Chief Executive Appointment Brief
March 2019
Thank you for your interest in being the new Chief Executive of Independent Age.

We live in remarkable times as 1 in 3 people in the UK today will reach their 100th birthday. As a nation we’ve never lived so long. But if longevity is to be celebrated by everyone, we need to rethink ageing and tackle the complex issues that prevent many people from living well in older age. This is a formidable challenge but it is the heart of our work at Independent Age.

Our quality information and support is available when people need it, with clearly-written advice guides and factsheets accessible on our website and a dedicated telephone advice line. We continue to expand our information, advice and friendship services to provide a lifeline to individuals and local communities. Through the Campaign to End Loneliness, a department within Independent Age, we have helped put a spotlight on the extent of these issues and the need to bring communities together. But if we’re to deliver greater impact, we also need to plan ahead and help ensure that obstacles do not become significant barriers to a fulfilling and happy older age.

This means preventing loneliness by focusing on innovative new local services to tackle the problems early, such as the community-led service we’re piloting to help make connections for those at risk of becoming lonely in later life. It means taking a stand on pensioner poverty, such as the injustice of £3.5 billion unclaimed benefits each year, and tackling the ever-widening social care funding gap. We’ve made a strong start, commissioning Grant Thornton UK LLP to cost policy options for the Treasury, and campaigning for better outcomes for older people in the forthcoming social care Green Paper, including the adoption of Free Personal Care. However, we need greater public support to magnify our voice and influence.

Against this backdrop, I am proud that we have increased the number of people we’ve helped over the past year, which is due to the determination and dedication of our staff and volunteers across the UK. We have made a considerable investment in bringing in new skills across the charity to make sure that we not only help more people, but also involve them in shaping our work and securing the funds we need to help older people live well.

As we develop our strategy and plans for the coming years, we will continue to listen, innovate, and challenge. We will also showcase the groundbreaking work both Independent Age and others do to make a difference for older people.

If successful, you will join a charity that will continually excite you with the breadth of its work. If this sounds attractive, and Independent Age sounds like a good fit for you, we would love to hear from you.

Justine Frain,
Chair
About Independent Age

Independent Age is a national charity founded over 150 years ago to help older people live well, with dignity, choice and control. We provide clear, free impartial advice on issues that matter to older people and their families, run wellbeing and friendship services, and campaign for a fair deal for older people.

Our vision

A society where older people can live the lives they aspire to and contribute actively to their communities.

Our values

- **Older People and Independence** – We put older people at the heart of everything we do.
- **Work Together** – We work together internally and with outside partners to achieve big results.
- **Think Big** – We are bold, willing to take responsibility.
- **Trust and Respect** – We act with honesty, openness and integrity and recognise the contribution each of us makes.
- **Be Effective** – We deliver a high-quality service, using our resources well to deliver value.
How we work

Our ambitions set out the outcomes we would like to see for all older people. These include:

**Tackling pensioner poverty**

The image painted by the media of the wealthy older person with the million pound house has led many people to believe that this generation doesn’t have money worries. That’s not our experience.

The truth is, too many pensioners in the UK are struggling to make ends meet. In fact, as shocking as it may seem, almost 2 million are living in poverty.

Of course lack of money is a big worry for anyone these days. But for an older person who feels there’s nothing they can do to boost their income, the situation can feel overwhelming.

At the same time, Government statistics reveal that as much as £4.4 billion of benefits go unclaimed by older people in the UK each year, mostly because they don’t know they’re eligible. Older people need information, empowerment and help to be able to access the money to which they are entitled.

When you can’t afford to heat your home over the winter months, life can feel pretty miserable. But, for someone in their 80s or 90s, it can make the difference between life and death.

Significant gains have been made to tackle pensioner poverty in the past few years – many of us, for example, will benefit from pension auto-enrolment in the future. But every older person should have enough money to cover the bills.

Together, we can make sure the country’s decision-makers understand the financial challenges some older people face, and make sure those who need it know about the help available.

**What we do to help?**

- We give confidential, impartial advice on money matters to older people and their families.
- We raise awareness of benefits like Pension Credit, which can help keep older people out of poverty.
- We campaign for a fairer financial deal for older people.

**Staying healthy and getting the right care**

What do people want from their later years? According to our experience, nothing wildly different from anyone else – health, happiness, a sense of purpose, good friends...

And yet, as our population ages, we still have a very long way to go before this generation is given the support they need to live the lives they aspire to.

Despite the constant headlines about our health and care services, older people still struggle to get the most basic support. Many are left feeling like they’re battling a system that makes life more difficult. Meanwhile, the demand for overstretched services continues to grow.
Nearly one and a half million older people in the UK aren’t getting the care they need, while the number of those developing dementia is increasing at such an alarming rate that, this year, there will be a new diagnosis of dementia every three minutes.

At the same time, more people in their 80s and 90s – many with their own health issues and disabilities - are struggling to care for their spouse or family member at home.

The most vulnerable should be receiving proper support.

Due at least in part to strong and persistent campaigning led by Independent Age, the health and care crisis has moved up the political agenda. More funding has been forthcoming and a major review is now underway.

We will continue to fight for better health and care services that fully meet the needs of the UK’s ageing population.

What we do to help?

- We give clear, confidential advice on health and wellbeing, to older people and their families, over the phone and online.
- We provide in depth printed guides, on topics from living with long-term health conditions to planning for a funeral.
- We campaign to raise the standard of care for older people.

Making friends

Friendships make us happy. Research shows that people who spend time with family and friends tend to feel better about life than those who don’t.

But as we age, we might find our social circles tend to shrink over time. Partners die, neighbours move away and health issues leave us feeling cut off from the world.

Before we know it, we’re spending more and more time alone.

Of course, loneliness can be difficult for anyone but, for someone facing the challenges of old age, the experience can be unbearable.

Surveys show that more than a million older people say they are chronically lonely. Many live on their own, some far from family and others with few friends or family members left to call on.

This is not just miserable and frightening, it can also have a devastating impact on their physical and mental health.

After all, as much as loneliness eats away at one’s self-esteem, it has also been found to increase our chances of depression, high blood pressure and, even, according to one study, clinical dementia.

The good news is, of course, that so many people want to help. In fact, last year, we recruited more new volunteers to our friendship services than ever before.

Our services provide older people who are lonely with a weekly chat from a volunteer, either in their home or over the phone. The number of genuine, caring friendships that are formed – along with the positive impact of these friendships on both parties – is incredibly heartening.
Together, we can continue to expand our services that connect people and reach many more older people who need some company.

**What we do to help:**
- At Independent Age, we believe in the power of a good chat. We’re growing our network of volunteers who are making friends with older people across the UK.
- We produce helpful advice guides explaining what older people can do to support themselves to stay connected.
- And we’re campaigning to challenge the stigma around loneliness.

**Addressing ageism**

From ‘anti-ageing’ beauty products to derogatory media slogans like ‘bed blocker’, we’re bombarded by messages telling us old age is something to feel bad about.

And yet we barely notice older people.

Ageism is so rife in our youth-obsessed culture that a study in 2010 found almost three quarters of people over 65 worried about being seen as a problem by society, while 1 in 5 dreaded becoming a burden to family and friends.

This negative perception can have a devastating impact. It’s no coincidence, for example, that care for older people is woefully lacking or that there simply aren’t enough decent care homes to choose from.

And yet our attitude to ageing can make all the difference. One study even found that those with a positive perception of ageing live more than seven years longer than those who don’t.

Older people – like anyone else – should be treated with dignity and respect.

At Independent Age, we know older people have a huge contribution to make. That’s one of the reasons we take ageism so seriously – we believe the nation’s older generation should know how incredibly valuable their experience is. We’re campaigning to raise awareness of the harmful impact of negative attitudes towards older age, both on the individual and on society as a whole.

Together, we can demand older people get the support and respect they need to be happy and fulfilled into later life.

**What we do to help:**
- We’re bringing ageism to people’s attention, and challenging attitudes.
- We campaign to raise the standard of services for older people and shine a spotlight on the gaps in support for them.
- We work with older people to make sure their voices and stories are heard.
By 2030, the number of older people in the UK is estimated to rise to 15.4 million – around 3.5 million more than today. Although this will bring challenges to already overstretched services, it could also bring huge benefits. For example, many older people want to volunteer. In fact, almost a third of those aged 65 and over have volunteered in the past 12 months.
But there’s work to be done before older people are treated fairly.

- Today, in the UK, nearly 2 million pensioners are living in poverty.
- At the same time, some of the poorest pensioners missed out on £3.5 billion in Pension Credit last year.
- There are 1.4 million older people going without the care they desperately need, making life far more limited and difficult than it should be.
- Meanwhile, 90,000 people caring for a member of the family at home are aged 85 and over, many of them struggling with their own health issues and disabilities.
- More than 1 million older people say they are chronically lonely, while almost 4 million say television is their main source of company.
- Every three minutes a person in the UK will develop dementia, and yet most MPs in England agree that there are not enough decent care homes to choose from.

How Independent Age is making a difference

- Last year, we helped nearly 1.2 million people with advice and support.
- We distributed over 3.6 million free information resources including our information guides which display the facts in a simple, clear way.
- We helped over 1,600 wonderful volunteers form one-to-one friendships with older people across the UK.
- We received over 68,000 enquiries to our free helpline from older people and their families, many of them dealing with a crisis.
- We won an award for our website, which has clear and up-to-date information for older people.
- We worked together with 75,000 supporters to help more older people who need support.
- We launched a ground-breaking report calling for Free Personal Care, making the country’s decision-makers sit up and listen.
About the role

Job Purpose & Role

The Chief Executive reports to the Chair and is responsible for the direction and management of the organisation. The Chief Executive formulates strategy in conjunction with Trustees, and represents Independent Age externally to a wide range of stakeholders. He/she must inspire and lead a senior management team that engages staff, volunteers and the public to improve the lives of older people in the UK. Independent Age is changing and adapting to remain relevant to current and future needs of older people. The charity has the resources to undertake ambitious and innovative programmes, but the Chief Executive must ensure fundraising and new income streams deliver for future sustainability.

Key Skills

Leadership skills – The Chief Executive leads the charity, staff and volunteers to achieve challenging goals that will enable older people to lead independent lives. This includes motivating and coordinating activities across an integrated organisation.

Financial Acumen – The Chief Executive must have high-level financial skills to set and then deliver on financial, investment and fundraising plans that support the long-term sustainability of the charity. This requires balancing expansion plans with fundraising/income-generation.

Integrity – The Chief Executive must demonstrate the highest level of personal and professional integrity to lead the organisation, support regulatory frameworks and the required standards of governance and accountability, and ensure trust and confidence in the conduct of the charity.

Advocacy Skills – The Chief Executive is the public face and a key spokesperson of the organisation, and needs to deploy high level diplomatic and ambassadorial skills to promote its work and aims.

Excellent Interpersonal Skills – The Chief Executive needs to build relationships with a variety of stakeholders including service users, volunteers, staff, Trustees, professional advisors, funders, donors, partners, opinion formers, influencers and the media.

Passion, commitment and expertise – the Chief Executive will have a good understanding of the ageing, health and social care agenda and demonstrate a continuous commitment to learning and organisational development.
Main duties

Strategic leadership
• Provide visible, inspiring and effective leadership, direction and oversight to the charity to maximise impact for older people.
• Build and lead an effective, high performing Senior Management team that delivers on plans and strategies, manages risk and generates opportunities for the future.
• With Trustees, define and review the vision, mission and strategy of the organisation, set the strategic plan, financial and supporting strategies and the reporting mechanisms to review outcomes.
• Maintain close relationships with key influencers and decision-makers, including politicians, civil servants, specialist bodies, third sector organisations, funders and stakeholders.
• Facilitate change and transformation and drive a high performing and entrepreneurial culture that meets the needs of older people now and in the future.
• Establish and build a strong, effective and constructive relationship with the Chair and Trustees to deliver strategic leadership.
• Maintain effective networks and relationships with all principal supporters, funders, partners, stakeholders and professional bodies.

Financial Management
• Deliver annual business plans, budgets and systems to ensure financial accountability and effective resource management.
• Develop income generation strategies and deliver on these to support sustainable growth, reach and impact.
• Take responsibility for the financial health and robust planning of the organisation, ensuring KPIs are in place.

Governance and risk management
• With the Chair and Trustees ensure the governance approach is appropriate and proportionate, allowing the charity to operate efficiently, while maintaining a high standard of best practice and fulfilling all legal, statutory and regulatory responsibilities.
• Ensure the charity has policies, systems and processes that are fit for purpose and ensure the charity is both effectively and efficiently run.
• Ensure regular review of major risks and opportunities; ensure that systems are in place to take advantage of opportunities and to manage and mitigate risks.

Focus on supporting older people
• Instil a focus on delivering and improving services for older people.
• Build relationships with people helped by Independent Age.
• Ensure services, including the Campaign to End Loneliness, remain relevant for older people.
Efficiency and effectiveness

- Define and secure the resources (human, material, and financial) required and establish policies and protocols needed to operate effectively and deliver the vision, mission and objectives of Independent Age.
- Ensure appropriate presentation and reporting on the progress of the organisation and on all matters relevant to the discharge of its responsibilities.
- Ensure the charity is presented in an appropriate and professional manner to its stakeholders, to promote its goals, build reputation and foster effective partnerships.
- Regularly review and assess the external environment and the changing landscape for charities, including regulatory requirements and best practice.
- Monitor the changing needs of older people and how to meet them, and the policy landscape for ageing, health and social care to ensure the organisation keeps pace, anticipates change and identifies new opportunities.
- Act as an ambassador and spokesperson for the cause and the charity, representing the charity at external functions, conferences, meetings and events.
- Oversee the media representation of Independent Age, its services and campaigns.

Other Duties

- Enhance Independent Age’s position as a leading voice in the field of older people and ageing; as agreed with the Chair, develop policy proposals for Board discussion and decision.
This is an exciting time to be considering joining Independent Age. We are expanding our activities whilst ensuring that older people are at the heart of everything we do. Candidates will be required to demonstrate experience and achievement against the majority of the following areas:

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<th>Criteria</th>
<th>Essential Requirements</th>
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<td><strong>Education &amp; Qualifications</strong></td>
<td>• Evidence of intellectual capacity to grasp complex issues and exercise strategic judgment.</td>
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<td>• An undergraduate degree and / or a master’s degree or equivalent.</td>
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<td>• Experience in senior management or organisational leadership with experience of working with committees or Boards.</td>
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<td>• Demonstrable understanding of the health and social care environment.</td>
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<td><strong>Experience &amp; Knowledge</strong></td>
<td>• Significant senior leadership experience as well as a proven track record of delivering results in a complex and changing organisation.</td>
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<td>• Strong strategic skills and significant experience in change management, experience of mergers and/or of growing an organisation.</td>
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<td>• Experience of working with a Board and an approach to governance that encourages an open, transparent and collaborative culture.</td>
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<td>• A track record of successful financial, people and resource management and the ability to manage resources effectively and to budget, drawing from experience of raising and managing diverse revenue streams.</td>
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<td>• Strong people leadership skills. The capacity to cohere passionate, experienced and independent individuals into a high performing and confident group.</td>
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<td>• Strong ambassadorial and networking skills.</td>
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<td>• Excellent communication and negotiation skills and an ability to persuade and influence.</td>
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<td>• An understanding of the issues Independent Age is working on.</td>
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<td>• Experience of interacting with older people.</td>
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<td><strong>Skills &amp; Abilities</strong></td>
<td>• Ability to engage effectively with key internal and external stakeholders</td>
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<td>Excellent interpersonal skills.</td>
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<td>• Excellent verbal and written communication skills.</td>
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<td>• Good IT and financial management skills.</td>
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<td>• Ability to collaborate effectively within a team.</td>
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<td>• Ability to work cross-functionally and to secure resources and support from people in different Directorates.</td>
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<td>• Good judgment.</td>
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Independent Age is committed to equality of opportunity and eliminating discrimination. All employees are expected to adhere to the principles set out in its Equal Opportunities Policy and all other relevant guidance/practice frameworks.

Independent Age is based in London.

The CEO will be entitled to 28 days’ holiday per year plus bank holidays. Independent Age offers a pension plan with employer contribution as follows:

- 5% for a 3% employee contribution.
- 6% for a 4% employee contribution.
- 8% for a 5% employee contribution.
- 10% for a 6% employee contribution.

Members of the pension scheme are also eligible for life cover of 5 times their salary. Other benefits include season ticket loans, a cycle to work scheme, childcare vouchers, and a range of discounts via Perkbox.
How to apply

Saxton Bampfyldde Ltd is acting as an employment agency advisor to Independent Age on this appointment.

Candidates should apply for this role through our website at www.saxbam.com/appointments, using code UANXB.

Click on the ‘apply’ button and follow the instructions to upload a CV and cover letter.

The closing date for applications is noon on Wednesday, 17th April, 2019.

GDPR personal data notice
According to GDPR guidelines, we are only able to process your Special Category Data (racial or ethnic origin, political opinions, religious or philosophical beliefs, trade union membership, genetic data, biometric data, health, sex life, or sexual orientation) with your express consent. You will be asked to complete a consent form when you apply and please do not include any Sensitive Personal Data within your CV (although this can be included in your covering letter if you wish to do so), remembering also not to include contact details for referees without their prior agreement.