



the  
**POVERTY  
ALLIANCE**

WORKING TOGETHER TO COMBAT POVERTY

Floor 3, 94 Hope Street  
Glasgow  
G2 6PH  
0141 353 0440

<b>Post</b>	Director of Operations
<b>Salary</b>	£52,054 – £55,760 per annum + 8% pension contribution (PO4)
<b>Duration</b>	Permanent
<b>Hours</b>	35 hours per week
<b>Location</b>	Glasgow (Hybrid working arrangements)
<b>Line Manager</b>	Chief Executive Officer
<b>Line Reports</b>	Finance & Administration Manager, Living Wage Scotland Manager + 1 other (TBC)

## ROLE PURPOSE

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The Director of Operations is responsible for ensuring that the operations of the Poverty Alliance (programmes and projects; membership services and activities; business development) are effectively delivered in line with our key outcomes. The role will play a critical role in supporting the CEO in shaping the strategic approach of the Poverty Alliance and in ensuring the sustainable development of the organisation.

A key aspect of the Director of Operations role is to ensure that the Poverty Alliance has the necessary resources and policies to deliver our purpose. Central to this will be developing the funding and fundraising approach of the organisation, ensuring that growth is managed and sustainable, and in line with our values and mission. Working as part of the Senior Management Team they will ensure that we have the appropriate policies and processes in place to attract and retain and support a diverse and dynamic staff team.

The Director of Operations will be responsible for the continuous improvement in the operational efficiency of the organisation, making sure our planning processes are robust, that management information is used to consistently improve quality. They will lead on developing culture of innovation and excellence, one that will support the increased capacity of our staff team to deliver real social change.

## ROLE BACKGROUND

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The Poverty Alliance is the national anti-poverty network in Scotland, with membership drawn from across the community and voluntary sectors, trade unions, faith groups, statutory bodies and others across civil society. Our members and funders financially support us to carry out our work.

Established in 1992, growing from a regionally based informal network of groups in the late 1980s, the Poverty Alliance has a long track record in working with our members to achieve tangible policy and practice change. Over the last 30 years we have sought to put the concerns of people experiencing poverty and the civil society organisations working alongside them at the forefront of our approach to addressing poverty. Over that time the Poverty Alliance has initiated and supported a range of projects and programmes to make change and to enable the participation of people with direct experience of poverty in policy making. We are now recognised as a leading voice and campaigner against poverty, with a particular expertise and reputation for involving people with direct experience of poverty in our work.

At the heart of our work is the network of civil society organisations that form the Poverty Alliance. With a renewed focus on membership growth and development since the pandemic, our network has more than doubled since 2020, now standing at almost 500 members. Our members are increasingly involved in all aspects of our work, from campaigning and policy development to project delivery and lobbying. As the network continues to grow there will be a need to ensure that the membership offer continues to develop and responds to changing needs.

The work of the Alliance is focused on those areas where we believe we can make a significant contribution to addressing poverty. Over the years there has been a consistency in the focus of our activity: the adequacy and scope of social security; the role of the labour market in providing a route out of poverty; how services can play in mitigating and reducing poverty. There have been notable successes in all these areas – our lobbying on the use of new devolved social security powers, the establishment of the Poverty and Inequality Commission, securing more than £465m of pay uplifts through Living Wage Scotland, and establishing *Challenge Poverty Week* as a key vehicle for campaigners in Scotland and, increasingly, across the UK.

These are notable achievements, but there is still far more for the Poverty Alliance to achieve. Policy priorities over the coming years will include further developing the Minimum Income Guarantee, deepening the Poverty Alliance's analysis and engagement in labour market issues, work on issues around the climate emergency and a Just Transition, amongst others. Making best use of Scotland's social security powers, tackling the discrimination that leads to poverty, addressing the impacts of demographic change, responding to crisis in

social care and identifying the resources to address these issues will also remain vital for the Poverty Alliance.

To effectively respond to these issues, to the deeply entrenched nature of poverty, the Poverty Alliance must continue to grow and develop in the coming years. Growth means finding new ways to engage a broader base of civil society organisations that can contribute to finding new ways of addressing poverty. It means increasing the geographical reach of the Alliance, ensuring that we can reflect the complexity of the issue across Scotland. We must be better able to engage with the equalities dimensions of poverty – the higher risk of poverty amongst people from Black and ethnic minority communities, disabled people, women, LGBTQ+ people. This growth will require the Poverty Alliance to continue to expand our capacity for engagement and for analysis, evidence and research.

The role of Director of Operations will be pivotal in ensuring that the continued growth of the Poverty Alliance is managed and sustainable. We have a strong track record in attracting a wide range of funders from the public and charitable sectors. As the funding environment becomes ever more challenging it will be essential not only to identify new sources of income, and to generate this in a sustainable way, but to be ever more focused on demonstrating our value through even greater impact. Integrating new approaches to income generation and fundraising, alongside existing successful grant funded activities will be an important aspect of the Director of Operations role.

As our portfolio of projects and programmes has developed, we need to ensure that all activities are planned, reported and monitored effectively. In recent years the organisation has adopted a new approach to agile planning, setting stretching but realistic Objectives and Key Results. The continued development of this agile approach, alongside the information and processes needed to support agile management, will be a central responsibility of the Director of Operations.

## POVERTY ALLIANCE VALUES

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The values of the Poverty Alliance underpin all our activities. They drive the shared approach to tackling poverty, expressing how we behave when delivering social change. Our values should be reflected by all those working for the Poverty Alliance and are values we expect our members to support.

- **Compassion:** we will act compassionately. This means empathising with people affected by poverty, listening to and acting on the concerns of those we work with, not judging. We place kindness, dignity and love at the heart of our work.
- **Justice:** Whilst we act compassionately, we do so in ways that seek to secure social, economic and environmental justice. Our focus on justice

means that we aim to address imbalances not only of resources, but of power.

- **Equality:** It is essential to recognise that equal worth of all people. Poverty is a denial of that equal worth. We will work in ways and support policies that secure greater equality.
- **Inclusion:** We recognise that some groups are at greater risk of poverty. We will ensure that our work reflects the diverse experiences of people and communities fighting poverty.
- **Empowerment:** We believe that people who have experience of low income have the right to contribute to the solutions poverty. We put this participation into practice in our own work by ensuring that time and resources are available to allow meaningful engagement in our activities.

## **JOB DESCRIPTION**

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### **Key Responsibilities**

- 1. Operational Management and Compliance**
- 2. Business Development and Income Generation**
- 3. Planning and Compliance**
- 4. Staff management**

### **Detailed responsibilities**

#### **1. Operational Management and Compliance**

- Provide oversight in the monitoring of contracts to funders ensuring the charity is meeting its contractual obligations.
- To lead, in collaboration with the SMT, the ongoing development of Poverty Alliance services and our offer to members.
- To oversee all necessary policies and procedures to ensure safe and healthy working environments in all Poverty Alliance activities.
- To lead on matters relating to staff training and development, GDPR compliance, safeguarding and associated legal and good practice obligations.
- Oversee statutory reporting processes, including Office of the Scottish Charity Regulator (OSCR) returns, Companies House, Annual General Meeting, etc.
- Ensure organisational policies are compliant with legislative requirements and regulations of OSCR and other relevant regulatory bodies and that these policies are regularly reviewed.

#### **2. Business Development and Income Generation**

- Oversee the development and review of the organisational funding strategy to support the sustainable growth of the Poverty Alliance.
- To identify and develop new opportunities for income generation and fundraising.
- Working with the Finance and Administration Manager, ensure strong financial management processes are in place and to provide oversight on the preparation of annual accounts and reporting.
- To support the CEO, trustees and senior management team in the process of risk assessment, particularly in relation to financial planning

- Alongside the CEO, maintain relationship with key funders in the public sector, charitable foundations and the private sector.
- Provide advice and input to the Senior Management Team on the development of funded projects, tenders, bids, consultancy and initiatives.

### **3. Planning and Impact**

- To work with the CEO to develop and refine the Poverty Alliance strategic approach, involving trustees, staff and member organisations.
- To support the SMT in the continuous development, implementation and improvement of agile planning processes.
- Ensure Poverty Alliance membership, contact and stakeholder data is used effectively in planning and reporting.
- To oversee high level organisational performance reporting to the CEO, Board of trustees and others to whom we are accountable.
- To ensure a culture of excellence and continuous improvement is developed and sustained.
- To support the overall evaluation of organisational performance by gathering, analysing and interpreting data and metrics.

### **4. Staff Management and Staff Wellbeing**

- Work with the CEO and SMT to help create an enabling, supportive, high-performing and accountable environment amongst the Poverty Alliance Staff team.
- Ensure that all internal staffing policies and procedures are regularly reviewed, updated and then agreed with the Poverty Alliance's recognised Trade Union.
- Create and implement plans to improve systems and processes that support the continued development of the Poverty Alliance's staff team.
- Ensure that all staff are recruited, managed, appraised and supported effectively in line with HR policies.

## PERSON SPECIFICATION

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### Essential Experience

- Experience at senior leadership level or equivalent, particularly leading or contributing to corporate strategy.
- Outstanding people management skills grounded in collaboration and participation, with the ability to create the conditions for colleagues to excel and develop to their full potential.
- Extensive experience of budget management and a strong track record in income generation, particularly in the third sector
- Experience of service/project development and management and programme planning
- Experience of leading a function or organisation through strategic change.
- Stakeholder management and engagement to deliver strategic, policy, and/or funding outcomes.
- Evidence of a demonstrable commitment to staff wellbeing.

### Essential attributes, skills and knowledge

- Ability to effectively manage time and resources to ensure that work is completed efficiently.
- Focused on securing ambitious outcomes and impact, particularly in a social change context.
- Knowledge of agile working principles and experience of applying them in practice
- Demonstrable commitment to inclusive working, and knowledge of policy and practice in relation to diversity, inclusion and equality.
- Excellent interpersonal skills, with a proven ability to influence a range of stakeholders.
- Excellent understanding of the range and diversity of Scottish civil society, its strengths and weaknesses
- High level written and verbal communication skills, with the ability to communicate effectively to a wide range of audiences.
- Excellent organising, prioritisation and delegation skills, and the ability to work flexibly to accommodate a demanding workload.

### Desirable Criteria

- Business qualification.
- Knowledge of current anti-poverty policy and practice in Scotland and the UK.