



Chief Operating Officer



Application Pack

Monday, 19 November 2018

Dear candidate

Thank you for your interest in the new role of Chief Operating Officer at Women's Aid.

This role presents a fantastic opportunity to help shape the future sustainability of England's leading domestic violence and abuse charity. You will be joining a talented team, passionate about their work with survivors of domestic abuse to help build the strong internal foundations our charity requires following a period of rapid growth.

You will report directly to me and be a key member of the executive management team, alongside our Director of Services and Director of Income Generation and Marketing. You will work across the charity's teams, nurturing joined up work and planning as well as providing support and advice to our Board of Trustees.

You will be a confident leader, capable of co-ordinating strategic and financial planning at a high level across the charity and staying closely involved at an operational level to ensure effective management of finance, HR, IT and premises. Your substantial experience in financial and internal operations will ensure our systems and processes are fit for purpose and enable all of our staff to thrive at work. You will be directly responsible for the finance and operations teams and relevant contractors, and once in post, there may be opportunities to take on additional supervisory responsibilities.

Women's Aid is a national federation of 180 local, specialist domestic abuse organisations focused on working with female survivors and their children. A detailed knowledge of domestic abuse services is not a requirement for the role, but we are looking for a feminist, who understands that gender inequality is a cause and consequence of violence against women. Your role will include mutual support and collaboration with specialist organisations, as well as with a wide range of external partners, to help us maximise our reach and impact.

If you feel excited by the opportunity to have a significant impact on our charity, the wider movement and above all survivors of domestic abuse, we look forward to hearing from you. Together, we can reach more survivors - and ultimately shape a society where no one faces domestic abuse.

With best wishes



Katie Ghose
Chief Executive

About Women's Aid

Women's Aid is the national charity working to end domestic abuse against women and children. Over the past 44 years, Women's Aid has been at the forefront of shaping and coordinating responses to domestic violence and abuse through practice, research and policy. We empower survivors by keeping their voices at the heart of our work, working with and for women and children by listening to them and responding to their needs.

Our vision: A world where every woman's right to equality and freedom from violence is unquestioned. We want survivors to be believed, know that the abuse they suffered is not their fault; to receive the right response the first time they speak up about their experiences and as a result feel safer and better able to make their own choices.

Our mission: To use our expertise, knowledge and influence to raise the status of women to a level where violence against them is no longer legitimised or tolerated.

Our beliefs: Equality, diversity, empowerment and transformation are core values, expressed in the non-judgemental, empowering approach we seek for every survivor; the transformation we support them to achieve in their lives, and in society's response to domestic abuse (expressed in our pioneering Change That Lasts initiative).

Our activities: We are a federation of over 180 organisations who provide just under 300 local lifesaving services to women and children across the country. We offer expert training, qualifications and consultancy to a range of agencies and professionals working with survivors or commissioning domestic abuse services, and award a National Quality Mark for services which meet our quality standards. We hold the largest national data set on domestic abuse, and use research and evidence to inform all of our work. Our campaigns achieve change in policy, practice and awareness, encouraging healthy relationships and helping to build a future where domestic abuse is no longer tolerated.

The 24-hour National Domestic Violence Helpline on 0808 2000 247 (run in partnership with Refuge) and our range of online services, which include the Survivors' Forum, help hundreds of thousands of women and children every year.

Recent achievements include:

- Developing and rolling out Change That Lasts, our ground-breaking initiative that works within communities to make sure survivors get the right response, first time.
- Complementing the National Domestic Violence Helpline (run in partnership with Refuge), we are strengthening our support for women unable to access a refuge place through our No Woman Turned Away project, created by Women's Aid in 2015. In addition to providing intensive support for individual survivors, the project's insights are proving invaluable in understanding the additional obstacles survivors face in accessing support, including their ethnicity and immigration status.
- Hugely successful campaigns, including legal changes to allow survivors to access lifetime tenancies; improvements to anonymous registration for survivors of domestic

abuse and new improved guidance for judges and magistrates presiding over child contact cases where there are allegations of domestic abuse.

Current plans

In 2017, Women's Aid conducted a review and selected the following strategic priorities for the plan period 2017-2020:

- Expanding and rolling out Change That Lasts (services);
- Building a strong and sustainable network of local domestic abuse services (our membership);
- Ensuring a strong national influence and presence tackling the root causes of domestic abuse (campaigns and influencing);
- Building a strong organisation with fulfilled people, sustainable workplace and funds maximised (internal development).

A detailed annual plan for 2018-19 captures activities and outputs for each priority. In the current year the charity is particularly focusing on strengthening internal operations, finance, fundraising and digital functions, to ensure we can provide the best support to our members and survivors.

Resources

Budgeted income and expenditure for 2018-19 is £6m. The majority of our income comes from restricted grants although we also receive significant funding from donations, legacies and from earned income sources like publications, membership fees and training.

We have embarked on a process of improvements to our financial systems and the Board of Trustees has recently renewed our reserves policy. Key challenges which face us include:

- achieving sustainable income for national charity and our network of members through reduced reliance on time-limited restricted grants and a sustainable model of funding for refuges and all domestic abuse services;
- diversifying our income base through finding new sources of income;
- full cost recovery for our core costs;
- ensuring stability in reserves.

Our most recent Impact Report and annual accounts can be found on our website:

www.womensaid.org.uk

Job Description – Chief Operating Officer

Role:	Chief Operating Officer
Reports to:	Chief Executive (CE)
Direct Reports:	Finance team and Office Manager
Contract:	Permanent
Location:	Bristol based (with some UK travel required)
Salary:	£54,648 - £58,968 per annum <i>(based on a 5 day week, 4 days may be possible, job-share also considered)</i>
Benefits:	25 days annual leave, statutory bank holidays and two additional leave days; 7% employer pension contribution; access to Employee Assistance Programme; childcare voucher scheme and cycle to work scheme; career development days.

Main purpose of the post

As a member of the Executive Management Team (EMT), this new role will be responsible for developing, implementing and strengthening the internal systems and culture that help our people and projects to thrive. Ensuring effective management of finances, premises, good governance and planning, you will support the charity's sustainability and help us be a strong voice and support for our network of member services.

Key responsibilities

Financial management

- Responsible for the overall financial strategy; ensure effective internal financial controls framework and policies are in place and regularly reviewed
- Provide guidance and expertise on financial strategy, management and planning to the Board, CE, EMT and managers
- Ensure timely, accurate and appropriate financial management information including regular management accounts and forecasts is provided to the Board, EMT and managers
- Support and administer relevant Board subcommittees and working groups, including Finance, Fundraising and Risk subcommittee and task and finish groups as required
- Keep under review the charity's payroll, finance and other systems to ensure fit for purpose and take overall responsibility for implementing any new system requirements
- Develop a procurement and contract management approach within the charity and work with members to achieve efficiencies and economic benefits. Ensure contracts and licences are reviewed and fit for purpose.
- Work across teams to develop consistent application of core costs when applying for bids and funding contracts and to develop contracts with standard terms and conditions and other appropriate tools and templates
- Develop a rigorous financial modelling and financial business planning approach within the charity, in close liaison with the other Directors, finance team and staff responsible for producing products and services

Work closely with the EMT, in particular with:

- Director of Income Generation and Marketing to support her work in developing a fundraising strategy and maximising income from voluntary and earned income sources and to strengthen the links between fundraising and finance systems and other departments
- Director of Services to ensure coordination and support of the systems and resources required to deliver direct services, membership support, the work of the National Training Centre and other projects

Human Resources

- Responsible for the welfare of all staff across the organisation including policies and processes for recruitment, retention, reward, health and safety and for devising and implementing a staff learning and development programme
- Keep under review and develop staffing policies and procedures that reflect current legislation and best practice within the charitable sector
- Lead on the development and regular review of equalities and diversity policies, ensuring best practice is nurtured and supported across the charity drawing on external expertise and support where appropriate
- Support line managers in dealing with HR issues, providing advice, training, guidance and support
- In conjunction with the EMT, to ensure the organisational structure is regularly reviewed, roles are up to date and new roles and structures developed as necessary
- Develop and implement an appropriate and effective performance appraisal system
- Review the organisation's HR information systems to ensure fit for purpose and to have overall responsibility for implementing any new system requirements including the development of key HR performance data
- Assist the CE and Board with negotiations with the Joint Negotiating Committee as required

Office Management and IT

- Ensure that the technical, digital and office environment needs of all staff (across two sites and remote workers) are fit for purpose and adequately resourced
- Plan, develop and implement strategies for Information Technology and ensuring a cost efficient and fit for purpose IT function (currently outsourced)
- Oversee effective operation of finance, HR and other organisational databases, ensuring effective linkages or reconciliation where possible
- Lead on GDPR compliance, data protection issues and digitisation of Women's Aid archives

Internal communications

- Strengthen internal communications within the national charity (staff, volunteers, trustees, ambassadors and survivors' groups) and the federation, drawing from 'best in class' from other comparable organisations.
- Champion charity-wide knowledge sharing, nurturing a culture where there is an effective exchange of information and knowledge using appropriate tools and techniques including social media and multi-media solutions and rationalised storage systems.
- Identify tools and approaches to nurture an environment where successes are shared and constructive lessons drawn from problems or mistakes.
- Coordinate the compliance, safeguarding and strategic risk reviews with the Board and ensure processes are in place specifically for horizon scanning for new risks

Strategy and planning

- Coordinate the strategic and annual planning processes, ensuring that the organisation's systems, structure and culture are all aligned to the organisation's strategic plan and values
- Work with managers to assist them in producing departmental and project plans and budgets that align with the charity's strategic and annual plans
- Lead on strengthening project planning tools and approaches to ensure a consistent approach to project planning across the organisation and to aid effective internal communications.

Governance and Risk

- As Company Secretary, ensure the administrative responsibilities set out in company law and the articles of association are properly carried out
- Work with the Board/CE/Executive Assistant on developing appropriate governance, compliance and safeguarding structures for the organisation
- Ensure the Board and subcommittees are fully resourced and supported and receive timely and relevant information including inductions for new trustees
- Ensure effective liaison between the Board and the EMT
- Support the Board by coordinating governance effectiveness reviews, including assisting with commissioning and supervision of external consultants
- Lead the organisation's policy and practice on the identification and management of risk and ensure its compliance with statutory and other regulations

Organisational leadership and management

- To lead and manage Women's Aid staff in order to foster a workplace environment based on partnership working and team work. This should include providing senior day to day leadership and guidance for all staff based in Bristol office as well as London based and remote workers as required.
- To work with other members of the EMT to provide leadership, effective decision-making on cross-organisational issues, guidance and support to the staff team
- To contribute to the development of the organisation's strategy for achieving its charitable objects
- To work with departmental leads to establish operational plans for each team that meet their objectives with clear targets, monitoring cycles and performance management

- To evaluate performance by analysing and interpreting data and to write and submit reports to the CE/EMT/Board as required
- To manage relationships with partners/suppliers as appropriate
- To take part in Board meetings, the AGM, annual conference and other meetings/events as requested by the CE
- To provide day to day support and regular supervision, appraisal and development of any direct reports and support in managing their respective teams
- To carry out any other duties as may reasonably be requested by the CCE.

Person specification

Knowledge and experience

Essential

- Excellent and substantial knowledge and experience of oversight or direct production of company and/or charity accounts, and production of management account information, budgeting and forecasting.
- Senior relevant management experience (people, systems and projects) in financial management, HR and IT
- Experience of motivating and managing staff teams and leading a high performance and supportive culture of learning and development.
- Experience in strategic and business planning, including setting and monitoring performance measures. Understanding of the regulatory and charity compliance context applicable to Women's Aid and the wider federation
- Demonstrable record of sound financial management and improving financial sustainability
- Experience of procuring services and monitoring contracts to ensure best value
- Experience of managing organisational and cultural change in particular in a context of rapid growth
- Track record of developing project management systems and culture that have led to improved performance and efficiencies

Desirable

- CCAB qualified with significant post qualified experience
- Knowledge of SAGE 50, and significant experience of other HR and finance systems
- Professional qualification in Human Resources or not for profit/business leadership/relevant discipline, e.g. CIPD
- Working with (or being a member of) a Board of Trustees
- Evidence of further or continued professional development
- Lived or professional experience of working with survivors of abuse or service users in vulnerable situations.
- Fundraising experience (national charity or similar)
- Experience of developing or managing volunteer programmes

Personal qualities and attributes

Essential

- Demonstrable commitment to the feminist values and ethics of Women's Aid and an understanding of the importance of feminism and intersectionality in our work
- Strong interpersonal, communication and team working skills – ability to inspire, motivate, nurture and get the best from people
- Personal resilience, adaptability and ability to handle the challenges of working on issues of domestic abuse and alongside survivors inside and outside the charity
- Commitment to anti-discriminatory practice and equal opportunities
- Ability to make and justify robust decisions in a timely manner and to take responsibility for negotiating and resolving problems
- Capacity to positively lead and skilfully manage change
- Excellent literacy, numeracy, ICT and problem-solving skills
- To work to high personal and professional standards working to multiple project deadlines and ensuring completion. Able to demonstrate integrity and reliability

Desirable

- An understanding of issues related to gender in the context of violence against women and girls
- Facilitation experience

women's aid
until women & children are safe