staff wellbeing.”

- 6.8. Also appearing on at least 20% of agencies’ registers were the following risks:
- Inability to meet rising demand.
 - Political and policy reform and hostility.
 - Covid-19 infections and uncertainty
 - Loss or unsuitability of premises
- 6.9. Also of note, as risks mentioned by four or more respondents were:
- Governance and compliance risks, associated with regulatory burdens on agencies
 - Drops in productivity, quality and learning resulting from continued remote working.
 - Ability to reach (vulnerable) clients.
- 6.10. Only one agency mentioned IT failures and cybercrime.

Strategic plans, successes and challenges

- 6.11. Five agencies stated that they did not have a strategic plan in place for the next twelve months identifying priorities, outcomes and measures. They were all in the process of developing one. They were not the same agencies that said they did not have a plan in 2020.
- 6.12. Agencies were asked about any particular successes, issues or challenges they had faced over the past year. Most of these were specific to the agency concerned and will be helpful to refer to as LLST and its consultants work with the agency. However, there were some general common themes:

- Many agencies reported their success in being able to switch to remote working, telephone and digital channels.
- A few agencies noted difficulties with recruitment of advisers and specialist staff.
- The prospects of loss of key funding streams in 2022/23 was noted by several agencies.
- The challenge of the drop in legal aid income affected several respondents.
- An increase in demand was expected by many respondents.
- The stresses placed on staff teams were noted.
- A change in client profile was identified as an issue by several agencies. This echoes the comments made regarding Covid-19 impact.

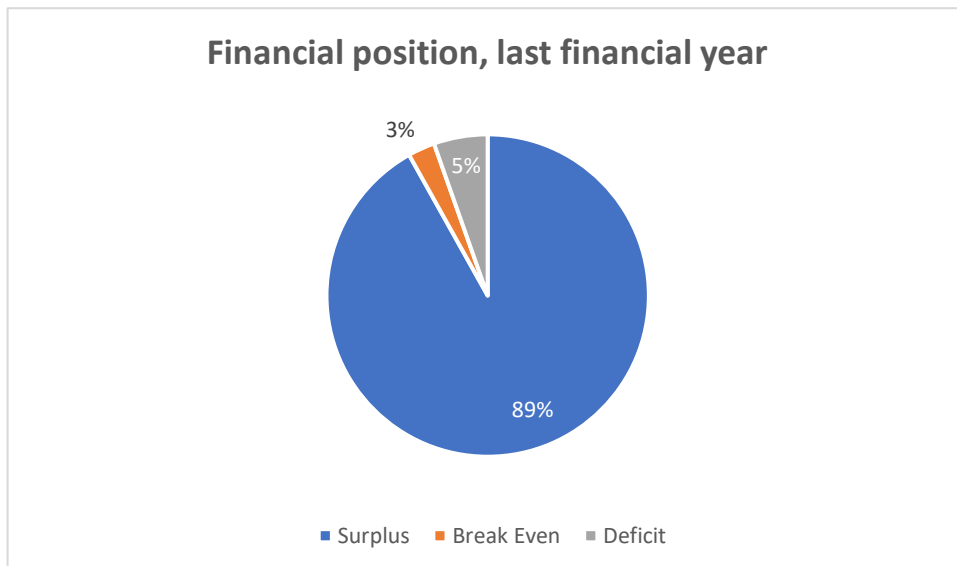
7. Finance and funding

Reserves, surpluses and deficits

- 7.1. COEx agencies were asked to set out their reserves policies and state how much money they are currently holding in unrestricted reserves. Answers are useful when working with individual agencies but have not been analysed in detail or aggregated for this report. However, it is noted that 10 agencies (26%) of the cohort have free reserves levels below policy at the time of the survey. This is an improvement on 2020 when 15 COEx agencies had insufficient reserves.
- 7.2. Reserves held ranged from £20,000 to £3.32m, with an average of £435,369 per agency.
- 7.3. All but one (97%) of COEx agencies use cashflow projections to manage their finances – again an improvement on 2020 when four did not.
- 7.4. Only one agency stated they were having cashflow problems. As in 2020, this was due to reductions in fee income.

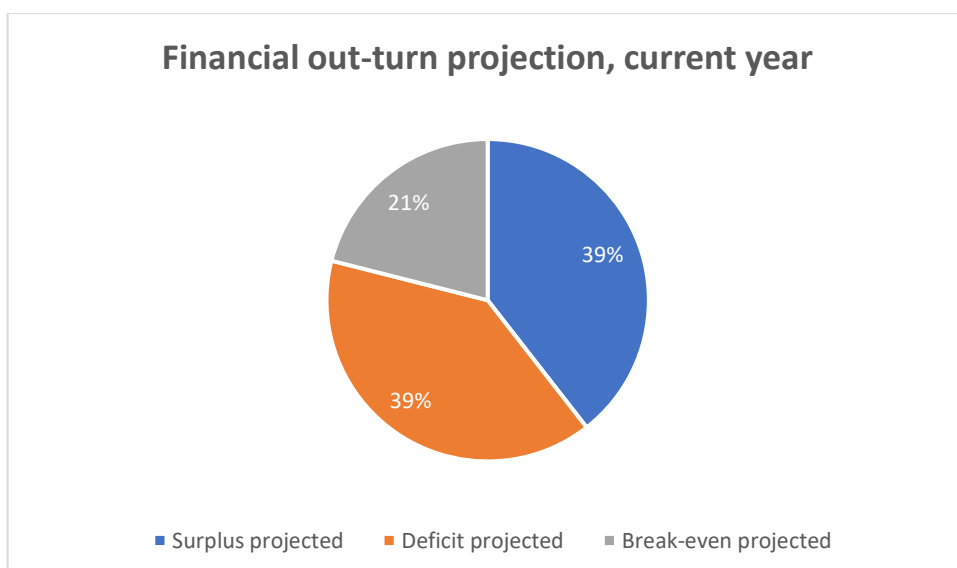
“We had problems in the early part of last year, largely because of the time lag with LAA payments, but have managed to get on a more even keel thanks to the CJF grant. However, our overall reserves contain £87,000 of WIP and so things are still precarious.”

- 7.5. Five COEx agencies said they owed money other than normal trading debts. Money owed included a loan of £3.6m for premises refurbishment, £21,000 pension deficit, money owed to union branches, Legal Aid Agency debt and a mortgage.
- 7.6. At the end of the last financial year, 34 (89%) of COEx agencies had a surplus. This compares favourably to the 2020 position, when 30 (79%) of respondents had a year-end surplus.



- 7.7. Projections for the end of the current year show that 15 agencies (39%) are projecting a surplus and 8 (21%) to break even. Those projecting a deficit had increased from six in 2020 to 15 (39%) in 2021.
- 7.8. Five of the six agencies that were projecting a deficit in the 2020 survey were also projecting a deficit in the 2021/22 year. One of the six was now projecting break-even.
- 7.9. The five projecting a deficit in 2020/21 were joined by 10 other agencies.
- 7.10. So, despite short-term boosts to funding during the pandemic, the overall picture is that more of the COEx cohort is struggling financial that it was a year ago. In 2020, 32 agencies were aiming for break-even or surplus and just six were heading for a deficit.

“Drop in funding in 21-22 year is being seen due to emergency funding ending, taking time to build up legal aid billing again, as well as funders being more selective after giving significant funding during 20-21.”



Financial planning and management skills

- 7.11. 32 (84%) of COEx agencies believed they have the financial planning and management skills they need. Six do not. There has been a fall in the number believing that have the skills needed from 35 (92%) in 2020.

“As a small charity staff resources are key. Currently the finances are run by 1 member of staff and given the increase of work to fundraise to fill any gaps in income streams, there is added pressure to deliver work outside the 'normal' finance duties. Extra help is being considered but there are financial constraints.”

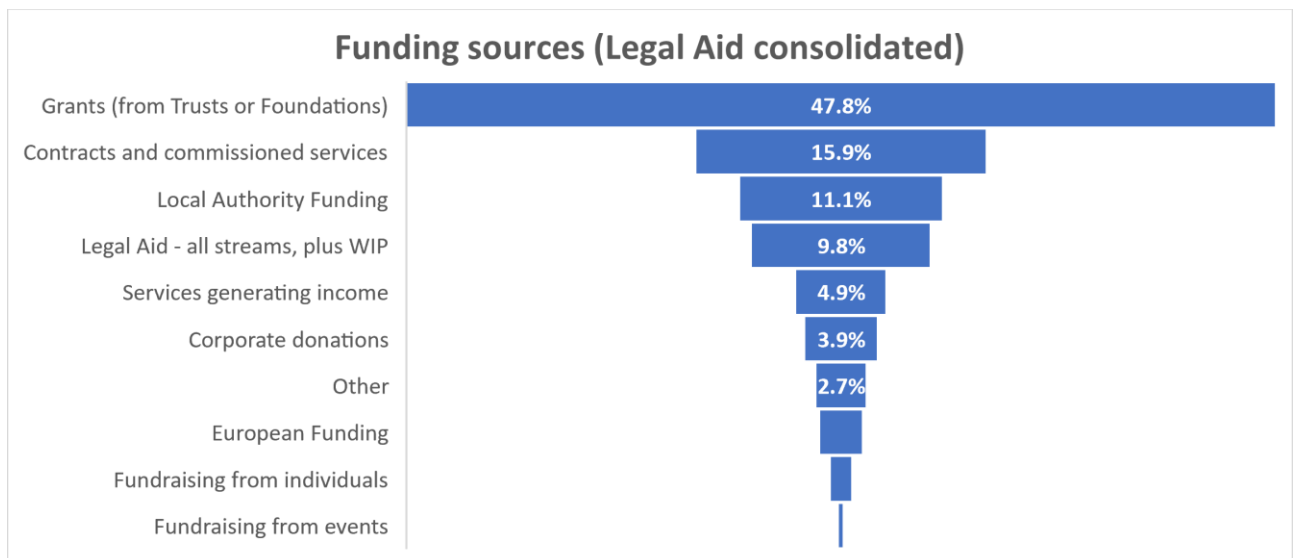
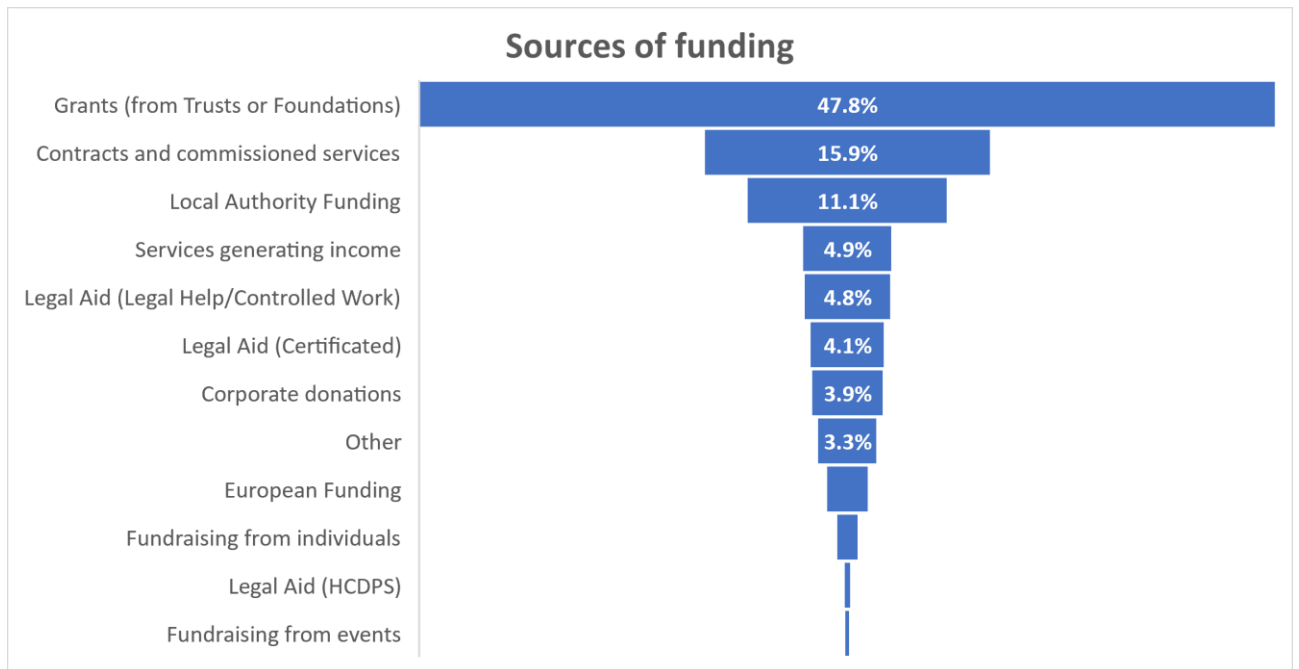
“In our last audit we agreed with our auditor that our current way of determining the recoverability of our WIP is not sufficiently robust... and we don't know how to come up with a better method. Expertise in forecasting casework income / determining the value of billable work and testing the actual recoverability of our work would all be helpful.”

- 7.12. Agencies listed needs including the following. These needs are consistent with this expressed in 2020.

- Formal training for finance officer
- Professional fundraising and financial management expertise at Board level.
- Training on legal aid finances for trustees.
- Financial oversight training for non-finance trustees.
- Assistance with legal aid billing
- Training on QuickBooks.

COEx agencies' income

- 7.13. The total income in the last full financial year reported by COEx agencies was £42,073,799. This compares favourably with total income of £34,866,985 in 2020. COEX agency income has increased by £7.2 million in 2021.
- 7.14. The income range was from £165,000 to £3.4 million. Average income per COEx agency was just over £1.1 million.
- 7.15. Income sources in 2021 are shown in the charts and table below. 63% of respondents hold a contract with the Legal Aid Agency. The second chart consolidates all income from this source.



Funding sources	Total	Average	Range from	Range to	Number funded	%
Grants (from Trusts or Foundations)	£19,576,565	£515,173	£104,927	£1,982,834	38	47.8%
Legal Aid (Legal Help/Controlled Work)	£2,136,694	£82,181	£11,730	£334,411	26	15.9%
Legal Aid (Certificated)	£1,478,285	£98,552	£10,000	£501,618	15	11.1%
Legal Aid (HCDPS)	£133,647	£16,706	£288	£73,459	8	4.9%
Local Authority Funding	£4,921,106	£246,055	£7,000	£552,896	20	4.8%
European Funding	£936,249	£234,062	£38,498	£897,751	4	4.1%
Contracts and commissioned services (e.g. Debt Free London, Services generating income (i.e. DBAs, CFAs, fixed fees)	£6,592,054	£366,225	£31,403	£1,631,743	18	3.9%
	£2,240,738	£117,934	£900	£780,386	19	3.3%
Fundraising from events	£96,150	£5,656	£707	£50,625	17	2.3%
Fundraising from individuals	£456,274	£19,011	£56	£81,064	24	1.2%
Corporate donations	£1,622,806	£70,557	£800	£404,962	23	0.3%
Other	£1,883,328	£99,123			19	0.2%

7.16. There was a similar spread of funding sources in 2021 as in 2020. However, legal aid income fell as a percentage in 2021, and grants and contract income slightly increased.

7.17. Other income includes:

- Bank Interest
- HMRC Covid 19 Job Retention Scheme
- Union contributions
- Legal Aid Work in Progress
- Training events and conferences
- Citizens Advice Help to Claim
- Office rental
- Consultancy
- Trading activities
- Investments
- Citizens Advice – Immigration Advice
- Support through Court – family solicitor
- Furlough scheme income

7.18. 24 (63%) of COEx agencies have income from the Legal Aid Agency – one less than 2020.

7.19. As in 2020, a substantial amount of funding was new. It has not been possible to put a figure on this as not all agencies have specified the sum. Common new sources of funding mentioned include the Community Justice Fund and a number of Covid-19 relief funds from the National Lottery Community Fund and others.

- 7.20. 16 (42%) of respondents expected income streams to stay the same in the next financial year. 17 (45%) did not expect this. Five did not know (13%).
- 7.21. As may be expected, many COEx agencies' funding streams will be coming to an end in 2022. Many of the cohort face an uncertain future as the impact of the pandemic increases client need and demand and affects funding streams. 12 respondents (32%) reported funding coming to an end in 2022. Most commonly mentioned streams were Help to Claim (Universal Credit claim support) and Debt Free London (MaPS).