



## **Management Group Member Role Description**

The Campaign to End Loneliness believes that to tackle loneliness we must make it everyone's business and that everyone in later life should have meaningful connections. We catalyse this change through research, education, and powerful communications to inspire thousands of organisations and people to create more effective ways for older people to make and maintain meaningful connections; to reduce the damaging effects of loneliness in older age.

The Campaign to End Loneliness is run by a management group which provides its governance and strategic direction. The management group is made up of individuals with strong experience of the issues addressed by the Campaign and/or the skills the Campaign needs to succeed.

The work of the Campaign is currently funded by organisations including the Calouste Gulbenkian Foundation, the Tudor Trust, the John Ellerman Foundation, Independent Age and the Big Lottery Fund.

Financial administration and legal accountability for the Campaign is provided by Independent Age (reg. charity number 210729), the 'host organisation'. Independent Age is the employer of the Campaign's staff, and its Trustees have ultimate responsibility for its use of funds, its charitable and legal responsibilities.

### Our first five years

Since our launch in 2011, we have created the right conditions for policy makers and practitioners in the voluntary and statutory sectors to help even more of the 10% of older people who feel lonely all or most of the time.

In the last five years, we have significantly raised awareness of the health problems caused by loneliness, shifting the interest and action on the issue by local authorities at a time of budget restraints through our media and campaigning work. We have provided evidencebased advice and consultancy to some of the major new initiatives on loneliness, e.g. The Silver Line, The Co-Operative's initiative with the British Red Cross and the Jo Cox Commission on Loneliness. We have created an international network of researchers to inform charities and service providers about the latest research, a UK-wide network of ambassadors to champion change in their communities and built the beginnings of a movement across the UK to reduce loneliness in older age with over 3000 people and organisations joining our Campaign Network and cause and doing more to tackle loneliness.

For the last five years, the Campaign to End Loneliness has been working with organisations across the UK, sharing evidence and encouraging best practice. We're extremely proud of what we've achieved:

- We have been instrumental in making loneliness a major public health issue through building a new research network of over a hundred leading academics
- Our Learning Network has shared best practice with over 900 organisations across all UK nations, transforming service delivery. 95% say they have improved existing services or activities to tackle loneliness in older people as a result of the Campaign
- We have been an influential development partner in Scotland's new National Strategy on Loneliness
- 83% of English local authorities have commissioned new services to tackle loneliness; the majority say they used our resources, information and materials to do so
- 80% of English Health & Wellbeing Boards have made a commitment to tackle loneliness; 73% say this is as a direct result of our influence

At long last, almost everywhere, loneliness is recognised as a major public health issue. Indeed, the Charities Evaluation Service's 2016 evaluation of our work described us as "the national champion of the issue... a catalyst for change".

### Our next four years

Between 2017 and 2020 we will make loneliness everyone's business.

We will inspire people, businesses, community groups and government organisations to act on loneliness in older age by creating action-oriented campaigns, influencing better practice in front-line organisations, getting businesses to offer products and services to customers that help them connect, or support their employees to overcome and prevent loneliness and ensuring that government organisations make loneliness a priority as a public health issue.

With thousands in our campaign network, we will catalyse more effective ways for older people to be and stay connected; leading to a reduction in the damaging effects of loneliness in older age.

The Campaign has been awarded £2.65 million from the Big Lottery Fund to part-fund our work to 2020. The total anticipated spend over four years will be £4m. During this time our vision is that no one who wants meaningful connections in older age is without them. We aim to achieve that vision by ensuring loneliness becomes everyone's business.

We will deliver our next phase of work nationwide across the UK through public and targeted communications campaigns, growing our campaign network to over 3000 organisations from all four sectors (business, charity, statutory and social enterprise) as well as working intensively in four local campaigns in England, Scotland, Wales and Northern Ireland to create the perfect storm against loneliness in older age.

More information about the Campaign to End Loneliness and its work can be found at [www.campaigntoendloneliness.org.uk](http://www.campaigntoendloneliness.org.uk)

The broad responsibilities of a Management Group member of the Campaign to End Loneliness are:

- To contribute to all aspects of Management Group business and strategic oversight, including: review of the implementation and delivery of the business plan, review of KPIs and outcome measures, review of risks and developments in the external environment, stakeholder engagement and reputation management. Management Group members will also be expected to assist with the effective reporting of activity to IA Trustees.
- To deploy a high level of understanding of governance, fundraising/ marketing and brand/ business partnerships/ countries strategy in a charity setting.
- To contribute, wherever they feel able, to the work of any of the organisation's other advisory groups and working groups to advise, support, challenge and oversee the Campaign's work.
- To act as an ambassador for the Campaign to End Loneliness, representing the organisation at its own or other's events.

Specific Management Group member qualities:

- Commitment to the aims and strategic objectives of the Campaign to End Loneliness
- An understanding of governance principles and the need to work supportively with other management group members, advisers and executive colleagues to high ethical and professional standards and in line with their legal responsibilities.
- An understanding of the trends and issues in the specified functions outlined below (under "the role").
- Strategic thinker experienced in operating at a senior level.
- Skilled communicator, experienced in persuading, influencing and advising.
- Demonstrable interest in ageing issues and social policy within the UK.

**The Roles**

We are looking for four management group members, with broad expertise and experience in private, public or voluntary sectors. We are looking for the following skillsets which will contribute to key strategic challenges for the Campaign:

- Fundraising
- Brand and marketing
- Business
- Statutory sector experience
- Cross-sectoral partnerships within and across Scotland or Northern Ireland or Wales

## Fundraising

Following the recent grant award from the Big Lottery Fund of £2.65million over four years, the Campaign has still to secure around £1million to achieve its ambitions across the UK between 2017 and 2020. The fundraising strategy focuses primarily on corporates and trusts and foundations as well as growing a new trading function.

To assist with this, the Campaign to End Loneliness seeks a management group member who can demonstrate skills and experience in fundraising, particularly in strategic fundraising, corporate fundraising or raising funds from large trusts.

In this role, the management group member's prime contribution will be:

- To bring to bear on all elements of the Campaign to End Loneliness' fundraising arrangements a significant understanding and a track record of strategic fundraising principles, ethical issues and sensitivities, market trends, understanding of different market segments and channels, fundraising measures and return on investment.
- To demonstrate specific experience and knowledge that will include:
  - Strategic fundraising planning and oversight
  - On-going fundraising performance monitoring and review
  - On occasion, using previous experience and contacts, assessing and meeting with potential corporate partners
  - Actively engaging with the Campaign to End Loneliness' staff, partners and professional advisers to help assess and develop strategy
  - Helping to monitor the effectiveness and performance of the current fundraising strategy.

## Brand and marketing

The biggest change in the Campaign's work going forward is the addition of a major publicfacing communications campaign – seeking to change attitudes and behaviours. As well as a new product, the Campaign will also be reaching new markets by seeking to work through corporates, high street businesses and membership organisations to thousands of people. The brand and marketing of the Campaign will change and grow to meet its new strategic direction.

To assist with this, the Campaign to End Loneliness seeks a management group member who can demonstrate skill and experience in brand and marketing, particularly in public behaviour change.

In this role, the management group member's prime contribution will be:

- To bring to bear on all elements of the Campaign to End Loneliness' marketing and brand arrangements a significant understanding of and a track record in strategic marketing principles.
- To demonstrate specific experience and knowledge that will include:

- Trends in public behaviour change, branding and marketing – including different models of strategic approach.
- Public communications methods and measurement.
- Marketing strategy, market trends, understanding of market segmentation and channels, efficacy in social and digital marketing, costs and benefits, quality and measurement.
- Understanding of different market segments and channels within the charity sector.
- Branding development, measures and evaluation.
- Ethical issues and sensitivities

### Business

The Campaign to End Loneliness aims to raise almost £1million over the next four years almost half of which from corporate partnerships. In addition, the delivery of the work across four areas in England will include high street businesses and nationwide corporate partners. The Campaign will need to increase the sophistication of its methods of engagement with businesses and corporates, as well as umbrella bodies that represent them.

To assist with this, the Campaign to End Loneliness seeks a management group member who can demonstrate skill and experience in business.

In this role, the management group member's prime contribution will be:

- To bring to bear on all elements of the Campaign to End Loneliness' business engagement arrangements a significant understanding of and a track record in business.
- To demonstrate specific experience and knowledge that will include:
  - Trends in business engagement with major social issues, either from a marketing, corporate social responsibility or charity partnerships background.
  - Understanding of different business umbrella bodies, to reach local high street businesses.
  - Business-charity partnerships measurement and evaluation
  - Ethical issues and sensitivities

### Statutory Sector

To ensure we build on our previous policy-based success in England, we are seeking expertise in working across a range of statutory bodies, either nationally, locally, or both. Specific experience and knowledge we are seeking includes:

- Understanding of national parliamentary system, processes and levers
- Experience of working with or within health statutory bodies
- Deep knowledge of how to leverage networks across local authorities

- Knowledge of commissioning, preventative services and social care agendas.

### Cross-sectoral partnerships within and across Scotland or Northern Ireland or Wales

To deliver across the UK, the Campaign to End Loneliness will be partnering with named organisations in each of the three countries above. To assist this work and ground it in real understanding of the political and cultural landscape in each nation the Campaign will be actively looking for individuals who meet our skills requirements from Scotland, Wales or Northern Ireland.

### Person specification

It is essential that in your written application you give evidence of examples of proven experience in each of the selection criteria of the person specification below as well as the specific roles outlined above.

- A background in one or more of the following is **essential** for these appointments (refer to experience and knowledge for the roles outlined above in your application):
  - Fundraising ○  
Brand/marketing
  - Business ○  
Statutory sector
  - Cross-sectoral partnerships within and across Scotland or Northern Ireland or Wales
- An understanding of governance principles and the need to work supportively with other trustees, advisers and executive colleagues to high ethical and professional standards and in line with their legal responsibilities.
- Knowledge of local government, commissioning, preventive services and community development.
- Strategic thinker experienced in operating at a senior level.
- Skilled communicator, experienced in persuading, influencing and advising.
- Demonstrable interest in ageing issues and social policy within the UK.
- A commitment to transformational change, learning, improvement and performance.
- Commitment to the aims and strategic objectives of the Campaign to End Loneliness and the ambitions of its four-year plan.

- We actively welcome applications from people in Scotland, Wales and Northern Ireland
- We welcome applications from minority groups.

These responses will be developed and discussed with those candidates invited for interview.

### Recruitment

Appointments are subject to interview with the Chair of the management group (and confirmation by Independent Age's Nominations Committee). At that stage and you will be asked to state whether you can bring any of your other roles to the table for the benefit of the Campaign, e.g. as CEO of another organisation, you can commit them to become a member of the Campaign and bring appropriate resources to assist in the delivery of the Campaign's work or whether your involvement would be purely as an individual expert. Please note that not all management group members will be expected to commit resources or wider organisational links.

### Time commitment

The Management Group will meet at four times a year (plus an away day). Ad hoc or additional meetings may take place as required and may include discussion and agreement by email or teleconference.

Some 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. The average commitment in this role is about 1 day per month.

Management Group members are expected to sign up to a Code of Conduct and to attend Management Group meetings on a regular basis and if attendance falls below expectations this may result in discussion with the Chair about capacity to continue. All members are also required to agree to abide by the Terms of Reference and to declare as appropriate any conflicts of interest.

### Location of meetings

Management Group meetings are commonly held in the organisation's office at Waterhouse Square, 138 Holborn, EC1N 2SW. 3

### Remuneration

No remuneration is offered. Management Group members may claim reasonable expenses, incurred because of business undertaken on behalf of the Campaign to End Loneliness.

### Term of Appointment

Initial term of 3 years from formal appointment, with the possible renewal for a second 3year appointment.

### Diversity and Equality

The Campaign to End Loneliness actively welcomes applications from underrepresented groups.

### Starting Date

Appointments are to be made by July 2017. The next management group meeting is from 12.30 – 3pm on 7 July 2017.

### How to Apply

To apply for any of the posts, please submit:

- A comprehensive CV.
- A detailed supporting statement (no more than three sides of A4) that addresses the person specification and sets out why you wish to be considered for this role.
- Details of two referees who we would be able to contact following your appointment, with your permission.

Please also ensure you have completed and submitted the equal opportunities monitoring form that appears on this site as you submit your application. The information you provide will be treated as confidential, and used for statistical purposes only. The form will not be treated as part of your application.

**The closing date for applications is 18 June 2017.**

**Interviews will be held on 3 & 4 July at Independent Age Offices, West Kensington**



**LOTTERY FUNDED**