



WORKING TOGETHER TO COMBAT POVERTY

SCOTLAND'S
ANTI-POVERTY
NETWORK

WORKING TOGETHER TO COMBAT POVERTY

ANNUAL REPORT 2020/21

www.povertyalliance.org

Our strengthened network gives
us the ability to push harder
for kind of changes we need

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CONVENOR'S REPORT

The last financial year was one that no-one in Scotland or elsewhere will ever forget. With our economy and society effectively shut down for large periods of the year it caused many of us to reconsider what was important to us and what we valued. The experience of successive lockdowns reinforced the vital importance of connection and community. We all understood that we ought to value and treasure all the connections that we have, with family, friends and colleagues, as well as the links and support that exist in our communities.

The pandemic forced us all not only to look again at what was important in our lives, but also what we valued as a society. Throughout the last year we have seen time and again the consequences of failing to value what was really important. As businesses and organisations closed, or shifted to working from home, we began to see the critical importance of roles and functions that are too often hidden or taken for granted in our society. Whether it was carers, retail workers or delivery drivers, we got a better sense of how important some of the most undervalued roles really are. The pandemic has helped shed some light on the day-to-day struggle that too many in our society have to endure, struggles that members of the Poverty Alliance are well aware of. As the pandemic began to take hold it was clear that we were experiencing not only a health crisis but one that was made significantly worse by poverty and inequality.

In responding to the crisis the Poverty Alliance helped to ensure that we cannot overlook the role of poverty in exacerbating the impact of covid-19. By maintaining regular discussions with our members throughout the crisis we have been able to ensure that the most important issues have been fed back to those in positions of influence and power, whether at the local or national levels. We have also continued through the last year to make sure that the voices of those who have been affected by poverty are still heard during the crisis.

We have also been reminded over the last year of the vital importance of networks of organisations coming together to share experiences and plan actions. With more than 160 new members joining the Poverty Alliance in the last year we have seen just how important our own network has been. Through events like Challenge Poverty Week, or the launch of our transport campaign, Everyone Aboard, we have been able to bring our network together to highlight the importance of continuing to address poverty, even in the most difficult of times.

But for all that we have seen great displays of resilience and compassion, of fantastic collaboration in communities to support each other, we know that far more still needs to be done. The pandemic has highlighted that our social security system is not fit for purpose, that our public services are under extreme pressure and that our community and voluntary organisations are stretched to the limit. The response to the pandemic has also shown that it is possible to fix many of the problems that seem so difficult to address.

Whether it is increasing the level of social security benefits or devising cash first responses to food insecurity, we have seen what is possible.

As a network it is critical now that we build on what is possible. At this time last year we talked of 'building back better'. Whilst that phrase may seem tarnished by being overused and under delivered, it is important that those of us who are advocating for real change do not allow the sentiment to disappear.

There are real opportunities to make a bigger impact on poverty in the years ahead, and we can be confident that the Poverty Alliance will continue to raise the most important issues, whether that is about in-work poverty, an adequate social security system, providing decent childcare or tackling discrimination. To raise these issues we need your continued support.

So whether you are a new member, or one who has been with us for years, please get involved in the work of the Poverty Alliance over the years to come. We know that real change is possible, but we also know that it will not be handed to us simply because we ask. As we said during Challenge Poverty Week – the Time Is Now – so let's work together now for a fairer Scotland, free of poverty.

Marie Ward

Convenor

DIRECTOR'S INTRODUCTION

In the first few months of the pandemic one of the Poverty Alliance's leading members, Glasgow Disability Alliance, neatly summarised the impact of the pandemic – it had 'supercharged inequalities'. This was a view that many members of the Poverty Alliance were expressing at the time.

In the face of these supercharged inequalities the response from the Poverty Alliance membership has been quite extraordinary. We have heard many stories of community and voluntary organisations that completely changed the way they operate to make sure that people got all they need. We have heard of new partnerships being established and new ways of working being established practically overnight.

All through the last year we heard examples of the practical application of the values of compassion and justice. Whether delivering food parcels, prescriptions or IT equipment, Poverty Alliance members were at the forefront of the response to the pandemic. This should come as no surprise: our members whether grassroots community groups, national voluntary organisations or public sector bodies are the 'first responders' to the ongoing crisis of poverty in Scotland.

It was this position that also enabled us to highlight the structural weaknesses in our economy and system of social protection that hampered our ability to respond to covid-19. In our economy we saw the consequences of an over-reliance on low paid and zero hours work, and the undervaluing of many essential roles. The enfeebled state of our social security system was also visible, with the low value of benefits and the significant delays and waiting times impacting more people. The impact of discrimination on women, people of colour and disabled people were also revealed again by the pandemic.

During the pandemic we saw the value of our network. We organised more members meetings than ever before, pressured Scottish Government to speed up change in devolved social security, carried out important research into key aspects of the experience of poverty and continued to grow our network of Living Wage accredited employers. Despite the challenges of working remotely we continued to lobby and campaign, we engaged with people living on low incomes, and sought to ensure that coming out of the pandemic we could chart a different course for addressing poverty.

Our strengthened network gives us ability to push harder for the kinds of changes we need. Changes that would ensure that the value of the Scottish Child Payment and

other Scottish social security payments is sufficient to address poverty; changes that would put human rights at the heart of anti-poverty strategy; and working towards a Minimum Income Guarantee that will help end poverty.

After a difficult year, our network is in a stronger position to push for these changes than ever before. There are many people and organisations to thank for helping us to get where we are.

I would like to thank the members of the Poverty Alliance staff team for their work over the last year. Like most other organisations, we have had to learn how to work together in entirely new ways and at a time when our contribution as an anti-poverty network has never been more important. In that context the whole staff team responded extremely well, switching to home working but never losing momentum in the important work that they were doing.

I want to say thank you to those members of the team that joined us during lockdown last year – it was not easy joining an organisation whilst still working at home, but you all made it work extremely well. I also want to thank those long-standing members of the team that left us during the last year, Frances Rayner, Jack Evans, who contributed so much to our work in relation to the development of Challenge Poverty Week and Living Wage Scotland.

Since the end of the financial year two long standing members of the team have left us. Robin Tennant, Fieldwork Manager and Poem McHugh, Finance and Administration Manager, both retired recently. Both have given a great deal to the work of the Poverty Alliance, and we are extremely grateful for their hard work over many years. Poem was our longest standing member of staff with more than 20 years service, and was familiar to anyone who attended a Poverty Alliance event over that time. They will both be missed.

I also want to thank our Board of trustees who have given great support and guidance to the organisation over this most challenging of years. Of course, a significant thank you to our funders and everyone who has financially supported our work over the last year. Finally, thank you to all our members for their active engagement in our work during the year. It is your energy, commitment and ideas that drive on the work of the Poverty Alliance and without it we could not have made the impact that we have. We look forward to continuing to work together as we face the significant challenges that lie ahead.

Peter Kelly
Director

"Challenge Poverty Week (CPW)
remained a highlight of our
campaigning work during 2020-21."

THIS IS WHAT WE DID



POLICY AND CAMPAIGNS

Our Policy and Campaigns work in 2020/21 focused on responding to the seismic impact of the Covid-19 pandemic on the lives of people living on low incomes across Scotland, and on ensuring that all levels of government were doing all they could to keep people afloat. Almost immediately after the onset of the pandemic, for example, we began holding regular Poverty Alliance member meetings to ensure that our developing policy positions were informed and shaped by organisations working at the frontline in supporting people through the worst of the pandemic. These meetings also helped to inform several briefings on the impact of Covid-19 on people living on low incomes that we published over the first few months of the pandemic.

We worked closely with key anti-poverty organisations throughout the first six months of the pandemic, particularly to press key demands with Scottish Government. This included ensuring that additional financial support was made available to individuals and families, and that the economic recovery plans consider the needs of low paid workers and those who had lost their jobs. We met with the Cabinet Secretaries for Social Security and Older People, for Communities and Local Government, and for Transport and Infrastructure during the pandemic to ensure that the priorities of people living on low incomes were taken into account.

Challenge Poverty Week (CPW) remained a highlight of our campaigning work during 2020-21. Due to restrictions on in-person gatherings, CPW was organised entirely online for the first time. This meant that not only were all the activities during the week now virtual, but that all the preparation and support work also had to take place online.

Despite these challenges, 315 organisations took part in the week, with those organisations undertaking a record 722 actions or activities. We identified 151 pieces of Challenge Poverty Week-related coverage in media outlets (TV, radio, press and online press) through the week, and estimated that 57% of this coverage was framed (either 'lightly' or 'well' framed). Of the 'top tier' coverage 72% was framed. This was an important achievement given that one of the key aims of Challenge Poverty Week is to change the conversation around poverty in Scotland.

What has made CPW a continued and growing success is the preparation and support work that is undertaken. This includes the delivery of a programme of training sessions to organisations from across Scotland, on how to talk about and frame poverty in a way that wins hearts and minds.

Five training sessions on framing were held for civil society organisations, with 80 individuals attending from 63 organisations. Of these, 40 were third sector organisations, with almost half classed as grassroots organisations. In addition, four faith organisations and four local authority representatives attended the training.

Alongside this, we developed and delivered a programme of media training with a group of 11 community activists, providing them with the skills, knowledge and confidence to undertake media and campaigns activities and on how to implement framing recommendations. Of the 11 activists that undertook the training, six produced well framed materials for use during Challenge Poverty Week, with five having opinion pieces published in top tier media outlets.

Our campaigns work this year also involved the development and launch of a new campaign called Everyone Aboard, which called for free bus travel to be extended to everyone under the age of 25 and people on low incomes. The campaign received the backing of a range of campaign partners and has secured strong political support. It builds upon the work on transport that we have undertaken in recent years and provides a focus for our public campaigning on the issue. This campaign will continue in future years.

Another important focus of our Policy and Campaigns work in 2020/21 centred on developing our key policy asks in the run-up to the Scottish Parliament elections in May, and in ensuring that poverty was a key election issue. To support this, we developed a manifesto, A Scotland For All Of Us, that set out key priorities for tackling poverty in the new Scottish Parliament. To inform the development of the manifesto, we held regular Poverty Alliance member meetings throughout the year to enable members to help shape our positions. We also involved members of our Community Activist Advisory Group in this work.

We also continued to participate in a range of key policy groups and forums. For example, we were invited to participate in the work of the Social Renewal Advisory Board (SRAB), established by the Scottish Government in response to the pandemic. We contributed to the work of the Financial Security policy circle, which fed key recommendations into the SRAB, including around the development of a Minimum Income Guarantee (MIG). The MIG was one of the key calls our election manifesto and we will continue to work on the policy over the years to come.

COMMUNITIES AND NETWORKS

Maintaining and growing our network is of central importance to the Poverty Alliance. It is our network of supporters and members that gives the Alliance its strength and authority, that allows us to speak about the critical issues of importance that our members bring forward. The context of the pandemic made our membership network all the more important. To understand what was going on in communities affected by poverty meant listening to our existing network as well as seeking to extend our reach. As we entered the pandemic in March last year we decided to focus even greater effort on engaging with our members.

As highlighted above we began organising regular members meetings. These were opportunities for members to come together to share experiences and to help us to focus on the priorities we needed to raise with policy makers at the local and national levels. These meetings became the basis for briefing papers that were shared with civil servants across Scottish Government. The use of Zoom for these members helped us extend our reach to part of Scotland that we may not have consistently reached in the past. This is part of our membership engagement work that will continue in the years to come.

In addition to using members meetings to promote greater engagement, we also had a programme of one-to-one listening with members. This allowed us to reach out to organisations that were new to the Poverty Alliance to hear their concerns, and to ensure that these influenced the priorities that we worked on. Engaging with our new members in this way was particularly important to help strengthen the relationship from the outset.

At the start of the pandemic we decided to make a temporary change to our membership fee structure, allowing organisations with an annual income of up to £500K to join for free, as well as reducing fees for organisations with an income of up to £1M. This led to the single biggest increase in membership in a single year for more than 20 years, with more than 160 new members joining the Alliance. More than three quarters of these new members were organisations, the majority grassroots organisation. This shows a great deal of interest in the work of the Alliance. A key challenge for us now will be retaining these new members and continuing to grow our base.

The Communities and Networks team are also responsible for the engagement of grassroots groups and people with direct experience of poverty in the work of the Poverty Alliance.

Two of the key routes for this engagement is the Get Heard Scotland (GHS) initiative and the Community Activist Advisory Group. Both of these routes were significantly challenged by the restrictions that came with the pandemic. Get Heard Scotland, in particular, relies on face-to-face group work with people living on low incomes. To overcome this we focused our engagement on grassroots organisations as part of GHS. Our work focused on Inverclyde and Renfrewshire where we interviewed dozens of organisations about the impact of the pandemic on their work and what more could be done about it. This engagement led to the publication of briefings in February 2021, and the evidence of this work is cited in the Local Child Poverty Action Reports from both local authorities.

Our research team also supported the GHS activity by conducting in-depth interviews with people living on low incomes in Inverclyde and Renfrewshire. These interviews are being compiled in a report which will be used to help influence policy as we emerge from the pandemic.

Our Community Activist Advisory Group (CAAG) has remained a key means for the Poverty Alliance to ensure that we are working alongside people with direct experience of poverty. Our regular meetings with CAAG members moved online, but remained a vital means of communication and support. Members of the CAAG were involved in key aspects of the Alliance's work including contributing to research on the guide to participation for the Poverty and Inequality Commission, getting involved in media work for Challenge Poverty Week, speaking at a range of conferences and events and meeting with politicians and civil servants. Meetings last year included with the Cabinet Secretary for Communities and Local Government, Aileen Campbell.

Finally, at the start of 2021 we began the process of supporting the establishment of the End Poverty Edinburgh group. This is a group of individuals with different experiences of poverty, who are committed to finding solutions to poverty in the city. We will be supporting this group to engage with Edinburgh City Council and other stakeholders to ensure that the commitments made in the End Poverty Plan are kept. This is an exciting new piece of work that will be funded initially by the Joseph Rowntree Foundation and Edinburgh City Council.



LIVING WAGE SCOTLAND

Prior to the pandemic, the number of employers becoming accredited had reached an average of 90 per quarter, and the retention rate was 93%.

At the start of the year, the number of employers seeking Living Wage accreditation in Scotland reduced sharply by 32%. Seventy employers became Living Wage accredited between April–June, compared to 104 in the same period the previous year, signalling that Covid-19 was disrupting the steadily increasing rates of accreditation. The retention rate of accredited Living Wage employers dropped to 87% in this period.

To account for what we expected would be a significant loss of organisations staying or seeking accreditation the Living Wage Scotland team changed our focus from proactive employer outreach to instead focus on retaining those who were already committed. The team increased its engagement with accredited employers, identified and tracked accreditation risks, while also seeking to celebrate Living Wage employers in our media and communications work. We focussed our communications on celebrating Living Wage employers and the impact on workers, with the aim of positioning the real Living Wage as part of a fair recovery. As part of our approach to celebrating Living Wage employers, we commissioned seven new case studies and videos from Muckle Media, as well as creating more employer profiles for our website.

We worked with the Living Wage Foundation to create specific accreditation retention policies with the view to supporting employers through a crisis period and retaining their commitment to the real Living Wage in the long term. The approach seen us exclude furlough payments from accreditation requirements, negotiate new implementation dates for supply chain contracts to be moved on to the real Living Wage, or offer a temporary pause of accreditation rather than closing. By the summer, the retention rate had held steady at 87%, and remained at this level for the remainder of the fiscal year. In the summer months, we restarted our proactive outreach to employers, to encourage them to consider committing to the real Living Wage.

New accreditations in the last year were mainly Small or Medium sized organisations (SMEs). The overall number of new Living Wage accreditations in 2020–21 was 11% lower compared to the previous year, however more workers benefitted from a wage uplift. There were 358 employers accredited, resulting in 4808 workers receiving a pay increase to the real Living Wage in 2020–21, compared to 405 employers accredited, resulting in 4131 worker uplifts the previous year.

Overall Covid-19 disruption meant a temporary reduction in the rate of new accreditations, which had recovered by the summer and then continued to increase beyond pre-pandemic levels. This pattern was consistent across the UK. An important milestone was passed in Scotland in March 2021 when we reached the 2000th Living Wage employer, a sign of the continued strength of the movement in Scotland.

Throughout 2020–21, we continued to support and celebrate employers as part of "Making Glenrothes a Living Wage Town", and "Making Dundee a Living Wage City", and continued to engage with employers in Aberdeen, Edinburgh and the Scottish Borders on developing Living Wage Places. We also commissioned a review of our processes of engagement, so that we could expand our Living Wage Places programme in the next financial year.

We also delivered the first fully digital Living Wage Week in November 2020. We hosted a range of online events focussed on specific industries, including Hospitality, Childcare, Adult Social Care, Social Enterprise & Public Sector Anchor Institutions. 29 Scottish media articles covered the real Living Wage rate increase to £9.50, including coverage of seven employers announcing their accreditation. Over 200 participants joined our programme of industry themed online events and engagement levels increased across all our digital channels. The top social media post featured a video of the First Minister of Scotland welcoming the new real Living Wage rate of £9.50 and noting the impact of accreditation – where more than 45,000 workers in Scotland would benefit from a pay increase to the new rate.

RESEARCH AND INFORMATION

We have continued our focus on the priority of providing high quality evidence on poverty in Scotland. Our research has provided significant insights for both policy makers and practitioners across Scotland and beyond.

Our research team have delivered a wide range of projects in the last year on topics including transport, the poverty related attainment gap as well as on the impact of the pandemic. This context in which we were operating has only served to heighten the importance of producing high quality evidence on poverty across Scotland.

Throughout the pandemic, our small team have worked intensively to maintain inclusive research work during this. As always, we have sought to take a collaborative approach to our research activity, working with a range of partners and stakeholders throughout the year including the Scottish Poverty and Inequality Research Unit (SPIRU) based at Glasgow Caledonian University, the Third Sector Research Forum, the COVID realities project working across the UK.

Our project supporting communities with participatory research projects, Knowledge is Power, a partnership led by the Scottish Community Development Centre and funded by the Big Lottery and Scottish Government, has continued despite the challenges of the pandemic. We are currently working with projects in Glasgow and Shetland in supporting them to undertake community based participatory research.

During the last year we published research that was commissioned to support the work of the Edinburgh Poverty Commission. The first report considered the views of people living on low incomes regarding the priorities for the Commission. The second report, published in September 2020 in partnership with SPIRU looked at citizens views of poverty in the city. This work was important in influencing the shape of the final recommendations from the Commission, which in turn has significant impact on the priorities of Edinburgh City Council and the partnership in the approach that they take to addressing poverty. This work has led directly to the development of End Poverty Edinburgh, a group of Edinburgh citizens with experience of poverty. This group started its work early in 2021 thanks to funding support from the Joseph Rowntree Foundation, and we expect the group to continue its activities in the years to come.

We were commissioned by the Poverty and Inequality Commission to produce guidance on guidance on involving 'experts by experience' in the work that they are doing.

To produce this guidance we worked with four community activists – Innocent Jakisa, Derek Kelter, Caroline Kennedy and Jackie Stockdale. This work was published in September 2020 and has helped shape the approach the Commission took to the establishment of its experience panel.

Transport has been a consistent issue for many of the people that the Poverty Alliance has engaged with over many years. We were pleased to be commissioned by Transport Scotland to look at the issues associated with transport. We focused on the views of young people and priority families looking at Transport and Child Poverty drawing on experiences around affordability accessibility and the COVID 19 pandemic in work commissioned by Transport Scotland.

Building upon our previous work on the implementation of Universal Credit in Glasgow, we contributed to work commissioned by the Health Foundation working with the University of Glasgow. This work served as a call to action to build a new approach to welfare conditionality and employment support for people with mental health.

A literature review was undertaken for the Health and Social Alliance (The ALLIANCE) and Shelter Scotland exploring the relationship between the right to health and right to housing which explored the legal and policy relationship between the two rights, mechanisms to embed rights as well as the design and delivery of human rights within services. A review into the poverty related educational attainment gap was conducted for the Robertson Trust. This explored existing literature on policy and practice related to the attainment gap, from early years through to higher education.

We have continued our long working relationship with Fife Gingerbread. Over the last year we have continued to support the evaluation of their Buddy project, which has been working with low-income families. Part of this evaluation has sought to understand how the work has moved from an online approach to a hybrid model of support.

Our research team was also involved in the Get Heard Scotland project, helping to deliver interviews with people with experience of poverty in Inverclyde and Renfrewshire. This work focused on the impact of the pandemic on people with experience of poverty and what lessons could be learned for future local and national anti-poverty policy.

Going into the pandemic the Poverty Alliance was fortunate to have stable finances.

HERE ARE THE NUMBERS

TREASURERS REPORT

Going into the pandemic the Poverty Alliance was fortunate to have stable finances. We were at the final year of three year funding agreements for our both core grant from the Scottish Government (for Get Heard Scotland) and for the support we receive for the Living Wage Scotland (LWS) programme from Scottish Government. Both these programmes provide significant security for the organisation. Our income from the LWS programme also allows greater flexibility in the development of other activities and to support the wider work of the Poverty Alliance. During the course of the last financial year we were able to successfully secured continued funding for both our core activity and for Living Wage Scotland for a further year.

Overall, our income was down in 2020–21. This was predicted in the previous year, as significant sources of new project income were still being developed to replace projects such as Menu for Change and Reinvest. We were able, during the course of the year, to identify a number of important additional sources of funding, particularly for research projects. This included funding to carry out research for the Poverty and Inequality Commission, for Edinburgh City Council, and the Robertson Trust. In addition to our usual sources of grant funding we were also successful in increasing our income through membership fees. Although this is a relatively small amount, it is nevertheless important in providing an unrestricted income to the organisation.

As we entered the new financial year in 2021 new projects were being developed that we hope to realise funding for during the course of the coming year. This included work around mental health and stigma, human rights and poverty, and new project work on in-work poverty. It is clear that funding for third sector organisations will remain under significant pressure in the coming years. However, the Poverty Alliance has managed its resources carefully over the last year and it is in a good position to continue to grow our network and organisation, to ensure that we are in a strong position to advocate on the issues that are important to our members.

As always, we thank all our funders for their support, particularly the Scottish Government for its long-term funding.

Jimmy Wilson
Treasurer

Income	2020-21	2019-20
Donations	11,137	1,019
Charitable activities	821,148	908,605
Other trading activities	31,254	47,339
Other income	53	80
Total	863,592	957,043

Expenditure		
Charitable activities	807,843	854,527
Total	807,843	854,527
Net movements in funds	55,749	102,516
Balance brought forward	403,751	301,235
Balance carried forward	459,500	403,751

STAFF AND BOARD, APRIL 2020 - MARCH 2021

BOARD MEMBERS

Anela Anwar, Oxfam Scotland (Convenor)
(resigned 4 December 2020)

Marie Ward, Cranhill Development Trust (Convenor)

Hugh Foy, Xaverian Missionaries UK Province
(Vice Convenor)

Jimmy Wilson, FARE Scotland (Treasurer)

John Dickie, Child Poverty Action Group

Irena Paterson, Moray Disability Forum

Mary McLean, Western Isles Health Partnership

Dave Moxham, Scottish Trades Union Congress
(resigned 4 December 2020)

David Liddell, Scottish Drugs Forum

Eilidh Dickson, Engender

Fiona Garven, Scottish Community Development Centre
(co-opted)

Rachel McEwen, Scottish & Southern Electricity Ltd
(co-opted)

Emma Richardson, (co-opted)(resigned 2 October 2020)

Susan Lyons, HUG (Action for Mental Health)

Emma Jackson, Christians Against Poverty
(appointed 4 December 2020)

Trishna Singh, Sikh Sanjog (appointed 4 December 2020)

Sharon Baldwin, Fuse Youth Café
(appointed 4 December 2020)

Innocent Jakisa, Community Activist Advisory Group
(co-opted) (appointed 4 December 2020)

Uzma Khan, University of Glasgow (co-opted)
(appointed 4 December 2020)

STAFF TEAM

Peter Kelly, Director

Robin Tennant, Fieldwork Manager

Twimukye Mushaka, Senior Fieldwork Development Officer

Neil Cowan, Senior Policy and Parliamentary Officer

Frances Rayner, Communications Officer, (p-t)
(until 1 December 2020)

Megan McGrath, Communications Officer, (p-t)
(from 22 March 2021)

Suzi Murning, Campaigns Officer, (p-t)

Fiona McHardy, Research and Information Manager

Laura Robertson, Research Officer

Gregory White, Community Researcher, (p-t)
(from 16 November 2020 until 8 January 2021)

Beth Cloughton, Community Research, (p-t)
(from 11 January 2021 until 31 March 2021)

Jack Evans, Living Wage Scotland Manager
(until 9 October 2020)

Lynn Anderson, Living Wage Scotland Manager

Christine McCaig, Living Wage Accreditation Officer

Iain Russell, Living Wage Accreditation Officer

Rachel Morrison, Living Wage Accreditation Officer

Pauline Coulter, Living Wage Accreditation Officer
(until 23 September 2020)

Anna Hirvonen, Living Wage Scotland Project Assistant

Patricia Di-Tommaso, Living Wage Scotland Project Assistant
(p-t)

Poe McHugh, Administration and Finance Manager

Sinead Howell, Administrative Assistant (from 6 April 2020)

Judit Preiss, Administrative Assistant (p-t) (from 7 April 2020)



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