

**Trustees  
Unlimited**



**Independent  
Age**

**Trustee Information | February 2022**



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# Welcome

**Thank you for your interest in serving as a Trustee of Independent Age.**

In the UK, 18% of our population or 12 million people are aged over 65 and this number is set to grow over the next 50 years. Life expectancy has improved significantly since Independent Age was founded in 1863, increasing from 42 to over 81 today.

Yet life expectancy has stalled and even declined for the poorest 10% of women in the last decade. There is also a five-year health gap in life expectancy between people living in wealthy areas such as some parts of London and others living in deprived areas such as in the Northeast.

Growing older can be a happy and joyful time, providing an opportunity for us to focus on our interests, spend more time with our family and friends, learn new skills or go on new adventures. Yet too many of us find that those extra years are not all we'd hoped. Over 2 million people in the UK over 65 live below the poverty line. An average of 13 years of our later life are spent in poor health. 1.2m people are chronically lonely, with Covid-19 having had a particularly cruel impact on their lives.

This call to action is the backdrop to our 2021-2023 strategy, which aims to deepen Independent Age's impact and address inequalities in our society so that more people can live happy, connected and purposeful later lives. Our Board of Trustees performs a vital role in leading and guiding the charity in partnership with the Senior Leadership team.

It is extremely important that we have a diverse Board with skills and experience in a range of areas to ensure informed decisions on behalf of all older people in the UK. We are now recruiting three trustees with expertise in one or more of the following areas:

- **Finance** (ideally with some experience of charity finance)
- **Investment strategy** (preferably a decision-maker rather than advisor)
- **Service delivery and knowledge of policy issues affecting older people** (clinical or academic expertise, ideally supported by experience in the sector rolling out new service models)
- **Digital strategy** (broader digital expertise, e.g. beyond social media/marketing)
- **Fundraising**

If you have strengths in one or more of these areas and would like to join our transformation journey to ensure better lives for older people, it would be great to hear from you.

Julia Neuberger DBE  
Chair

# About Us

Independent Age works to ensure that as we grow older, we all have the opportunity to live well with dignity, choice and purpose. To achieve this we provide information, advice and connection services for older people; campaign on the issues that matter most to them around health and care, poverty and loneliness and provide capacity building support to others working in the sector. More information about Independent Age and its work can be found at [www.independentage.co.uk](http://www.independentage.co.uk).

## Vision:

We can all live a happy, connected and purposeful later life

## Mission:

To ensure that as we grow older, we all have the opportunity to live well with dignity, choice and purpose

## Values:

Purpose-driven | Compassionate | Expert | Collaborative  
Accountable | Inclusive

## Our New Focus

Poverty in later life is a growing problem in the UK. There are stark inequalities in later life that significantly increase the chances of entering poverty past retirement age for some groups.

Increasingly we are focusing our work on tackling poverty and inequalities — especially with those older people who are unfairly experiencing financial insecurity, suffering health inequalities, inadequate social care and increasing isolation.



## Our EDI Principles:

- Proactively challenge ageism and all other forms of discrimination throughout all our work.
- Celebrate and champion diversity within and outside our charity and create a culture where everyone knows that they belong.
- Develop our leaders so that they can act as role models and champions; and our staff so they can embrace these principles and apply them in their work.
- Deliver equity of opportunity for our staff, volunteers and the people who use our services whether they have a protected characteristic or not.
- Ensure our strategy, policies and actions are integral to our annual planning processes to ensure that we deliver our goals and that our values are central to their delivery.
- Commit to setting minimum target indicators for diversity and regularly review progress.
- Collect data to enable us to track our progress.
- Be publicly accountable and transparent about our progress.
- Use our influence to proactively champion the principles of EDI internally and with external partners.
- Continuously improve, adopt best practice and learn from and share with others.

We believe that key to our success will be to ensure that Independent Age is a brilliant place to work or volunteer. We are investing in our people – staff and volunteers – to develop them and ensure they have the skills and tools they need to deliver our mission.

We are also creating a leaner, flatter staffing structure and building an organisational culture based on our values and EDI principles which is committed, positive and productive.



# Our plans for 2022

After a great deal of work in 2020, assessing how we can maximise our impact for older people, Independent Age began the implementing a new strategic plan, focusing resources on addressing inequalities in the critical areas of health and care, loneliness and poverty, focussing efforts on areas of greatest impact and reach.

As part of our new strategy, we've developed six strategic goals to ensure we successfully deliver our mission.

1.

We will provide information and advice focusing on the issues that matter most as we grow older and will deepen our impact within communities, connecting people, places and services to reduce isolation and loneliness

2.

We will develop a programme of support for organisations to strengthen the sector and develop an ecosystem of organisations working more cohesively together to ensure everyone has the opportunity to age well

3.

We will be a catalyst for positive policy change, producing credible research and policy analysis; and using that insight to challenge the underlying causes of discrimination and inequality through effective influencing and campaigning activity

4.

We will develop a strong reputation and significantly raise our profile to enable us to drive change and build our community of support

5.

We will build a **financially sustainable organisation** that can deliver on our vision and mission for older people both now and in the future

6.

We will be efficient, well run and a great place to work

To achieve our goals, we are rethinking our geographic locations and evolving to a more person-centred service model. We know that Independent Age can't meet everyone's needs alone, so our strategy has a strong focus on building exemplar services, sharing our learning and working in partnership with other charities and across different sectors. We hope this will ensure an effective ecosystem offering the services, activities and support that older people need, when, where and how they need them.

Further details about our future plans are available upon request.

## Our Finances

Independent Age has a strong balance sheet, with investments of circa £180m currently generating the majority of its income. Investments include a permanent endowment of approx. £60m, along with restricted, designated, and general funds. The majority of the £80m of designated funds are set aside for future impact, with annual deficits planned in the coming years to address increasing need. The charity also has several investment properties, with one sale currently in progress.



# Governance & Leadership Structure

## Our Governance

We have an active Board of Trustees led by Baroness Rabbi Julia Neuberger who joined in October 2019. Our Treasurer is John Hannaford and our Vice-Chairs are Lucy Blythe and Vivienne Dews. The Board currently has ten members and meets four times a year plus one annual away day.

We also have several Board Committees:

- Finance and Resources
- Investment
- Governance and Nominations
- Services and Policy
- Marketing and Supporter Engagement

Most Committees meet four times a year.



## Our Leadership Structure

Our previous Chief Executive, Deborah Alsina, made a significant contribution to restructuring and streamlining our operations and putting in place a talented and effective Senior Leadership Team (SLT) who work closely together with the board to ensure we deliver our mission efficiently and effectively. Stuart Rogers is serving as Interim CEO while we focus on delivering our 2022 goals and launch the search for a permanent CEO later in the year.

The SLT consists of the leaders of the Directorates at Independent Age:

**Stuart Rogers**, Interim CEO and Director of Corporate Services

**Simon Hewett-Avison**, Director of Services

**John Palmer**, Director of Policy and Communications

**Clare Wadd**, Director of Finance and Governance

**Matthew Wilkley**, Director of Income Generation

# Role Description

**Title:** Trustee  
**Reporting to:** The Chair, on behalf of the Board of Trustees  
**Location:** London  
**Remuneration:** Trustees do not receive any financial remuneration, although expenses for necessary travel may be claimed  
**Starting date:** Co-option Spring 2022, with appointment by approval of the AGM in July 2022

**This is an exciting and meaningful time to join Independent Age.**

**We expect that new Trustees will contribute their experience and intelligence to a substantial strategic review of our work this summer and feel part of any decisions for moving forward as well as proud of the difference we can then make in older people's lives.**

## The Role(s)

To strengthen the Board's strategic intelligence and agility for maximum impact and a sustainable future, we seek candidates from the private, public or voluntary sector with the following areas of experience and expertise (including their likely main committee roles). Ideal candidates will bring more than one area of expertise.

## Essential

- **Finance** (ideally with experience of charity finance) - Finance & Resources Committee (FRC)
- **Investment strategy** (a decision-maker rather than an advisor) - FRC Investment Subcommittee Chair-designate
- **Service delivery and knowledge of policy issues affecting older people** (clinical or academic expertise, ideally supported by experience in the sector rolling out new service models) - Services & Policy Committee
- **Digital strategy** (broader digital expertise, e.g. beyond social media/marketing) – Services & Policy Committee

## Desirable

- **Fundraising** (from individuals, trusts and corporates) - Marketing & Supporter Engagement Committee

## Time Commitment

At least four Trustee Board meetings and an annual away day are held during the year. In addition, most trustees serve on two Committees, but this may vary depending on individual capacity and areas of expertise. Additional time will be required for studying papers and there will be some time required for attending events and for helping to provide advice to officers of the charity. Trustees are expected to attend Board meetings regularly (note that some of these will be virtual) and to participate fully in the work of the Board. All trustees must agree to abide by the Trustees' Code of Conduct and are required to make an annual declaration of interests.

## Terms of Appointment

Appointments are subject to Trustee Board recommendation to the Annual General Meeting and as a Trustee you will be expected to become a 'member' of the Association (Independent Age is the operating name of the Royal United Kingdom Beneficent Association) for the period of office.



# How to Apply

## Application Process

If you are passionate about joining the Independent Age board and believe you have the skills and experience we are looking for, please apply with the following:

- A recent CV with the details of two referees (we will not contact them without your prior permission)
- A supporting statement that outlines how you meet the criteria and details your motivation for applying

Independent Age wants to have a diversity of perspectives on the Board. Therefore, we particularly encourage applications from under-represented groups with the relevant skills and experience, for example, people from Black, Asian and Minority Ethnic communities. We also encourage applications from people living with disabilities and from people across a broad age range.

All applications should be uploaded via the application link [HERE](#).

If you would like to have an informal discussion about the role, or if you have any difficulty with your application, please get in touch with Melissa Baxter on:

melissa.baxter@russam.co.uk / 07789 985229

## Timetable

**Closing date for applications: Friday 11th March 2022**

**Preliminary Interviews: Week commencing 14th March 2022**

**Interviews with Independent Age: Weeks commencing 28th March/4th April 2022**

Please let us know if any of the above dates present a problem for you.  
We look forward to receiving your application.

