

Trustee recruitment pack



Contents

Introduction from the chair of Age Scotland	03
Who we are	04
Our impact	05
Our strategy - No Time to Lose	06
Our people	07
Our leaders	07
Role description and person specification	08
Terms of appointment	10
How to apply	11

Introduction from the chair of Age Scotland

Age Scotland, the national charity for older people, works tirelessly to help improve the lives of everyone over the age of 50. Our vision is a Scotland that is the best place in the world to grow older and for us all to live the very best life we can in 'later life'. We are dedicated to inspiring, advising, involving and engaging older people, and influencing all those whose decision-making impacts on the lives of older people.

The challenges and issues facing older people in Scotland have never been greater: the Covid-19 pandemic claimed many lives, and isolation and loneliness continue to be key issues affecting older people in Scotland. Access to health and social care are vital issues for older people.

The cost-of-living crisis means that our national helpline has never been busier, and through this service Age Scotland makes a vital difference to the lives of thousands of older people, their families and carers. Similarly, our work in communities and in supporting those affected by dementia, and increasing awareness of it, is a vital priority.

Public policy is an area of particular focus for us given that the majority of issues affecting the day-to-day lives of older people are decided here in Scotland. Our work with the Scottish Government and other key partners is a vital part of what we do. We have developed very effective relationships with opinion formers, but we continue to have much to do given the challenges the Scottish population faces, our ageing demographic and the challenges of isolation.

Age Scotland works in partnership with Age UK, based in London, although we are an independent charity with our own board and executive team responsible for our work in Scotland.

The timing of new trustees joining us could not be more important. We are currently thinking about how we evolve our strategy and approach to make us the most effective Scottish charity we can be, so we need people with the ambition and imagination to help us define and shape that future direction, and our priorities and goals, building on the exceptional contribution our team is already making to the lives of older people in Scotland.

We will also need some of your time to support the work of our board, key committees or subsidiaries and to contribute to the agenda. Our financial position is positive, but growing our income and doing more will always be key areas of focus given the challenges people face in later life here in Scotland.

We are recruiting four new trustees as part of planned succession and to bring strength, expertise and engagement to our board. We need people with knowledge and commitment and the drive and energy to be part of Age Scotland's mission to serve older people. The charity also needs trustees to support our team, serving on one or more committee or subsidiary boards, which range from people and culture, audit and risk and community development, to fundraising and business development.

We have some key areas where we would like our new trustees to compliment or enhance our existing skill set. In the finance and commercial areas, we need trustees who are able to contribute to our work overseeing and developing our financial position, reviewing our key risks and ensuring we are developing a sustainable financial model. In more commercial areas, we have operations that provide commercial services to customers and generate income, and evolving that social enterprise model to support our beneficiaries and the work of the charity is vital.

Culture and transformation are also important to us, so we invite interest from potential trustees with relevant experience, perhaps in community engagement or human resources. And we want our board to better reflect modern Scotland, so we welcome applications from candidates from all our communities and perspectives.

If our work is of interest, and you feel you could play a role in supporting our future strategic direction, our goals, ambitions and impact, then we would love to hear from you. We seek a diversity of experience, thought and background and want to draw on the knowledge and perspective of all our communities.

I hope that you might wish to join us.

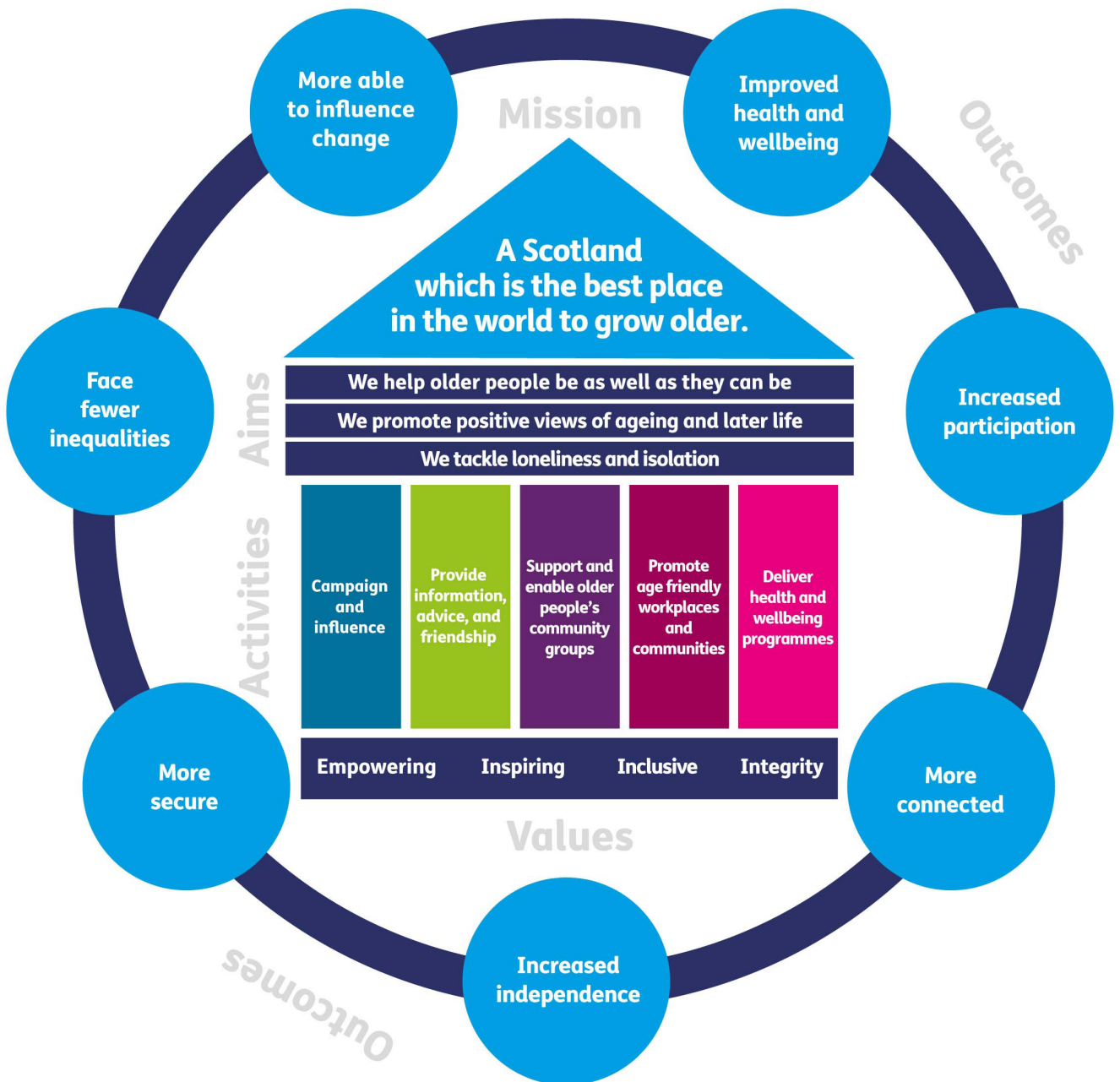
Stuart Purdy

Chair, Age Scotland



Who we are

We are the national charity for older people. We work to improve the lives of people over 50 and promote their rights and interests. Our mission is to make Scotland the best place in the world to grow older. Our values are to inspire, involve and empower older people in Scotland and influence others so that people enjoy better later lives.



Our impact

It has been a busy and exciting time for the charity as demand for our services and offerings for older people continue to increase. Although Covid-19 shaped much of our work in 2021, it was also a year of growth in other areas. Since its launch in May 2020, the Age Scotland friendship line has become a lifeline for many older people who felt alone and wanted someone to chat to. In the past year the number of friendship calls more than doubled, as prolonged isolation and loneliness took its toll on older people. We would like to do more in this vital area.

In 2021 we published new information and advice guides focused on inclusion and equality, we developed our popular Comradeship Circles, which bring older veterans and their families together for regular phone calls, and we launched Power Quiz, a new health and wellbeing resource to increase physical activity and keep the mind sharp. Age Scotland pulled together to deliver services and resources to improve the lives of older people and to be there for them and their families during the pandemic and beyond.

Age Scotland's helpline has been described as "invaluable" and an "emergency service" by the First Minister of Scotland and was at the heart of our response to the health emergency presented by Covid-19. Our helpline received a high, unprecedented volume of calls throughout 2021 as the pandemic continued to impact older people, with call handlers providing older people with information, advice, support and friendship. The helpline team also identified more than half a million pounds in unclaimed benefits for older people through our **Check In, Cash Out campaign**.

Our helpline handled

27,237

calls, providing older people with information, advice, support and friendship



Our policy team is a key part of our organisation and has worked to influence change on many issues including adult social care, tackling poverty, access to cash, human rights and equalities and digital exclusion.

We are proud of what we have achieved as a charity and despite the ongoing challenge of the pandemic, we were able to grow and develop our support to older people, their families and carers.

You can find out more about this in our **2021 Impact Report**.

Our strategy - No Time To Lose

During the pandemic, Age Scotland's strategy and plans have served us well, allowing us to support older people, influencing at governmental level and delivering through our helpline to meet unprecedented demand. While our **2022-2025 strategy report** sets out a clear vision of how we planned to fulfil our mission to improve the lives of older people in Scotland, we are also conscious that this strategy was developed pre-Covid and before isolation and the excesses of the cost-of-living crisis challenged older people so severely. We intend to review and, where needed, develop our strategy and our ambition to make certain it is relevant to the needs of older people. We would like our new trustees to be at the heart of that with us, working with our executive team to shape the organisation and make certain we challenge ourselves in the right areas.

We also hope to build on and expand our extensive work across the country. Developing beneficial partnerships with other organisations that share our goals of supporting older people is something we are very much open to.

Our current strategy is called **No Time To Lose** because we know from our conversations with older people, their families and carers, that action is needed now more than ever.

Older people have endured an extremely difficult time during the Covid-19 pandemic, and the opportunity to reconnect and stay connected is vital. We will be focusing on reducing the impact of loneliness and isolation through our friendship line and the wide variety of work we do with community groups and friendship circles.

As the national charity for older people in Scotland, we will promote positive views of ageing and later life by amplifying the voices of older people to influence policy and practice and ensuring they can participate fully and feel valued in society.

We will also continue to deliver programmes and activities aimed at improving older people's health and wellbeing, as well as ensuring they can access support both by growing our own services and building resilience, capacity and sustainability of older people's community groups across Scotland. Our strategy includes proposals to address specific inequalities faced by ethnic minority and LGBTQ+ communities, underpinned by our commitment to diversity and inclusion.

We will also be expanding our important work with veterans and those living with dementia through our campaigning work and providing up-to-date information and advice guides. Age Scotland will tackle pensioner poverty, campaign to support older people during the cost-of-living crisis and promote age-inclusive communities and workplaces.

There is a very significant agenda here in Scotland, and we'd like people to join us who recognise this, who are ambitious for us and for our vital work, and who wish to make a telling contribution to our thinking.



Our people

Age Scotland is committed to ensuring that Scotland becomes the best place in the world to grow older. But we can't do that alone. Our staff are essential to achieving our vision. It is only with the support of our teams, volunteers, members, supporters, funders and partners that we can continue to tackle the challenges and inequalities that our older people face.

We aim to be the best employer we can, where staff and volunteers feel appreciated and supported. The charity values the wealth of experience and knowledge colleagues bring and the variety and scope of our work provides many exciting career and volunteer opportunities. Age Scotland has been able to support thousands of people in later life but there are many more who still desperately need our help and as a team we can make a real difference.

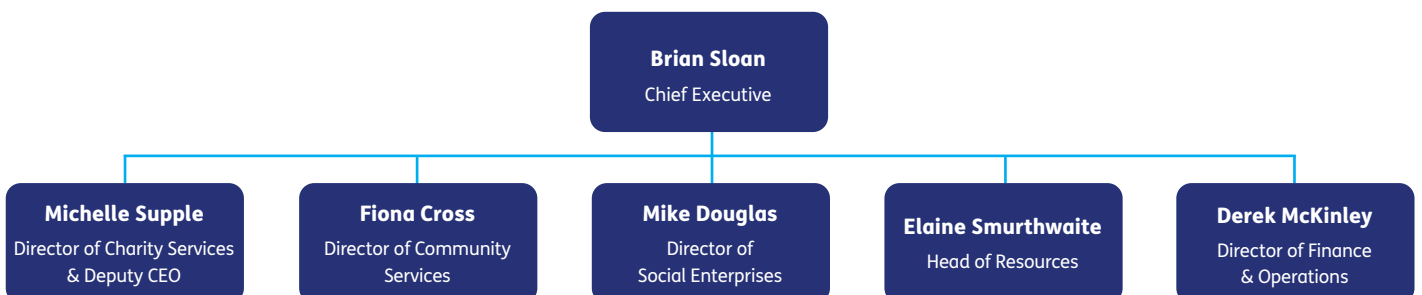


Our leaders

Our board of trustees lead our charity. Trustees are keenly interested in making certain Age Scotland has the right plans, strategy and capacity to serve the needs of older people in our country. Our trustees have a variety of experiences and knowledge of the issues affecting older people. Through our executive and our staff, we seek to deliver that strategy and influence and work with government and opinion formers to make certain the voice of our older people is heard.

Age Scotland's trustees are responsible for ensuring our strategy and approach is the most effective it can be at meeting the requirements of the Scottish population of older people. Our senior management team works closely with the trustees to develop strategic options and to carry out the day-to-day running of Age Scotland. Our trustee board has a mix of new and longer serving trustees. The loss of two senior trustees due to personal and professional moves as well as succession planning for trustees who will retire shortly, means we would like to appoint trustees who have the knowledge and capacity to join us and support our vital work. Trustees meet formally at least quarterly and also review our strategy at least annually. Our Audit and Risk Committee and our newly formed People & Culture Committee are important parts of an effective board governance framework and are made up of members drawn from our board of trustees. We would welcome applicants who have experience of serving on similar committees in other organisations.

The day-to-day running of the charity is carried out through our executive team. The CEO and executive team implement our key strategic initiatives, plan and implement our services and their delivery, and lead in ensuring appropriate engagement with all the communities we serve across Scotland.



Age Scotland trustee - role description

Purpose

- To act as a trustee and board director of Age Scotland.

General responsibilities

- To lead the charity and provide appropriate input, support and constructive challenge to help ensure Age Scotland develops the most appropriate and effective strategy in support of its work on behalf of older people in Scotland.
- To ensure that the charity has the right capability, capacity and plans to achieve its key strategic objectives and that our executive team has the support and plans to deliver those objectives.
- To ensure that the organisation complies with its governing document, charity law, company law and any other relevant legislation or regulations.
- To review the financial and funding plans of the charity in order to ensure that the charity's future plans can be provided for through a sustainable funding plan.
- To consider the charity's future partnerships with other service providers and its relationship with other charities, including Age UK.
- To contribute actively to the work of the board. In particular, trustees are responsible for giving strategic direction to the organisation, setting overall policy, defining goals, setting targets and evaluating performance.
- To ensure we have appropriate safeguarding policies in place and to safeguard the name and the values of the organisation.
- To ensure that the charity takes steps to protect and manage the property of the charity including proper investment of charity funds.

It is anticipated that the duties of trustees are likely to take up to two days a month and applicants must be able to accommodate this. The board currently meets formally four times a year usually in Edinburgh. Informal meetings and committee meetings are also an important part of how we work.

These posts are not remunerated but reasonable expenses will be reimbursed.

Trustees should not have any significant interest in any organisation that conflicts directly with the goals of Age Scotland and all potential conflicts of interest should be declared.

Person specification

Age Scotland trustees have recently completed a board skills audit which has identified some key requirements for future trustees. Previous board experience is welcome, though not essential, as is knowledge of the issues and challenges facing older people in Scotland. It is really important that our future trustees can be effective and participative board and committee members who bring a genuine interest in the issues affecting older people in Scotland.

We particularly welcome applications from Black, Asian and minority ethnic people who are currently under-represented within Age Scotland. We are also particularly interested in applications from people of all gender identities and sexual orientation. Our goal is to be a diverse board of trustees where our trustees have the opportunity to bring their valuable knowledge and perspective to our discussions.

Some experiences would be particularly relevant:

- Development of strategy and sustainable plans in your experience or background would be very helpful to us as we think about how our future strategy, partnerships and relationships could evolve. Commercial or governance experience would also be valuable.
- We are looking for a trustee or trustees with financial skills that would allow them to chair or join our Audit and Risk Committee. This means we need applicants with recent and relevant financial, accounting or risk skills.
- Practitioner experience can cover a wide range of areas. We welcome applicants who can bring valuable perspective of the issues affecting us as we grow older and how Age Scotland should be influencing and working to help ensure we deliver as a society for older people in Scotland.
- Engaging with all our communities is an important priority and something we would like to be more effective at this includes communities across Scotland as well as communities of people who face particular challenges or issues.
- People and culture are at the heart of Age Scotland; we have recently formed a People & Culture Committee and would welcome applications from people with people & culture, HR and change and transformation backgrounds who also might be interested in joining or chairing this committee.
- We recognise that commercial skills, IT and digital skills could give us valuable perspective on how we can more effectively serve and connect with older people in Scotland.

In welcoming applications from all parts of Scotland's communities, we recognise that diversity in the voices around our table will better reflect the communities we serve. If you believe you could add real value to our board table but don't meet some or all of the criteria we have laid out, we would still love to hear from you, but please highlight for us the value you would bring in your application.

Qualities, skills and experience:

- Trustees must be able to demonstrate a commitment to the welfare of older people and show a willingness to engage with relevant issues.
- We particularly welcome candidates who have experience of working directly with older people.
- We welcome candidates with other board level experience and we do welcome candidates who have not, as yet, had boardroom experience. Full induction and support will be provided.
- Trustees must understand and accept the legal duties and responsibilities of trusteeship.

Terms of appointment

The appointment will be for an initial term of three years. The appointment is renewable for two subsequent three-year terms subject to recommendation and approval.

Remuneration

This position is not remunerated. Trustees can however submit claims for out-of-pocket expenses, such as travel to attend meetings.

Time commitment

It is anticipated that the duties of trustees are likely to take about two days a month and applicants will be asked to confirm that they can accommodate this. The board currently meets formally four times a year usually in Edinburgh. Our committees meet as necessary but usually follow a timetable that relates to our board dates.

Other directorships/interests

It is accepted and acknowledged that individuals have business interests and should declare any conflicts that are apparent at present. If you become aware of any potential conflicts of interest, or take on new commitments, these should be disclosed as soon as apparent and before taking up any outside interests.

Insurance

Age Scotland has management liability insurance.

How to apply

The process is intended to allow both parties to have sufficient time and opportunity to assess skills and the contribution that candidates can make, cultural and team fit, the balance between individual and corporate aspirations, and to share details of the high-level corporate strategy and key business objectives. Our objective is to ensure there is clarity around the role of a trustee.

We hope that you have found the information in this recruitment pack informative and useful and that we have inspired you to apply.

Enquiries

If you have a query or would like an informal discussion, please contact **Catriona Mackie or David Currie at Aspen People on 0141 212 7555.**

Application

To apply, please read the below information carefully and then upload your CV and supporting statement in one attachment via the Aspen People website at <https://jobs.aspenpeople.co.uk/>

Applicants will be shortlisted for interview by matching the details given on their CV and supporting statement against the Person Specification. We would therefore ask applicants to provide clear evidence to show how your experience, skills and knowledge match those requirements. We would also be grateful if you could please include details of two referees (please note that referees will not be contacted until offer stage or without prior consent).

If you have any issues uploading your application please contact Aspen People on 0141 212 7555. Please note that you will receive an acknowledgement of your application. If you do not receive this, please contact **Aspen People on 0141 212 7555.**



www.agescotland.org.uk

