

# Chief Executive Officer

Appointment Brief  
February 2020



## advocate

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Finding free legal help  
from barristers

### Jenny Hills, Director

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HarrisHill  
charity executive search



## Welcome from the Chair

**Advocate's focus is on access to justice for those without means.**

The charity makes the expertise of the Bar, a major branch of the legal profession, available to vulnerable people who need that help but cannot afford to pay for it and cannot get legal aid. Expert advice and representation from a barrister is provided in all areas of law, and in all courts and tribunals in England and Wales.



We have a small but hard-working and very committed staff team at the heart of this. But this team connects with thousands of barristers across England and Wales who have agreed to help. Hundreds of barristers' clerks and practice managers are also involved in this effort. Barristers also donate or fundraise the larger part of the financial resources to enable Advocate to operate.

The impact of all this on the lives of vulnerable people should not be underestimated. The need for what the Bar helps to meet through Advocate is huge. We have a strong reputation, but we need to redouble our efforts and constantly improve our arrangements to meet as much of that need as we can, and at the highest standards. Technology has an important part to play.

Advocate does not act alone, and this is a point I particularly emphasise. Advocate works alongside other key pro bono and advice charities. It is part of an increasingly recognisable access to justice sector. It is a key participant in the National Pro Bono Centre, which will move this year to new premises from which greater service and support can be provided to the sector and to the benefit of the public who need its help.

This is an exciting time to join Advocate as CEO. To help us develop the charity and what it does. But also to play a signal part in the access to justice sector as a whole. The board will wholeheartedly support the CEO devoting appreciable time to collaboration, cooperation and strategy across the sector.

If you are passionate about access to justice, respect the commitment of the legal profession to reach out to vulnerable people, and have the experience and energy to provide the leadership needed for the next chapter, we would very much like to hear from you.

**Sir Robin Knowles CBE**  
**Chair of Trustees, Advocate**

If you are potentially interested in the post and would welcome an informal and confidential conversation, please contact our advising consultant **Jenny Hills**, Director at Harris Hill Executive Search on **020 7820 7321** or via email at [jenny.hills@harrishill.co.uk](mailto:jenny.hills@harrishill.co.uk)





### Who we are

#### Introduction

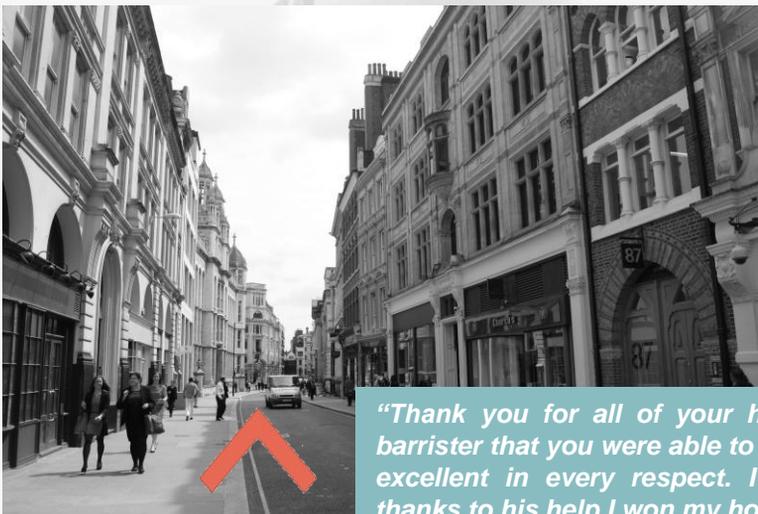
**We exist because committed barristers across England and Wales care about access to justice for everyone.**

Advocate is the Bar's national charity that makes it possible for barristers to balance a dedicated practice with making a significant contribution to the community. We believe that fair and equal access to justice is the foundation of our society. That the quality of your legal representation shouldn't depend on the depth of your pockets, but the merits of your case.

Our relationship with the Bar is vital, as it is both our source of funding and of the volunteer pool that delivers our service. That service is providing access to justice for everyone, and we are continuously working to expand our reach to people who need our help. The work is vital, it makes huge positive impacts in people's lives, and is in ever-increasing demand.

We are part of the National Pro Bono Centre, a charity in itself and a physical hub based in Chancery Lane for pro bono charities across the legal sector. There are currently 7 charities in the Centre, of which Advocate is the largest. The Centre was formed 10 years ago to encourage cross-working in the charity legal sector. Taking an active, leadership role in further developing access to justice and cross-sector working among charities in this space will be an important aspect of the Advocate CEO role. Here is a link to the Centre's [website](#).

We are an independent charity with a non-executive Management Committee (Board of Trustees), and 14 staff and volunteers and in our London office. This office supports the 100 senior barristers who volunteer as case reviewers and the 4,000 barristers across the country who volunteer for us. The majority of the London team is made up of both permanent and volunteer caseworkers who are the backbone of Advocate, supported by fundraising and communications.



*"Thank you for all of your help with this matter. The barrister that you were able to find for me was absolutely excellent in every respect. I am pleased to say that thanks to his help I won my housing benefit appeal."*

**Advocate applicant**



### Who we are (continued)

#### History

Advocate was established as the Bar Pro Bono Unit in 1996 by a compassionate QC who recognised the public need for free legal help to be available to those who could not afford it. He started the charity with a part-time administrator working from a small room in Gray's Inn, a panel of 350 volunteer barristers and received 250 applications for help in the first year.

Fast forward through two decades and the removal of legal aid from many areas of law, we now receive over 2,000 requests for help annually and have 4,000 barristers (a quarter of the Bar) on our panel.

From 1996 to now, we have helped thousands of people achieve the access to justice they deserve. Over the years, we have established successful partnerships with charities and professional bodies across the sector to deliver free legal advice and advocacy where it is most needed.

You can find a more extensive history of our organisation [here](#).

### Case study – Sanath's story

Sanath\*, a refugee working a minimum wage job in a petrol station, carefully put into the bank his £10,000 compensation payment for an accident at work. Over the next month a fraudster used his card to withdraw the money, leaving him with almost none. When Sanath told the bank, they refused to reimburse him. When he took his complaint to the police, they not only didn't believe him, they brought a criminal prosecution against him for bringing a false claim.

A Cambridge professor gave evidence explaining how the card fraud might have taken place, but the financial ombudsman was unmoved and refused to make an award.

Advocate found a barrister for Sanath who said that his honest nature and holes in the bank's case meant that a District judge believed Sanath's story and awarded him a complete refund, with interest and fixed costs. He is now a British citizen and training to be an accountant.

*"I would have not managed to instruct a barrister even if I could have paid any amount. I am very grateful to Advocate for arranging such a good barrister for me. He did not only help me, but was also friendly and provided emotional support."*

**Advocate applicant**

\*Names have been changed.

You can find more examples of applicants' stories [here](#).





Finding free legal help  
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## About us

### What we do

We match members of the public who need free legal help with barristers who are willing to donate their time and expertise in deserving cases for those who are unable to obtain legal aid and cannot afford to pay. We are the only pro bono charity to provide access to legal assistance in all areas of law, in all courts and tribunals across England and Wales.

*“Pro bono work has offered opportunities for oral advocacy that are not always easy to come by, it has enabled me to appear before different judges, and to expand the areas of expertise in which I practice. It has allowed me to balance my commercial practice with other kinds of interesting cases.*

*The personal element of pro bono work is most rewarding. There is enormous satisfaction in being able to make a positive impact on the circumstances individuals face in their lives and to do it without fuss or fanfare.”*

**Derek Spitz, One Essex Court, Pro Bono Ambassador and Advocate volunteer barrister**

### How we reach applicants

Applicants can apply to Advocate via either their local Law Centre, Citizens Advice or through their local MP. Additionally, those that receive help from on-the-day schemes can also be referred to us by their barrister. The caseworkers are the first point of call for our applicants, making sure that the applications are complete and that we have as much information as possible about the problem. Advocate can assist in every area of law and in any Court in England and Wales.

Advocate’s casework consists of two main services:

#### **Matching service:**

We receive application forms, usually from a front line organisation. These application forms are assessed initially by the casework team and then in more depth by a volunteer reviewing barrister against a merits and means criteria. Successful cases are then promoted to our volunteer barristers. When a barrister takes on a case, Advocate steps back from the barrister/client relationship, and follows up to capture impact.

#### **Duty Schemes:**

We partner with other organisations, usually Specialist Bar Associations and/or RCJ Advice when in London, to provide on-the-day schemes in courts. This is facilitated via the Bar Standards Board licence issued to Advocate. These schemes exist up and down the country.





### What we do (continued)

#### Our volunteer barristers

Completed applications are then sent to a team of volunteer reviewing barristers who assess them for legal merit and financial eligibility, among other things. Those applications that can be progressed are summarised and sent out to our panel of over 4,000 barristers, who can step forward to take on a case if they have capacity. We rely on the kindness of our volunteers and ask them to commit three days a year, although some do more than this.

Barristers often represent people at short court hearings, but they also offer written advice or draft legal documents where this is appropriate. Most of our cases involve family and employment law, areas that have little or no legal aid coverage.

#### Bar in the Community

We run a project called Bar in the Community, which is run from our office as a charity. Essentially, this is an online portal that connects barristers looking to volunteer their skills and legal expertise to voluntary organisations as a trustee. It was set up to meet demand from our volunteer base to give back in other ways than pro bono work. The CEO of Advocate has oversight of this project, but it does not take up any significant amount of the role's time.

You can find links here for the [website](#) and to the registration with the [Charity Commission](#).

### Case study – Joe's story

Joe\*, a survivor of torture in Ethiopia, was assaulted when protecting his friend from a mugging. He suffered from serious physical and psychiatric injuries, which left him unable to work and struggling with day to day life. He was offered a total of £2,600 in Criminal Injuries Compensation.

Joe's case was matched with two barristers to assist him in his fight for fair compensation. They helped him with his case for ten long years, on a pro bono basis. Their committed support meant he was finally awarded £300,000 from the Criminal injuries Compensation Authority enough to make an incredible difference to his life.

*"I cannot thank the barrister, or Advocate, enough – I would not have been able to get justice on my own."*

**Advocate applicant**

\*Names have been changed

You can find more examples of applicants' stories [here](#).





### Our financial position and funding

#### Our financial position

Our turnover is a little over £800,000. Our main sources of funding are the Bar, the Inns of Court, and barristers (who are invited to make a tax deductible donation to us as the Bar's official charity when they renew their Practising Certificate each year). These lines of income are secure and should remain so as long as these funders are engaged with us and Advocate's case for support is made effectively, which is a significant part of the CEO's role.

This income is supplemented by grants from trusts and foundations, as well as voluntary fundraising by barristers and Inns of Court, such as bake sales and running sponsored half marathons. While the latter activities are not major income sources, they are highly effective ways to engage our volunteer pool and funders and thus have real value to the charity.

Our income has steadily grown over the past several years, as you can see from this [link](#) to our financial history at the Charity Commission's website.

#### Where our funding comes from

Professional individuals (barristers)	26%
Professional bodies: Bar Council and Inns	17%
Chambers donations (Corporate)	14%
Trusts and Foundations	13%
Gift Aid Reclaim	13%
Community	7%
Individual Giving	5%
Events	3%

#### Our core funders are:

- ✓ The General Council of the Bar
- ✓ The Honourable Society of Gray's Inn
- ✓ The Honourable Society of the Inner Temple
- ✓ The Honourable Society of Lincoln's Inn
- ✓ The Honourable Society of the Middle Temple

You can find more details about who supports our work [here](#).

*"My volunteer work been great for my 'job satisfaction' and sense of purpose which carries over into my commercial work. It's also been an incredible privilege to meet some amazing pro bono clients, including indigenous people in remote areas. I do believe I've come back to my commercial work with a refreshed spirit and sense of perspective."*

**Simon Milnes, Advocate volunteer barrister**



### What's next for Advocate

#### Where we are

Last year, through Advocate, barristers appeared at **all levels in the courts and tribunals**, and advised in **almost every area of law**. Advocate also stands behind many of the **one-the-day duty schemes** through which barristers also appear pro bono. All this makes a **life-changing difference to vulnerable users**.

*"I feel so overwhelmed with gratitude for the help that Advocate has given me... without your support and the tremendous help from the barristers, I would have no means of defending myself."*

Homeless single parent  
Advocate applicant, 2019

*"I simply can't imagine how the applicant could have dealt with her opponent in this case without pro bono assistance, and imagine his tactics would have succeeded."*

Her barrister

In the past year, we have **increased our number of reviewers by 31%**, employed a **full-time Fundraising Officer** to explore new avenues for revenue raising, and launched a **new website** that is much more user-friendly and informative.

#### What we're working on

This year Advocate will focus further on an **online application form and a reviewer's portal**, reaching vulnerable applicants who are isolated by their location outside major cities, and completing a **case study** project to get the Bar's **pro bono contribution recognised more widely**.

We now have **4,000 barristers** - a quarter of the profession in England and Wales - **signed up to work with Advocate** and we want to **expand this**, both in terms of increasing the **numbers** of barristers on our volunteer panel and in further driving their **engagement** with Advocate once they are signed up.

To this end, we continue to **work closely with the Bar Council and the Inns of Court** who support us financially, and we also want to **become part of their barrister training programmes** so we can encourage pro bono work right from the start of the training process.

When communicated well, the opportunity Advocate provides to barristers (to work in new areas of law, gain experience and contacts, and at the same time do a huge amount of good in society) is hugely effective in **demonstrating our worth to the profession**. This engagement with something we seek to improve, led by our CEO.

**Increasing numbers and engagement for our panel of volunteer barristers** will enable us to help more people who need it to access justice. We are working to **expand our accessibility to those who would otherwise struggle to access justice** by **strengthening cross-sector working** with our peers in the National Pro Bono Centre, other access to justice charities across the country and with our network of referrers.



### What's next for Advocate (continued)

This cross-working will be aided by the **National Pro Bono Centre's imminent move to larger, more suitable premises at 90 Chancery Lane**, which will provide opportunities for innovative use of the bigger space for meetings and training, and the high-end teleconferencing facilities.

We are in the process of **recruiting new trustees** with a diverse range of experience and perspectives (the current board skews heavily towards legal expertise) and our next CEO will work with the Trustees to set out a clear vision for Advocate's future.

### What success will look like for our new CEO

In three years' time, our new CEO will have enabled Advocate to:

- ✓ Achieve a material increase in the number of people provided with expert advice and representation
- ✓ Sustain excellent relationships with members of the profession and all parts of the Bar and its institutions
- ✓ Maintain its good reputation and strengthen further its financial underpinning

The CEO will also have played a material part in assisting with collaboration, cooperation and strategy across the access to justice sector as a whole.

### Case study – Rebecca's story

Rebecca\*, the sole carer of her five year old daughter, Naomi, received no financial support from her ex-husband, Jonathan. Jonathan suddenly began making false allegations against Rebecca, taking advantage of her previous struggles with mental health and denying her ability to parent Naomi. Jonathan separated mother and child, taking Naomi away and filing a Child Prohibited Steps and Child Arrangement Order.

Rebecca lost contact with Naomi and didn't see her for two agonising years. While trying to navigate what felt like a bewildering legal system alone, Rebecca approached Advocate, hoping that one day she would be reunited with her young daughter.



*"You kind of saved my life. I never said it before but you were amazing so thank you."*

*This case was so important to show that people like me can win! I couldn't have done it without your support."*

**Advocate applicant**

She was matched with a volunteer barrister who represented Rebecca at her three day hearing. The barrister secured an interim order meaning mother and daughter could finally spend unsupervised, quality time together, increasing every few weeks. Rebecca's next hearing will be to fight for overnight stays. Thanks to Advocate, Rebecca is one step closer to being able to provide the same care for Naomi that she once did.

\*All names have been changed

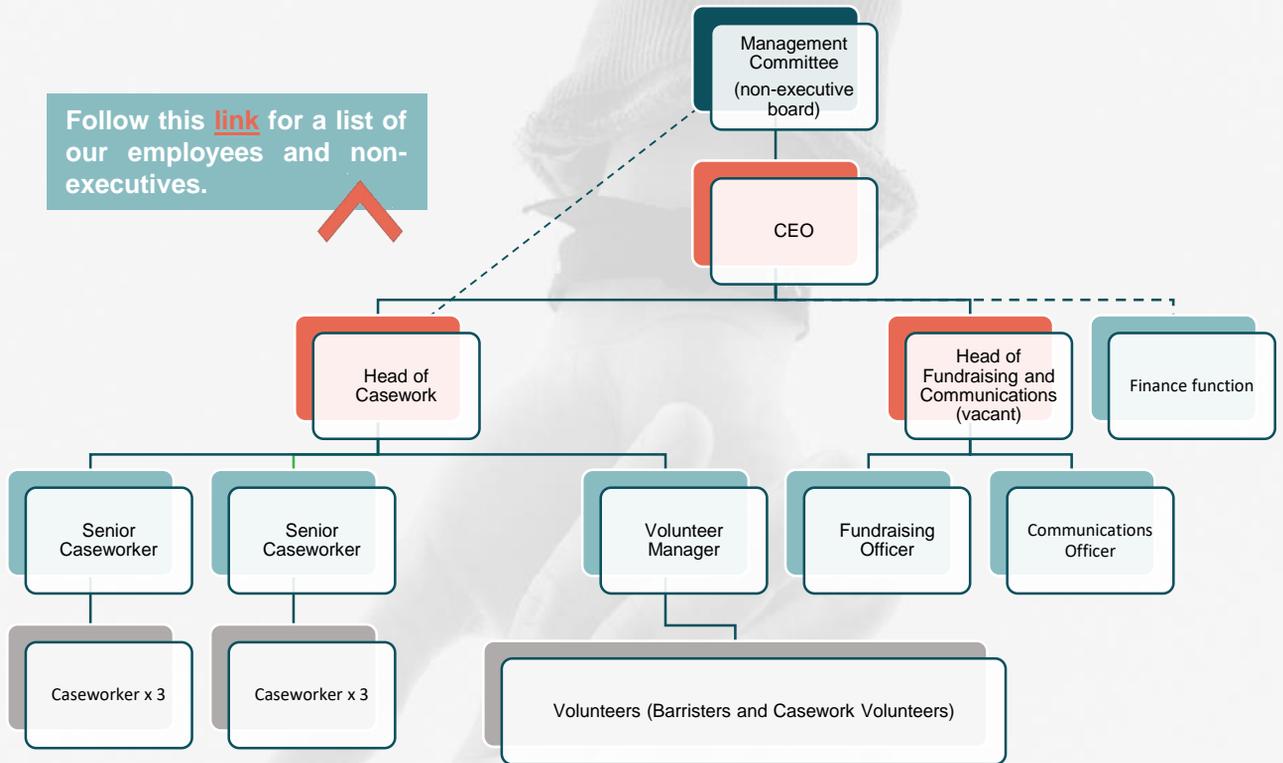
You can find more examples of applicants' stories [here](#).



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## Organisational structure

Follow this [link](#) for a list of our employees and non-executives.



## Case study – Sue’s story

While waiting for her divorce to proceed, Sue’s\* estranged husband forged her signature and took out loans and a mortgage totalling over £7.5 million. Transferring the money beyond her reach, Sue was thrown into crisis, suffering overwhelming debt and homelessness. Her husband then tried to delay divorce proceedings with civil actions designed to break her. With no options left, Sue and her children had to leave their home and turned to Advocate for help.

A team of volunteer barristers helped Sue to fight her husband’s intimidatory civil actions, resulting them being withdrawn and leaving her free to pursue her divorce. Sue said *“I feel so overwhelmed with gratitude... I have found myself in unimaginable circumstances that left my children and me destitute. Without your support and the tremendous help from the barristers, I would have no means of defending myself.”*

*“I simply can’t imagine how the applicant could have dealt with her husband without pro bono assistance, and imagine his tactics would have succeeded.*

*Instead he has had to effectively withdraw from the civil arena and has to fight a battle where the merits (albeit maybe not the law) are in favour of the applicant.”*

**Sue’s volunteer barrister**



\*Names have been changed.

You can find more examples of volunteers’ stories [here](#).



### Key details

**Job title:** Chief Executive Officer (CEO)  
**Reporting to:** Advocate Chairman and Board of Trustees

All references to Advocate are to Advocate and Bar in the Community

### Job purpose

- ✓ To advise the Trustees on the strategic direction of the organisation and to ensure implementation of Board decisions to promote the mission, vision and values of Advocate through the delivery of our strategy and business plans
- ✓ To maximise Advocate's reach and impact
- ✓ To strengthen Advocate's income generation
- ✓ To build and develop the staff team
- ✓ To inspire and lead the Advocate team, ensuring a culture of collaboration
- ✓ To contribute to advancing collaboration and working arrangements across the access to justice sector

### Key duties and responsibilities

#### Strategy and leadership

1. With the Board, develop and promote the vision for Advocate and its place in the access to justice, legal and wider not-for-profit sectors and civil society.
2. Develop strategic, business, organisational and financial plans for Advocate.
3. Act as an ambassador for Advocate, representing the organisation and maintaining its relationships and profile; presenting its work with confidence and enthusiasm, and safeguarding and building its reputation at all times.
4. Develop Advocate's contribution to access to justice (informed by evidence and data, and where possible working with others) in light of (a) user needs, (b) court reform, (c) access to justice sector development, (d) technological change and (e) professional change.
5. Build and maintain productive relationships and liaise with key stakeholders within the legal profession including the professional bodies, the regulators, the Inns, the Circuits, the Courts, Chambers and Clerks and Practice Managers.
6. Build and maintain productive relationships across the access to justice sector, with funders and donors, with existing and new stakeholders, and with Government and Parliament.
7. Contribute to and serve on external committees and working groups; instigate and attend appropriate meetings and events; initiate and respond to consultation where appropriate; write or encourage the writing of articles where appropriate.
8. Identify, explain, facilitate, develop, support, and where appropriate lead, initiatives that may advance collaboration and working arrangements across the access to justice sector.
9. Support the successful use and development of the National Pro Bono Centre.



### Duties and responsibilities (continued)

#### Management

10. Supervise the Head of Casework of Advocate, becoming directly involved (with the support of the Board) in difficult or urgent cases as appropriate.
11. Supervise the Head of Fundraising and Communications of Advocate, and monitor and support Advocate's communications and fundraising activities, becoming directly involved where appropriate.
12. Lead the overall management and administration of Advocate and its premises, its IT systems, its staff and its finances.
13. Monitor, evaluate and improve Advocate's performance and service delivery.
14. Maintain and promote good employment practices, including staff wellbeing, and ensure Advocate at all times follows proper diversity practices and maintains awareness.
15. Support the Board and act as Company Secretary. Ensure Advocate acts within all relevant statutory, regulatory and contractual obligations, including those set by the Charity Commission and Companies House.
16. Be responsible for the overall financial management and financial health of the organisation and its stability, ensuring effective budget setting and cashflow forecasting are implemented and monitored.
17. Develop, oversee and monitor an effective programme of income generation that secures the business.
18. Ensure all major organisational risks are identified and reviewed regularly by the Board and the leadership team, and implement effective actions to mitigate risk.
19. Ensure the implementation of robust internal and external controls for financial and non-financial procedures.
20. Ensure the charity's statutory accounts and trustee reports are properly prepared and audited.

#### Generally

21. Undertake any other responsibilities as reasonably requested by the Chairman or Board of Trustees.

*"By being there for the clients I was able to hold their hand through the last day of a difficult process and spare them the stress of having to make submissions themselves.*

*Thank you for giving your time to help people secure access to justice!"*

**Advocate volunteer barrister**



### Beliefs, values and qualities

1. **Passion for access to justice**
2. **Commitment to continuous development**, for both yourself, those around you and the organisation you lead
3. **Collaborative leader** who enjoys developing and getting the best out of teams as a unit and as individuals

### Experience

4. **Senior leadership:**
  - a) Demonstrable experience of leadership at CEO or senior director level at an organisation of comparable scale and complexity
  - b) Experience of operating at Board level and capable of working with and alongside the Board
5. **Strategic development and delivery:**
  - a) Proven experience of developing and implementing wide-reaching strategies that successfully deliver objectives
6. **Senior level relationship management and partnership working:**
  - a) Experience of acting as ambassador, engaging with external stakeholders to achieve impact and change
  - b) Proven track record of developing and maintaining strategic senior relationships
  - c) Demonstrable success in working across organisations
7. **Senior level team management:**
  - a) A successful record of engaging, supporting and motivating staff to perform to the best of their abilities
  - b) Proven experience of creating and sustaining high performance culture with a track record of success in driving impact
8. **Senior level organisational management:**
  - a) Proven track record of increasing achievement, income and scope within the charity, private or public sector
  - b) Experience of managing service delivery in a customer-focused way
  - c) Strong financial experience, including the ability to plan resources appropriately and understand financial reports

### Skills, knowledge and abilities

9. **Business development:**
  - a) Excellent knowledge of business development, with a successful track record of leading income growth through personal relationships
  - b) Ability to identify opportunities and see them through to fruition
10. **Communication and external leadership skills:**
  - a) Excellent communication, presentation and interpersonal skills
  - b) Consummate, senior level external representation skills and proven ability to act as a spokesperson
  - c) Excellent negotiating skills and the ability to influence others at a senior level to position your organisation as a thought leader and externally recognised source of expertise
11. **Sector knowledge:**
  - a) Sound understanding of the legal environment and its importance for Advocate, or willingness to develop this understanding
  - b) Strong understanding of the charity sector, or willingness to develop this understanding
12. **Management:**
  - a) Ability to switch effectively between strategic and operational tasks and perspectives as required, prioritising between the two effectively
  - b) Highly developed analytical and problem solving skills



## Terms of appointment

<b>Job Title:</b>	<b>Chief Executive Officer (CEO)</b>
<b>Salary:</b>	<b>£75,000</b>
<b>Hours:</b>	<b>Full time, with occasional weekend and evening work</b>
<b>Location:</b>	<b>Advocate, The National Pro Bono Centre, 90 Chancery Lane, London, WC2A 1EU</b>
<b>Benefits:</b>	<b>Generous pension, 25 days annual leave</b>

## Application process

If you would like to apply for this position, please send the following:

- ✓ An up to date **CV** outlining your employment history, academic and professional qualifications, and contact details
- ✓ A completed **Application Form**
- ✓ A **Supporting Statement** (no more than 2 x A4 pages)
  - ✓ Demonstrating how you meet the criteria outlined in the Person Specification
  - ✓ Outlining why you are interested in working for Advocate

**Please submit your completed application to [executive@harrishill.co.uk](mailto:executive@harrishill.co.uk) to arrive by 9am on Monday 9<sup>th</sup> March**

**Advocate and Harris Hill are equal opportunities employers. We value diversity and welcome applications from all sections of the community.** We are dedicated to encouraging a supportive and inclusive culture amongst the whole workforce. It is within our best interest to promote diversity and eliminate discrimination in the workplace. When we select candidates for employment, promotion, training, or any other benefit, it will be on the basis of their aptitude and ability. We ask individuals to complete a monitoring form to help us monitor the diversity of applicants. It will be separated from your application and will not be seen by anyone involved in recruitment to this position.

### Next steps:

Closing date for applications	9am, Monday 9 <sup>th</sup> March
Initial interview with Harris Hill Executive Search	16 <sup>th</sup> – 23 <sup>rd</sup> March
Shortlisting meeting between Harris Hill and Advocate	Tuesday 24 <sup>th</sup> March
First interview with Advocate	Saturday 4 <sup>th</sup> April
Finalist candidates meet key staff at Advocate	Wednesday 8 <sup>th</sup> April
Second interview with Advocate	Monday 20 <sup>th</sup> April

**Please state in your application if you have any commitments during the interview period that may coincide with these dates.**

**If you require any further information, please call Jenny Hills at Harris Hill Executive Search for a confidential conversation on 020 7820 7321**



### Key details

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Based at the National Pro Bono Centre in Chancery Lane, we are a small charity, but we enjoy strong support from the legal sector in both funding and in our volunteer base. 4,000 barristers in England and Wales are signed up as volunteers, which represents a quarter of the profession.

### What we are looking for in our new CEO

The CEO role at Advocate is a leading role not just at this charity but in the legal charity sector. Our new CEO will share our passion for access to justice, and promote it by championing cross-working throughout the sector. They will strengthen our relationship with the Bar, the Inns of Court and barristers, leading to further growth in our volunteer base and increasing the number of people we help.

They will be an excellent networker in professional settings, with the ability to lead through influencing. They will have a flair for strategic thought and business development, and a track record of successful leadership at CEO or senior director level.

### Interested in finding out more?

If you would like to receive an Information Pack for this role, and details on how to apply, please send your CV to [executive@harrishill.co.uk](mailto:executive@harrishill.co.uk). For an informal and confidential conversation about this position, lead consultant **Jenny Hills** can be reached at **0207 820 7321**.

**Closing date for applications: 9am, Monday 9<sup>th</sup> March**

# advocate



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Thank you for reading the brief.

If you have any more queries, please do not  
hesitate to contact Jenny Hills at Harris Hill

0207 820 7321

[jenny.hills@harrishill.co.uk](mailto:jenny.hills@harrishill.co.uk)



*"In 2008, my client was assaulted whilst a bus driver. His injuries meant he never worked again. The Criminal Injuries Compensation Authority rejected his claim. For almost ten years, he pursued appeals thanks to Advocate. Yesterday, we were able to get him a six-figure award. Some days are good days."*

Advocate volunteer barrister

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