



Trustees

Age NI Board

Information Pack for Candidates

Closing date: 4.00pm Thursday 12 May 2016

Please note: Interviews will take place on afternoon/evening of Monday 6 June 2016 and Tuesday 9 June 2016

If you require electronic, Braille, large print or tape versions of this information pack please contact Cathryn Law on 028 9024 5729 or by emailing: board@ageni.org

Age NI is committed to interview all persons with a disability who meet the essential criteria and all reasonable adjustments will be made to assist in completing the application form, attending an interview, or any reasonable adjustments that would need to be made to the role or working environment if your application is successful.

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1.0 Message from Eileen Mullan, Chair of Age NI

Dear Applicant

Thank you for your interest in becoming a Trustee on the Age NI Board. We do hope that your interest at this stage is further enhanced by this Information Pack which is designed to provide:

- A background to the work and impact of Age NI
- An outline of the Governance structure which supports the work of Age NI
- Details on the specific areas of expertise and competencies required
- Guidance on the values that underpin what we do at Age NI and how we do it

Age NI has benefited immensely from the leadership, commitment and dedication of its current Trustees. This has resulted in Age NI gaining the reputation as an authoritative and trusted voice for older people across NI.

We are continuing our Board succession planning and have identified the skills that are required and the timelines to meet the pending tenure completions of current members. The role of Trustees is to lead, provide direction, scrutiny, oversight and insight. Age NI is a substantial Charity in Northern Ireland and requires the diligent foresight and commitment of skilled voluntary Trustees.

These are changing and challenging times and we are approaching them with vigour, excitement and clarity. Our vision is a world where everyone can enjoy later life. This is our compass, and our values guide us on our journey. We are here to protect and serve our older people – this is our driver.

2.

Trustees are all voluntary positions. Trustees will also be Company Directors and with both roles comes legal duties and responsibility.

If you have the skills we are seeking, the competencies to support, can align with our values and make the commitment required – then it would be great to hear from you.

You can contact Linda Robinson, Chief Executive of Age NI on 028 9024 5729 to hear more about the work we do in advance of making an application.

The closing date is 4pm on Thursday 12 May 2016.

On behalf of the Trustees of Age NI, may I thank you for taking the time to consider dedicating your skills and time to improving the lives of older people in Northern Ireland.

Kind regards

A handwritten signature in black ink, appearing to read 'Eileen Mullan', written over a horizontal line.

Eileen Mullan
Chair, Age NI Board of Trustees

2.0 About Age NI

2.1 Context: An Ageing Demographic

Northern Ireland has an ageing population. Many of us don't like to talk about getting older but age comes to us all and impacts on our lives, and the lives of our family and friends.

Getting older can be a very different experience for each of us. Many older people enjoy life to the full; while others struggle to cope because of poverty, health inequality, isolation or discrimination.

There are more than 350,000 older people in Northern Ireland today. In twenty years, 1 in 25 people will be over 85. The question is, how ready are we to meet the varied, changing needs of this interesting new demographic?

We are the voice of older people in Northern Ireland.

Our Vision	Is a world where everyone can love later life
Our Mission	Is to help people enjoy a better later life

Our principal activities aim to ensure that people in later life are treated as full and equal citizens in the economic and social life of Northern Ireland. We strive to achieve this through the provision of care services, advocacy, information and advice, campaigning and fundraising.

2.2 How We Improve Later Life

- **We support older people who need our help**

Older people are at the heart of everything we do. We provide practical and emotional services to meet their different needs across Northern Ireland such as:

- **Age NI Advice & Information Service:** Our Advice Service receives circa 10,000 calls each year from older people who have nowhere else to turn. We give them free, confidential advice and practical support on matters including benefits, community care, housing and health.
- **Expert Care Services:** We deliver dementia care, day-care and residential care to more than 1,200 older people every week. We believe in quality, independence and choice in later life.
- **First Connect:** We provide one-to-one emotional and practical support each year to circa 500 vulnerable people going through difficult times, often through loss, stress or illness. Our First Connect Team ensures that they have someone to support them when they need it most.
- **We fight for the right to a better later life**

Decisions made today affect the way we live now and in the future. We campaign to put age-related matters at the heart of Northern Ireland politics.

Our Policy Team is focused on three important areas:

- Poverty
- Health & Social Care
- Inequality

We believe that people in Northern Ireland should be equal citizens with equal rights, regardless of age.

- **We believe older people should be listened to**

In partnership with community/voluntary organisations, Councils and Health Trusts, Age NI and older people have developed an infrastructure of eleven regional Networks across Northern Ireland. The Networks exist to make sure that older people are listened to at a local level. Their knowledge and experience can help shape local policy decisions for the better.

- **We meet the specific needs of older people**

We provide tailor-made products and services for older people. Our financial products and Age NI Personal Alarm Service provides choice in the market; supports independent living; and enables greater financial security. We also have a number of retail outlets that support the Charity.

2.3 The Difference We Make

The positive impact of our work during 2015/16 is evidenced throughout all our activities:

- **Advice & Information:** 12,319 calls to our Advice Service have been managed with care, time and sensitivity and £1.04M in unclaimed welfare benefit was identified, helping older people in need to access a little bit of extra help
- **Care Services:** 1,200 older people per week with complex needs have been supported to make choices and live as independently as possible. These vital services inform Age NI's expertise and the health and social care sector 'policy to practice' debate.
- **Policy & Influencing:** Age NI informs, campaigns, and lobbies the NI Executive, Assembly and government authorities to ensure that older people's issues are represented at the highest level. We seek to shape policy agendas in a wide range of areas, influencing decision makers and increasing our profile as an expert and authoritative influencer in the planning and development of policies and strategies for older people. We do this through sustained positioning of evidence based research in policy and consultation responses. Recent activities included influencing the development of OFMdfM's Active Ageing Strategy and the Commissioner for Older People to use the powers of that office to undertake a review of Adult Social Care Legislation; challenging OFMdfM regarding continued delays bringing forward the promised Anti Discrimination Legislation. Age NI acts as secretariat to the All Party Group on Ageing and

Older People, ensuring that the issues affecting older people are a priority for the Northern Ireland Assembly.

- **Age Sector Development:** Continued support and capacity building of our 11 older people's Networks has helped them to develop, grow their reach, and secure funding in excess of £2m to provide vital services and activities for local older people.
- **Marketing & Promotion:** We are continuing our drive to make a positive shift in societal attitudes to ageing and older people by ensuring that older people's interests and issues are to the fore. We have positioned key issues in local media including care, loneliness and discrimination; have a significant social media following with 11K twitter supporters; identified 177K website visits last year and have established partnerships with BBC Northern Ireland, Danske Bank, and the Ulster Chemist's Association.
- **Volunteering & Engagement:** Our 491 volunteers continue to support all areas of our work in Fundraising, Retail and Day Centres. They provide outreach talks and deliver bespoke programmes which include Danske Bank's Step-by-Step Digital Inclusion programme as well as listening to the voice of hard to reach older people in care homes, sheltered accommodation and individual settings.
- **Products & Services:** Over 8000 people have access to our 24 hour Personal Alarm Service, supporting their independence and improving their confidence.

The following table indicates the combined impact results from 2009-2016

Age NI Impact Report 2009-16

ENGAGEMENT
WITH OLDER PEOPLE



786,921

CALLS TO
ADVICE LINE



70,689

IDENTIFIED



£6M
UNCLAIMED BENEFITS

POVERTY LEVELS
FOR OLDER PEOPLE



REDUCED 21-14%

OP VOICES HEARD
THROUGH PEER
FACILITATORS



1920

INCOME TO
AGE SECTOR



£2M

[BRAND]
AWARENESS

66%

MEDIA

207M OTS
772.5K
WEB VISITS

POLITICAL RATING



FROM 1.03-1.29

2.4 Age NI Strategy 2015-2020

Strategic Themes	Anticipated Results
Enough Money	<ul style="list-style-type: none"> • Older people will receive the benefits to which they are entitled • Older people, their family, friends and carers will have access to advice and information to help them navigate the benefits system • We will understand more about what it means to live in a low income in later life • Government policies will be more effective at addressing the issue of pensioner poverty in NI
Staying Well Feeling Good	<ul style="list-style-type: none"> • Older people will have access to support which helps them maintain independence • Older people will have access to programmes which help them to maintain good health and prevent deterioration in health • Older people will have a voice in planning their health and social care support • Age NI models excellent practice in the provision of care services which promote independence
Equal & Engaged Citizens	<ul style="list-style-type: none"> • Older people and the age ground is protected from discrimination • Improved public attitudes to ageing and older people • Older people have increased opportunities to participate in their local area • The voices of the most vulnerable older people are routinely heard by policy makers and service providers
Progressive Organisation	<ul style="list-style-type: none"> • Age NI will increase the amount of people supporting its cause • Age NI will increase and diversify its income base • Age NI will ensure that older people and our staff team can engage with key decisions within Age NI • Age NI will recruit and retain talented people, passionate about ageing.

3.0 Age NI Governance

3.1 Background

Age NI was incorporated on 4 March 2009, and was established under a Memorandum of Association which sets out the objects and powers of the company, and is governed under its Articles of Association. We commenced activities on 1 April 2009 and currently employ 196 competent staff who are fully committed to the mission and values of Age NI. Our turnover figure on 31 March 2015 was £4.1 million.

We are a company limited by guarantee. We are recognised as a charity by HM Revenue and Customs and Charity Commission for NI. Our HMRC reference number is XT14600, our company number is NI071940 and our NI Charity Commission number is NIC104640.

The business of the charity is managed by the Board of Trustees, who meet four times a year and encompass 11 individuals. Our Trustees have been carefully selected from the private, public and voluntary sectors.

Having reviewed the skills make-up of our Board of Trustees and in planning for succession, we wish to recruit and appoint additional Trustees who meet the requirements of the Board, with particular emphasis on the areas of expertise and competencies as outlined within this pack.

3.2 Board and Committee Structure

In addition to the quarterly Board meetings with time commitment of 4 hours per meeting and Away Days for 2 days per year, we have sub-committees comprising Trustees who meet regularly in advance of the Board meetings, with time commitment of 2 hours per meeting, to ensure that committee business can be comprehensively reported to the Board of Trustees at the quarterly meetings. Each committee has specific terms of reference and delegated functions, with a Chair appointed by the Board of Trustees.

The committees of Age NI Board are as follows:

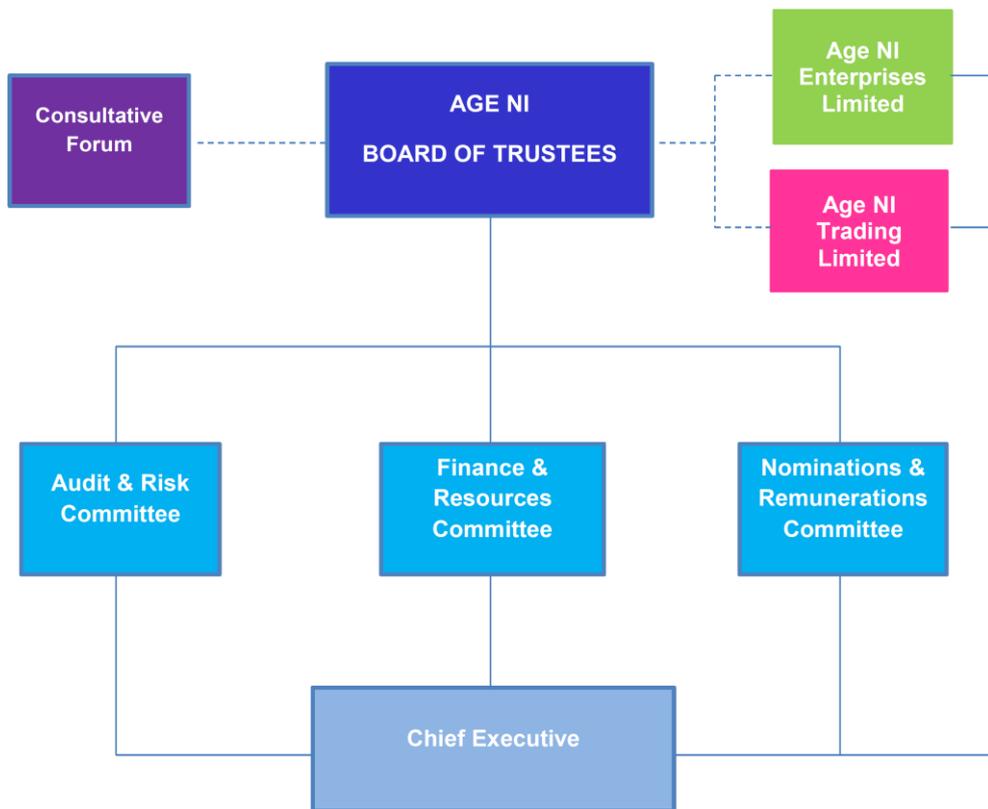
- Audit & Risk committee
- Finance & Resources committee
- Nominations & Remunerations committee

The Consultative Forum works collaboratively with, and in support of Age NI and its purpose is to identify the needs and concerns of older people (in relation to poverty, health, equality and other issues) and communicate these to Age NI. In addition the Forum engages with, advises and challenges Age NI on policy issues and on its strategic direction.

Age NI Enterprises Ltd and Age NI Trading Ltd are wholly owned commercial subsidiaries of Age NI.

3.3 Illustration of Board and Committee Structure

The Chief Executive is supported by a Senior Management Team and all are assigned across the committee structure and attend the Board meetings.



3.4 Role of a Trustee

Role of a Trustee

Purpose of a Trustee

To contribute to the effective governance of Age NI in promoting the vision, mission, aims and objectives of the organisation. In general terms, the duty of the Trustee is to promote the interests of the Charity and to ensure its assets are applied for charitable purposes authorised by its governing instrument and for no other purpose.

Specific Responsibilities of a Trustee

1. Board Meetings

- Attend and positively participate in all meetings of the Board.
- Contribute to Board meetings through the Chair.
- Offer to lead if you have any specific skills.
- Contribute to fully informed decisions.
- Accept collective responsibility for the decisions of the Board.
- Bring to the work of the Board, a broad perspective on the organisation as a whole and avoid promoting sectional interests.
- Declare any potential conflicts of interest and remove yourself from discussions where concerns about a conflict of interest may arise.
- Within the constraints of openness & accountability, maintain the confidentiality of items designated as confidential by the Chair and the contribution of individuals to Board meetings.
- Accept the authority of the Chair concerning the process of the meeting.

2. Sub-Committees and Working Groups

- Actively participate in appropriate sub-committees and working groups.
- Consider who would best fill office-bearer roles and contribute positively in the election of office-bearers.

3. Strategy

- Promote the mission, vision & values of Age NI.
- Contribute to the drawing up and monitoring of strategic and operational plans

4. Information and Training Needs

- Identify own training and information needs as a member of the Board.

5. Health & Safety

- Co-operate with Age NI in complying with relevant Health & Safety requirements

6. General

- Exercise individual skills to the benefit of the Board's work.
- Reflect the ethos/core principles of the organisation in dealings at Board level.
- Act in accordance with the Code of Practice.

Specific Rights of a Trustee

1. The right to correct information
2. The right to be heard
3. The right to be consulted
4. The right to respect and loyalty from colleagues

Remuneration

Trustees of a charity can never be paid a wage or rewarded for acting as Trustees. Charity law requires Trustees not to profit from his/her trust although the time and effort devoted to serving as a trustee may be significant. Trustees are entitled to claim out of pocket expenses such as postage, stationery and travelling expenses incurred in the course of their work on the Charity's behalf.

3.5 Appointment, Voting and Benefits to Trustees

Our Memorandum and Articles of Association outline requirements to appoint additional Trustees:

- Subject to Article 6.9, there shall be not less than 10 Trustees and not more than 15 Trustees (including any co-optees)
- Future Appointed Trustees shall be appointed by the Trustees on the recommendation of the Nominations committee
- Future Appointed Trustees shall serve for an initial period of four years and thereafter may, subject to a recommendation from the Nominations committee on each occasion, be appointed for up to two further terms of one year.
- Except for the Chair of the meeting, who in the case of an equality of votes has a second or casting vote, every Trustee has one vote on each issue
- A Trustee must not receive any payment of money or other Material Benefit (whether directly or indirectly) from the Charity except:
 - As mentioned in Clauses 4.24 (Trustee Insurance), 5.1.2 (loans), 5.1.3 (rent), 5.1.4 (as a beneficiary) or 5.3 (contractual payments)
 - Reimbursement of reasonable out-of-pocket expenses (including hotel and travel costs) in accordance with the expenses policy of the Charity, actually incurred in running the Charity
 - An indemnity in respect of any liabilities **Properly Incurred** in running the Charity or otherwise to the extent permitted by **the Companies Act**
 - Payment to any company in which a Trustee has no more than a 1% shareholding
 - In exceptional cases, other payments or benefits (but only with the prior **written** approval of **the Commission** where it is empowered to do so)

4.0 What we are looking for

4.1 Overview of Vacancies

As part of our succession planning process, we are seeking to appoint up to 4 Trustees in 2016 and 2 Trustees in early 2017.

We may use this recruitment process to compile a reserve list of suitable candidates for vacancies which may arise in the next 12 months.

4.2 Areas of Expertise and Competencies Required

<p>Areas of expertise (applicants must demonstrate experience in at least one of the areas listed)</p>	<ul style="list-style-type: none"> • Human Resources • Medical • Social Enterprise • Governance • Communications & Media • We are also keen to hear from individuals who have other skills and expertise which could benefit the charity
<p>Competencies (applicants must demonstrate their ability to meet all essential competencies)</p>	<p>Essential</p> <ul style="list-style-type: none"> • An awareness of the work of Age NI. • A strategic awareness and experience in contributing to the strategic direction of an organisation. • A proven ability to analyse information, apply good thinking and sound judgement to solve problems creatively • A proven ability to listen effectively, communicate well and influence others • A proven ability to work as part of a team and build effective relationships with both internal and external stakeholders
<p>Desirable</p>	<ul style="list-style-type: none"> • A knowledge and understanding of the boundaries between the Non-Executive and Executive roles and responsibilities • Ability to be held accountable and to hold others to account

<p>Our Values</p>	<p>Successful Applicants will be expected to share and demonstrate our values.</p>	
	<p>We are passionate and determined about making later life better</p> <p>We do this by:</p> <ul style="list-style-type: none"> • Putting people at the heart of all that we do • Challenging injustices • Being determined and driven in our hope for better futures • Being inspired and inspiring 	<p>We act with integrity and show pride in everything we do</p> <p>We do this by:</p> <ul style="list-style-type: none"> • Being honest, open and respectful • Listening, hearing and responding • Keeping promises and commitments made to others • Demonstrating that people are valued and appreciated
	<p>We work together as one team believing in the potential of people</p> <p>We do this by:</p> <ul style="list-style-type: none"> • Creating energising and fun places where people love to work • Always being there for each other and others • Involving, supporting and participating with enthusiasm • Learning from each other, nurturing talent and developing leaders 	<p>We set the standards for ourselves and other to follow</p> <p>We do this by:</p> <ul style="list-style-type: none"> • Being pioneering in our ideas and solutions • Being professional and caring about everyone's well being • Being committed to continuous improvement • Consistently achieving results and celebrating when we do • Always making a difference

5.0 Commitment Required

The commitments of the role are as follows:

- **Board Meetings:** The Board meets quarterly: 10.00 – 2.00pm (weekday).
- **Sub-Committees:** Committees meet quarterly for 2 hours – morning/afternoon (weekday). Each Trustee is allocated to one of the committees depending on their areas of experience, competencies and interests.
- **Board Away Days:** September 2 days (week days).
- **Ad Hoc Working Groups:** Depending on the activity and requirement for Trustees engagement, you may wish to engage in ad-hoc working groups to further ideas and consultation around key themes.
- **Time Commitments:** Applicants should expect to allocate 1-2 days per month to this role:

Boards & Committees dates for 2016:

Away Days - Thursday 29 September and Friday 30 September 2016

Age NI Board Meeting – Wednesday 14 December 2016

Audit & Risk Committee meetings – Tuesday 23 August 2016 and Tuesday 8 November 2016

Finance & Resources Committee meetings – Thursday 1 September 2016 and Thursday 17 November 2016

Nominations & Remuneration Committee meetings – Tuesday 9 August 2016 and Tuesday 8 November 2016

Age NI Enterprises Ltd Board Meetings – Tuesday 23 August 2016 and Tuesday 22 November 2016

- **Meeting Locations:** The majority of meetings take place at our offices in Belfast. However some are also held externally to Age NI and at other parts of the region.
- **Term of Office:** These appointments will be made for a period of up to 4 years and ask for a commitment from individuals for that term.

6.0 Eligibility to be a Charity Trustee and Company Director of Age NI

6.1 Eligibility Criteria

Please refer to Page 7 of the Application Form and complete and sign the Declaration of Eligibility to be a Charity Trustee and a Company Director.

6.2 Conflict of Interest

Please give details (on Page 7 of the Application Form) of any business or other interests or any personal connections which, if you are appointed, could be misconstrued or cause embarrassment to Age NI. These could include financial interests or share ownership, active connections with a field of expertise in which the organisation works, Directorship (of charities, organisations, companies) and their activities, associations or employment of a partner or friend in the particular field in which Age NI operates.

Any potential conflicts of interest detailed here will not prevent you going forward to interview but may, if appropriate, be explored with you during your interview to establish how you would address the issue(s) should you be successful in your application.

6.3 The Trustee Recruitment and Selection Panel

The panel is made up of:

Eileen Mullan – Chair, Age NI Board of Trustees

Roisin Burns – Vice-Chair, Age NI Board of Trustees

Alan Blair – Trustee, Age NI Board of Trustees

Please note any conflicts of interest you may have in relation to the panel.

7.0 How to Apply

7.1 Application Process

To apply for these posts you **must** complete and return the application form, as supplied. For convenience, the application form can be downloaded from our website www.ageni.org and completed on your PC.

Please return applications in hard copy only (**FOUR COPIES**) to:

Cathryn Law
Age NI
3 Lower Crescent
Belfast
BT7 1NR

Closing date is Thursday 12 May 2016 at 4.00pm

Please note: we will rely on only the information you provide on your application form to assess whether you have the experience required at the appropriate level.

We may use this recruitment process to compile a reserve list of suitable candidates for vacancies which may arise in the next 12 months.

7.2 Acknowledgement

We will acknowledge receipt of your application by email after the closing date.

7.3 Process Timeline

- Closing date Thursday 12 May 2016 at 4.00pm (x 4 hard copies of application form)
- Shortlisting completed by Wednesday 18 May 2016
- Interviews will take place on afternoon/evening of 6 June 2016 and 9 June 2016
- Nominations and Remunerations committee will meet and agree recommendations for appointment by Friday 17 June 2016
- Recommendations will be presented to the Board of Age NI on Wednesday 22 June 2016
- Confirmation to candidates will be sent by Thursday 30 June 2016

All correctly completed and signed applications received by the closing date will be considered by the panel. Candidates who best demonstrate in their application that they meet the essential criteria will be invited for interview. In the event that shortlisting is required shortlisting will be carried out by the selection panel on the basis of the essential criterion and, if required, the desirable criterion. Only those candidates who appear to best meet the essential and, if required desirable criterion, will be invited for interview. Age NI operates a guaranteed interview scheme for people with a disability who meet the essential criteria. Interviews will take place on afternoon/evening of 6 June 2016 and 9 June 2016.

Appendix 1 Photo Library of Age NI Activities

Age NI chief executive in call to politicians



First Minister can help protect senior citizens

AGE NI welcomes the appointment of Arlene Foster as First Minister. Age NI believes that Northern Ireland can be a great place to grow older and as the current NI Assembly draws to a close, calls on the First Minister and deputy First Minister to prioritise two urgent matters – pass the Age Discrimination legislation promised in the Programme for Government, and publish and implement the Ageing Strategy. Policies which positively impact on older people are integral to an inclusive, successful society. We also need to ensure that older people receive the support they need to stay well and feel good; and that all current and

Age NI advice drop-in service comes to Banbridge



'Jargon busting' guide for older people

Age NI adds voice to care home closure concerns

ABC Seniors Network hosts information event

ABC SENIORS Network, area, this network works hard to raise awareness of services to provide



'Hidden Voices' photos exhibit at Void Gallery



DON'T LET THEM BE LONELY THIS CHRISTMAS

'No-one should be lonely at Christmas' - Lauren

'NO-ONE should have no one at Christmas' says Age NI Ballymena store manager, www.age.ni.org/donate.

HELP AT HAND FOR OLDER PEOPLE IN THE COMMUNITY

'Why Age NI day centre is a life-saver'



older people in re facing the life almost Christmas but rence in their one of the older people today. le here tell us ely. Having at any age, is ll. Everyone



Ageism within the health service highlighted by charity

THERE is "widespread ageism" within

Michelle Young from Age NI (left) receiving a cheque from Philomena Keenan from FriendsOver who helped raise the money through