



At Independent Age, it's our mission to make sure that as we grow older, we all have the opportunity to live well with dignity, choice and purpose.

2020 was as unexpected a year as it was challenging. We responded rapidly to older people's needs amid the pandemic, while also working hard on a major transformation programme to deepen our impact and better enable people to live a happy, connected and purposeful later life.

The year became a certain reminder that the experiences and views of older people must inform everything we do – and that there's never been a greater need for our work.

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# Welcome from Deborah Alsina and Julia Neuberger

It would be an understatement to say that 2020 was a challenging year – a year that brought out the best and worst of us as a society. Few would have predicted a global pandemic that would, at the time of writing, have taken more than 128,000 lives in the UK alone, and caused terrible financial, physical and emotional hardship for so many.

Yet we have seen some light come through the darkness: communities coming together to support each other, an increased appreciation of the natural world around us, and new ways of working remotely that have probably changed our behaviours and organisational cultures for the better and for the long term.

At Independent Age, before the pandemic hit us, we had started a major transformation programme, clarifying our direction, increasing our impact and, above all, renewing our mission. At the start of the year we put in place a talented and experienced Senior Leadership Team to deliver this ambition, and we have since focused on three key elements: strategy, culture and foundations.

But we also had to respond to the pandemic as rapidly as we could. We had to close our offices and move all our face-to-face services to phone and digital platforms. We launched new services, such as our phone coffee mornings, to bring people together who were feeling even more isolated during the pandemic. We also continued our policy and influencing work, including launching new policy research on bereavement, poverty and older people's mental health and their lack of access to services. You can find more details later in this report.

Early in the pandemic we also carried out phone-based welfare assessments of all the people who regularly use our connection services and all our annuitants – around 3,500 people. This enabled us to address any welfare or safeguarding issues that emerged, and we were able to link those who needed help with our Information and Advice team.

As part of our COVID-19 response, we also released £2.5 million of our reserves to set up a COVID-19 Grants Fund to support charities with an income of less than £1 million that work with older people at greatest risk from COVID-19. These include those living with physical and mental health conditions that increase their risk, people from black and other minority ethnic communities, and those at risk of being out of sight, such as people living in situations of domestic violence, older carers and older refugees and asylum seekers. By the end of 2020 we had made 203 grants worth a total of £2.3 million – being involved in this has been one of the most humbling and inspiring aspects of our work in 2020.

We were incredibly grateful for the generous funding we received for the Grants Fund from some of our corporate and trust supporters – including The Scheinberg Relief Fund (£500,000), Pension Insurance Corporation (£250,000), 3i (£16,500), Boundless (£10,000) and Ashurst (£5,000) – enabling us to make more grants in early 2021 to support organisations to begin to reopen their face-to-face services. By the end of our five grant rounds, we will have made grants of more than £3 million and will also have a firm structure in place to continue grant-giving in the future.

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*Our vision is that we can all live a happy, connected and purposeful later life.*

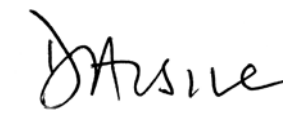
Alongside this backdrop of major change and turbulence, we also completed work on our new strategic plan for 2021–23, plus our directorate implementation plans to ensure that the charity is tightly focused on increasing the impact of our work with and for older people. We also renewed our vision and mission: our vision is that we can all live a happy, connected and purposeful later life; and our mission is to ensure that as we grow older, we all have the opportunity to live well with dignity, choice and purpose.

We also clarified the charity's focus and thematic priorities. We agreed that we will challenge ageism and discrimination and tackle the inequalities that exist in older age. We will focus our resources on the critical areas of health and care, loneliness and poverty, and concentrate our efforts where we will have the greatest impact and reach.

We also spent considerable time working on our culture, values and behaviours. We started by introducing a new set of values for the charity: purpose-driven, compassionate, expert, collaborative, accountable and inclusive. We also began work on developing a behavioural framework. We tried to bring our values to life by discussing and role modelling those behaviours in our day-to-day interactions and in how we make and communicate decisions. More work on this will be a priority for us in 2021.

We also reviewed and focused on building firm foundations for the charity and made good progress in reviewing our policies and procedures, developing our safeguarding, assurance and compliance frameworks, and improving the quality, safety and use of our data.

While 2020 was more challenging than we had either hoped or expected, we have been so grateful for how our staff, volunteers and supporters have risen to the challenge and worked tirelessly to ensure we could continue to deliver high-quality services for the people who need them and to effect positive policy change. We offer sincere thanks to everyone who has been part of our work in 2020, and look forward to continuing to work with you as we begin to deliver our new strategy in 2021.



**Deborah Alsina, MBE**  
Chief Executive



**Baroness Neuberger, DBE**  
Chair

# Highlights from 2020

The voices of older people sounded loudly in 2020, helping us quickly adapt our services and ways of working to the uncertainty we all faced. Information and connections were crucial to people’s immediate wellbeing – just as campaigning on mental health, bereavement and access to food was to our wider pandemic response.

### Grants Fund

As part of our pandemic response, we released £2.5 million of our reserves to set up a COVID-19 Grants Fund. We received 888 applications for funding, and awarded funds totalling £2.3 million to 203 small- and medium-sized charities working with older people at greatest risk from COVID-19.

### Policy and influencing campaigns

Throughout 2020 we listened to people in later life to ensure their experiences shaped the public policies and services needed to support them.

This meant we:

- helped significantly expand eligibility for priority supermarket delivery slots
- produced our first report on the mental health challenges facing people in later life
- secured action by the Department for Work and Pensions to fund a public awareness campaign on Pension Credit uptake

- released new hard-hitting economic research on the cost to the state of eligible people not receiving Pension Credit
- welcomed 50 new parliamentary champions to support our work
- chaired the Tackling Loneliness Network, bringing organisations together to think of creative solutions to help people who feel lonely.

### Campaign to End Loneliness

In 2016 the Campaign to End Loneliness was awarded four years’ funding by the National Lottery Community Fund to expand its work across the UK. It reached millions of people. Independent Age provided infrastructure, governance and funding support for 10 years.

In January 2021 the Campaign joined the What Works Centre for Wellbeing. The Campaign will now broaden its scope to loneliness across all ages, build an evidence base, and work with organisations that drive action on loneliness at every level of society.

### Our engagement

2020 saw us gain 3,451 followers across all our communication channels, resulting in an audience of 62,219, up 5.7% from the previous year.

Our content throughout the year was displayed to 22,157,490 users, had 780,343 engagements and provided 371,178 clicks through to our website.

Our media coverage for Independent Age and the Campaign to End Loneliness resulted in articles across national, regional, trade, broadcast and online

publications with a total of 3,100 mentions, reaching 4.9 million people with a total publicity value of £11.9 million. Independent Age mentions made up around 77% of this, with the rest attributed to the Campaign to End Loneliness.

### Reconnections

We launched two Reconnections pilots in 2020, helping over-65s reconnect with people, places or activities that interest them.

While the pandemic brought significant challenges, it also allowed us to engage collaboratively with community partners, inspiring new ways of working and reaching those who needed us most.

### Information and advice

In 2020 we published three new mental health guides, and our range of guides and factsheets were accredited by Patient Information Forum’s Quality Mark for health and care information.

We created an online COVID-19 information hub, and the Helpline made more than 4,000 welfare-check calls to older people we support.

### Fundraising

We raised £4.3 million in 2020 to help deliver the support we provide.

We adapted our planned activities and moved investment from direct dialogue and events

fundraising to new channels. This saw the recruitment of 1,705 new regular givers and more than 500 new lottery players. The number of active donors at the end of 2020 was 8,191.

Our legacy activity included developing a new legacy giving proposition, which was shortlisted for Legacy Campaign of the Year at the National Fundraising Awards. Mail and online acquisition campaigns resulted in 35 enquiries and 11 pledges. We were also grateful to receive 23 notifications worth £1.01 million.

We were also grateful for the generous support of 22 businesses, including our 10 corporate partners, which raised £432,235 for our work.

We were also delighted to receive £802,454 in continued support from 100 charitable trusts and foundations, including £500,000 from The Scheinberg Relief Fund.

### Community services

Our frontline teams responded to the COVID-19 pandemic with compassion, urgency and an unwavering sense of commitment.

We supported older people by providing up-to-date information, arranging food and medication deliveries, talking to people in gardens, through windows and over the phone – and making decisions about our services with them at the centre.

Our volunteers made 209,402 friendship contacts with 1,560 older people in 2020, through community services, Reconnections, visits and phone calls.

**Far left** Our Grants Fund at work with the African French Speaking Community Support charity

**Left** Jackie receiving her Christmas hamper through the Reconnections partnership with Blackrock

**Top left** Renee taking part in the Barclays–Amazon Echo initiative

**Above** Our Tyne & Wear and Teeside team delivering Christmas packs

**Left** Volunteer visitor Montserrat switching to phone calls during the pandemic

# Rising to the challenge

Working from home can be challenge enough, but when you’re new in the job it might feel daunting. Here, the newest members of the Independent Age team tell how the friendship and understanding of their colleagues have helped them feel at ease and ready to provide a valuable lifeline to older people.

**Emma Lewis, Philanthropy Officer**

I was nervous to join a new role during the pandemic, all while working from home – but I now know there was no reason at all to be nervous. My team went above and beyond to make me feel prepared, involved and part of the team from the first day. Joining Independent Age while working from home, during lockdown two, was definitely an experience! Even though I’m six months into the role and haven’t met any of my team yet, I still feel part of Independent Age and am looking forward to everything that is to come.

**Amaani Khan, Campaigns and Public Affairs Assistant**

Joining the organisation working from home has definitely been unconventional, not having met any of my colleagues who I work with on a daily basis. However, everyone at Independent Age has made this as easy as possible. Through frequent video calls and informal catch ups, I often forget that I haven’t yet met anyone face to face! I hope to excel in my role and support my colleagues the way they’ve supported me.

**Cara Read, Service Manager**

One day I was working from home engaging with colleagues in small boxes on a screen on a Teams call, and the next I was in the same place at home, but the laptop was different and there were new, unfamiliar people in those little boxes on a Teams call... That was my reality when I joined Independent Age back in September.

Not having the benefit of meeting my new colleagues in person was a challenge, but this was quickly overcome with virtual one-to-one meetings with key colleagues in the first few weeks. It was a great way to get to know people and to start building relationships.

Everyone at Independent Age recognised this challenge and have been fantastically supportive and quickly made me feel included and very much part of the organisation.

**Theo Barwood, Marketing Communications Assistant**

Joining Independent Age working solely from home was not new to me, having started my previous role virtually as well, but it was clear even from before I started that Independent Age was putting a lot of effort into making sure I felt connected and warmly welcomed, despite the lack of in-person communication.

It’s obvious to me that Independent Age’s consideration for the communication, wellbeing and accessibility needs of staff has come to the fore in responding to the need to work from home. Schemes such as coffee roulette, and the openness of other staff in offering introductions, as well as meeting so many other new starters, has definitely made me feel more a part of what’s going on at Independent Age.

**Louise Fox, Volunteering Development Business Partner**

Normally when starting at a new organisation the first couple of weeks are spent attending meetings and meeting new colleagues to get a sense of the organisation, who everyone is and where you fit in. Obviously this wasn’t possible and so I am still to actually meet any of my colleagues in person! However, this really hasn’t felt an issue as everyone was so welcoming and friendly and generous with their time. The staff briefings were definitely a massive help in allowing me to feel part of the team straightaway and using Teams for quick chats/questions also made it a lot easier to connect with colleagues across the charity. I am really looking forward to working with all teams across Independent Age to look at ways of involving volunteers across the organisation and having a coffee (real or virtual) with lots of my colleagues!

**Kehinde Oshinyemi, Content Coordination Officer**

I thought it would be a very strange experience starting a new job from home and was worried about connecting with people. But I’ve found everyone has been very friendly and willing to make the effort to connect through quick 15-minute virtual coffees. I also started running a coffee morning group a couple of months after joining, where I facilitate conversations between groups of older people, so it’s been great that I’ve been able to connect not only with staff, but also the people who actually use our services. I get to see first-hand how we’re making an impact in their lives.

**Fran McSweeney, Head of National Services**

I’m so impressed with how passionate and committed everyone is, their willingness to help and work across teams to get things done. I’m responsible for our National Services, so the Helpline, information, advice, telephone friendship (1–1 and coffee morning groups) and digital services. Due to our amazing IT department, and staff and volunteers who want to help and go the extra mile, we’ve been able to continue providing a high-quality service throughout the pandemic, when people have really needed us to find out vital information and to hear a friendly voice. I’m looking forward to getting back to some sort of normality (finding out how tall people are for a start) but also keeping the best parts of what we’ve done differently over the past year.

**Tom Wall, Marketing Officer**

I was working remotely before I joined Independent Age, so it’s not a completely new experience for me. As a marketer, I can do most of my job online nowadays and it’s great to know we can still reach the people who need our support the most – even during a pandemic. While there are certainly fewer watercooler moments than you get in the office, initiatives like the coffee roulette have made it easy to reach out to people via Teams and have helped me get to know colleagues I might otherwise never have bumped into.

# Strategic report

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*When my wife died I sat at home, looking at four walls. That's when I appreciated what lonely means.*

**James**

# Achievements and performance in 2020

At Independent Age, we want to make sure that as we grow older, we all have the chance to live well, with dignity, choice and purpose. We began 2020 working hard on our strategic priorities to bring that change about – but it was far from the year we were expecting.

What we achieved shows how very quickly we were able to pull together and change our approach and plans to support older people at a vulnerable time.

### Deliver

We will develop, deliver and support services that improve the quality of life for older people.

**In 2020 we aimed to challenge and support organisations to improve practices that discriminate against older people, to make sure that older people have the information and advice they need, and to improve their quality of life through partnerships and community activities.**

**What we achieved**

We had to very quickly change our plans for 2020 when the pandemic was declared in March, adapting our services, supporting people over the phone and online, and ensuring everyone had access to the most up-to-date and relevant information available.

Within days we had all our Helpline team members working effectively from home and able to take calls on coronavirus-related issues. In March and April we spoke to more than 3,500 people to provide an initial welfare check, which informed our support plans for the year. We developed our online COVID-19 information hub, which translated government guidance into easy-to-read and understandable bite-sized chunks. We also introduced phone coffee mornings, making sure that older people could remotely interact with others and discuss a range of topics together.

We worked hard to ensure all our staff and nearly 2,000 committed volunteers were provided with the necessary skills and information to safely support people in their communities. Wherever possible, staff and volunteers continued to provide a valuable lifeline to older people who needed help to access food or medication, and either phoned regularly or visited (when permitted and following guidelines). This meant we could maintain that vital human connection that so many missed during 2020.

Our Reconnections teams in Barking, Dagenham and Havering played a crucial role supporting older people in their communities. In 2020 we also connected and established partnerships with many charities and organisations like the British Red Cross, Methodist Homes Association and U3A. The pandemic has really encouraged people to pull together for the common good, and that collaboration will continue to be an important strand of our work in the future.

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*Every Thursday we met up and talked about different things. We had such a laugh.*

**June**

## Achievements and performance in 2020

### Influence

We will champion the voice of older people, campaigning with older people to effect policy change.

**In 2020 we aimed to work alongside people in later life to challenge negative stereotypes and failing systems, to develop new policy evidence and solutions, and to campaign to improve people's quality of life.**

#### What we achieved

##### Poverty

Our Credit where it's due campaign led the Department for Work and Pensions to invest in a 12-week public awareness campaign promoting Pension Credit. We continue to work to ensure all eligible people receive the Pension Credit they are entitled to and, alongside academics from Loughborough University, we made a strong economic case proving that giving Pension Credit to those eligible for it not only improves their lives but saves the state money.

We led a coalition of charities that successfully secured a policy change that made older people, disabled adults, those living with long-term conditions, and their carers eligible for priority supermarket delivery slots. We've since called for supermarkets to waive delivery charges and minimum spend requirements on priority slots, with Iceland agreeing to refund delivery charges.

##### Health and care

At the start of the pandemic we heard from many that they found the guidance confusing and vague. We used this insight to work with the Department of Health and Social Care to make the social-distancing guidance clearer for the clinically vulnerable group, which included all over-70s. We released our first report looking at the mental health and wellbeing of people

in later life – *Minds that matter* – and our report about people's experiences during COVID-19 – *Home truths* – showcased the real impact and lived experience of the virus on people in later life and those who care about them.

Alongside this we continued to convene partnerships with think tanks, the Policy Exchange and the Institute for Public Policy Research, to call for reform to the social care system.

##### Loneliness

We co-chaired one of the subgroups of the Tackling Loneliness Network, convened by the Department for Digital, Culture, Media and Sport. We collated insight shared by group members, surveyed people in later life and volunteers who work with them, organised a listening session for people with lived experience to speak to the government minister responsible for loneliness, and produced a briefing based on this insight with clear recommendations for improvement.

##### Campaign to End Loneliness

The Campaign to End Loneliness launched two new reports in 2020. The first, *Promising Approaches Revisited: Effective action on loneliness in later life*, reported on the progress made to address loneliness across the UK. The second, *The Psychology of Loneliness*, looked at how psychology can change how lonely people think and feel.

Throughout 2020 the Campaign also continued to promote its Be More Us awareness campaign, encouraging people to share their experiences of and solutions for loneliness.

### Sustainability

We are here for all older people who need us now, and for the older people of the future.

**In 2020 we aimed to diversify our income to ensure we're here for older people in the longer term, to use our resources – including our reserves – to maximise the difference we make for older people, and to take an ethical approach and reduce the environmental impact of our work.**

#### What we achieved

Although we had to adapt our planned fundraising activity in 2020, we saw income from donations and legacies of £4.1 million and total net voluntary income of £2.2 million, significantly exceeding our budgets for the year. This was achieved through a balanced fundraising programme, intended to provide sustainable future income.

We continued to test new fundraising propositions to diversify our income, and to invest our reserves, both of which are key to making a difference for today's older people and to building our income so we can continue to make a difference in the future. We also worked on a long-term financial model so we can be clear about the balance of spending funds and retaining reserves, allowing us to be financially sustainable over the long term.

We introduced tools to help our people use their budgets well and deliver great value for money, and we committed to reviewing our investment principles and policies in 2021 to make sure they align with our values and strategic priorities.

The support of our corporate partners – from the financial services sector to retail and health and care – was also crucial to us in 2020. Our partners strategically supported and promoted our work, made substantial donations, sponsored our information materials and undertook employee fundraising activities. We also benefited from the generous support of both institutional and family trusts and foundations across the UK.

We look forward to building on these partnerships to ensure the long-term sustainability of our work.

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Our legacy may not be large compared with others, but what we are leaving is out of gratitude for help given to us.

Agnes



## Achievements and performance in 2020

### Profile and engagement

We will enable the public to emotionally engage with us, building strong connections so more people are inspired to give support and motivated to ask for help.

**In 2020 we aimed to make sure people know who we are and what we do, and so increase the number of people and partners who are inspired to give support, collaborate with us and ask for help. We also aimed to maintain our national voice while increasing our local presence, and to build strong connections with individuals to establish communities through which we can achieve our goals and aims.**

#### What we achieved

As the pandemic developed in 2020 we gained significant media coverage, including a panel discussion on the Victoria Derbyshire show about the impact of COVID-19 on older people, with our Chief Executive, Deborah Alsina. Focusing on the effects of the lockdown on older people, our Director of Services, Simon Hewett-Avison, was interviewed on Radio 5 Live and 16 regional radio stations.

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*If I hadn't had the support of Independent Age, I wouldn't have coped.*

Gillian

Additionally, we commissioned several surveys to gain insight into how older people were affected by COVID-19 restrictions. We used insights from this research to achieve significant coverage for Independent Age, including in *The Telegraph*, on BBC News and in 120 regional publications.

Working alongside other charities in our sector, we highlighted the effect of COVID-19 on care homes and called for more personal protective equipment for care home staff and improved reported death statistics. This also gained high-quality and high-volume coverage.

Deborah Alsina was also interviewed for *The Guardian* Society section, while a column written by Morgan Vine, Head of Policy and Influencing, on the need for free personal care was published on page two of the *Daily Express*.

Even though the pandemic is having a considerable impact on older people, their voices have been mainly absent from the media. To amplify those voices, we created the #HomeTruths blog series, where we gave older people from across our network the opportunity to tell their COVID-19 stories.

Throughout 2020 we also continued to increase engagement with older people, carers, families and opinion formers on our social media platforms.

### Excellence

We will shape our ways of working to deliver in the most efficient and effective way possible.

**In 2020 we aimed to use insight and evidence from older people, partners and supporters to drive our work and determine the outcomes we will achieve. We also aimed to engage, inspire and empower our people to make a real difference to the lives of older people, and to deliver our goals and aims in the most effective and efficient way with the right tools, governance and environment to enable people to succeed.**

#### What we achieved

In 2020 we talked – and really listened – to more of the people we support than ever before. We used what older people, their friends, families and professionals told us to adapt and improve the information and support we provide. We used insight directly from people accessing our services to inform our policy work and help create systems-level change.

From March 2020 it was also crucial to support our staff and volunteers to operate from home. What we've learnt from this will inform more efficient and effective working practices in the future. We undertook a restructuring exercise to make sure we are organised in a cost-effective way and have the right roles in place to deliver our 2021–23 strategy – and now our learning and development activity is focused on helping all our staff and volunteers excel in delivering that. Our values are central to everything we do, so we're working hard to make sure equity, diversity and inclusion are genuinely embedded in the way we work, as we increasingly attract more diverse users of our services, campaigners and supporters.

We also reviewed the systems and processes that govern the foundations of our charity and started a large programme of work to improve them – this will continue in 2021 and beyond. We launched digital tools to support flexible working, improved our data management systems, strengthened our approaches to safeguarding and information governance, and implemented a new procurement system to support our focus on achieving value for money with every pound we spend.

“

*When the government implemented the first national lockdown, Independent Age immediately responded ensuring safety of staff was a priority.*

**Opeyemi Oladejo,**  
Social Care Adviser

# Strategy and future plans for 2021–23

After much work in 2020 assessing how we can maximise our impact for older people, 2021 sees Independent Age begin a new strategy period.

The next three years will see us focus our resources on the critical areas of **health and care**, **loneliness** and **poverty**, and we will concentrate our efforts where we can have the greatest impact and reach.

We’ve set ourselves **six strategic goals** to make this happen, grounded in what we do – as information providers, organisational partners and policy influencers – and who we are – by building our reputation and financial stability, and being a great place to work.



## Goal 1

In 2021 we aim to provide information and advice focusing on the issues that matter most as we grow older, and to deepen our impact within communities, connecting people, places and services to reduce isolation and loneliness.

- We will produce accessible information for people across the UK, refining our printed resources and maximising our digital reach.
- We will deliver a specialist advice service focusing on social care and poverty in England and ensure people in Scotland and Wales can access high-quality advice services.
- We will build partnerships and distribution channels and create referral routes with local and national organisations, ensuring we reach the people who need us most.
- We will work with communities across the UK, building on what already exists to reduce isolation and loneliness.
- We will connect people through phone and digital services, creating friendships and reducing isolation.
- We will focus our community-based connection services on the individual, building a plan together that could include connecting people to form friendships or provide support, reconnecting people with their local community or activities they enjoy, or connecting people with services they need.
- We will focus this work on communities brought together by a specific interest or issue. This could include working in partnership to provide services to specific groups such as Black, Asian and minority ethnic communities, faith groups, the LGBT+ community, older people with mental health issues, people with a specific health condition or people ageing without children.

### Liz’s story

I became a telephone volunteer because I wanted to talk to someone who might be lonely and have the flexibility to do that anywhere. The process with Independent Age was thorough but not too difficult and well set up and supportive. One thing I didn’t expect was the profound effect on me when I was told that our weekly chat gives my older friend something to live for. I know when I call there is genuine joy for both of us.

We were matched based on interests and, each week, I find a quiet spot with a cuppa and biscuits and we share our memories and stories about motorsports and motorbikes. A lot of the time I just listen and sometimes I have heard about growing up in the 30s, the war, places travelled or even what the last question was in *The Chase*.

There is a serious side that training prepared me for and I have a wellbeing officer who is supportive and helps when needed. Mostly though, I just look forward to a weekly chat with a friend that has a big positive effect on both of our lives.

Strategy and future plans for 2021–23

Goal 2

In 2021 we aim to develop a programme of support for organisations to strengthen the sector and develop an ecosystem of organisations working more cohesively together, to make sure that everyone has the opportunity to age well.

- We will build on the links we developed with a range of organisations in 2020, geographically and thematically, to share experiences and key learning from the pandemic and how organisations working with older people are ‘building back better.’
- We will compile and publish reports and case studies to highlight and amplify the work of organisations supported through our grant-making.
- We will build our understanding of where organisations want and need to develop priorities for future investment in capacity building – and develop links with potential providers.
- We will collaborate with other funders to build our understanding and to maximise opportunities for learning and future joined-up action for the benefit of older people.
- We will explore opportunities for strategic partnerships with other organisations to make the most of existing infrastructure and/or networks, nationally, regionally and locally.

“The online clubs have given me something to put in the diary and, on the worst days, something to wake up for.

Anonymous

Martin’s story

Aged just 58, Martin was living alone with no family, friends or support around him. Grieving since his wife died, he’d stopped eating and become anorexic. This, as well as his lung condition, left Martin dependent on a wheelchair. He was depressed and having suicidal thoughts.

Martin’s health meant he couldn’t maintain his house. His stairlift was broken, so he slept on a sofa downstairs in a draughty back room, where he could only wash in the basin.

He’d previously refused support from his local council but, at the start of lockdown, when the need to isolate made his despair worse, Martin referred himself to a local community navigator service.

Since then, the navigators have provided Martin with friendly, weekly calls to keep in touch, while making urgent referrals on his behalf around safeguarding for self-neglect and urgent occupational therapy. They’ve also arranged practical help, like fixing the stairlift and getting food shopping in.

The navigators slowly built rapport and trust with Martin, who now says, “I’m ready to accept that I need more support.”

Goal 3

In 2021 we aim to be a catalyst for positive policy change, producing credible research and policy analysis, and use that insight to challenge the underlying causes of discrimination and inequality through effective policy and influencing activity.

- We will produce sector-leading policy analysis and recommendations, which will be uniquely informed by our service provision, the experience of older people, new and innovative research, and our expert knowledge of the policy landscape.
- We will work with partners to commission cutting-edge academic research, which will grow our reputation and influence policy formation at the highest levels, including establishing a deep and broad network of experts: academics, clinicians, practitioners and legal experts.
- We will develop a consistent approach to our policy and influencing activities by ensuring that we set, and regularly review, policy, practice and behaviour objectives for each of our three critical areas: health and care, loneliness and poverty.
- We will deliver expert influencing strategies and public affairs activity.
- We will have high-value relationships with stakeholders from across our sector, establishing us as a sector-leading organisation.
- We will, through our public affairs work, combine influential national and local government relations with strategic and intelligence-led activity to ensure the effective dissemination of our policy positions, which will ultimately influence policy and practice.
- We will develop a campaigns strategy to engage, grow and activate supporters to enable Independent Age to increase its campaigning effectiveness.
- We will ensure our campaigning is integrated with other supporter-engagement activities, like volunteering, fundraising and profile raising.
- We will base our campaigning on involvement and collaboration, and the voices and choices of older people will drive every aspect of our campaigning.

“Most people know the importance of keeping physically healthy when you’re ageing, but not a lot of people know the importance of keeping mentally healthy. That’s just as important.

Christine

Strategy and future plans for 2021–23

Goal 4

In 2021 we aim to develop a strong reputation and significantly raise our profile to enable us to drive change and build our community of support.

- We will build our reputation and raise our profile to develop our community, ensure engagement with our services, drive policy and behavioural change, and support our income-generation activities.
- We will use our brand’s authority to challenge ageism and discrimination and tackle the inequalities in older age.
- We will develop a coherent and inspiring brand that will significantly raise our profile to support our objectives and challenge ageism and discrimination.
- We will identify opportunities to raise our profile and position Independent Age as an expert source, using our media, public relations and marketing activities to build relationships with content creators, channels and influencers.
- We will build our knowledge and understanding of our key audiences from individuals who use our corporate partners’ services.
- We will build positive relationships that deepen engagement and maximise value to both our audiences and Independent Age.
- We will develop compelling and authentic content that can be used across multiple channels that differentiates Independent Age, ensuring content is personalised, impactful and sector leading.
- We will maximise digital opportunities by developing our use of digital technology and digital channels, creating and delivering integrated, personalised content that our audiences want, in a way that best suits them – always ensuring we are addressing, not compounding, issues of digital exclusion.

Brian’s story

The longer COVID-19 goes on, the more it affects my mood. I’m an outdoors person, so the virus has made the past year feel like house arrest. With older people more vulnerable, the pandemic really does cause anxiety.

We have grandchildren who live hundreds of miles away, so haven’t seen them for months. We used to see them every week and help look after them. We’re missing them, and they’re missing us. Each grandchild is aged under 10, so we’re also missing out as they learn to walk, talk, hold pens and write letters. And they’re growing up – soon they’ll be teenagers and won’t want to see us.

My medical appointments are all over the phone now and I’m very aware that, because of lockdown, there’s a greater reliance on online communication. I can just about manage the basics, but a lot of older people don’t have the technology they need, or don’t know how to use it. Social and community groups have moved online too. That might work for some people but will just add to the isolation others are feeling. Frankly, it’s a poor substitute for face-to-face contact.

Goal 5

In 2021 we aim to build a financially sustainable organisation that can deliver on our vision and mission for older people, both now and in the future.

- We will create a compelling and balanced fundraising programme that clearly demonstrates our need for voluntary income and the impact that it has, and that motivates people to proactively support the charity.
- We will begin to explore opportunities for both commissioned and earned income to diversify our funding base.
- We will set ambitious but achievable annual plans and budgets that will focus on delivering impact and achieving value for money with every pound we spend.
- We will build a team of the right shape and size to allow our core expenditure to be funded by our regular income year on year in the medium term.
- We will use the charity’s Future Impact Fund in a time-bound, strategic way to enable us to build our income, strengthen our operations and increase our impact for people in later life.

“  
*It’s like this very energetic person comes into the house and brightens up the day.*  
Andy

Babita’s story

I ran the London Landmarks Half Marathon last year – and swore I never would again! But then I started volunteering for Independent Age. Seeing what joy a simple visit can bring to an older person made me decide to run it again to raise money.

I started training and fundraising for the event this year but then it was postponed because of the pandemic. I was so disappointed. I decided to go ahead and run locally where I live instead – but it was terrible weather! So, I was delighted to finish and raise more than £400 for Independent Age.

I’ve been a volunteer visitor for around a year and I love it. It takes a while to build rapport with the person you’re visiting but you get to know each other. The lady I visit is lovely and we have a lot in common because she also enjoyed keeping fit when she was younger.

Volunteering is very different to my working life. I reached a stage where I wanted to give something back. I don’t think we do enough for older people. I don’t like to think of anyone on their own and isolated. No one should be lonely.

Strategy and future plans for 2021–23

Goal 6

In 2021 we aim to be efficient, well run and a great place to work.

- We will embed a new vision for volunteering within Independent Age that offers greater opportunities and support for both existing and new volunteers.
- We will ensure that all our recruitment, onboarding, people management, learning and development is firmly rooted in our values and helps make Independent Age an employer of choice.
- We will design and build a cost-effective workplace environment that supports collaboration, creativity and agile working.
- We will deliver a number of new digital tools and systems to enable all our people to work efficiently and effectively, and to deliver the best impact possible for older people.
- We will affirm our strong commitment to the principles of equity, diversity and inclusion and begin a programme of work to embed those principles in everything we do.

Katie’s story

I’ve been talking to Derrick for about two years, as a telephone volunteer. I started after my gran died. She and I always had a weekly phone call, so I wanted to help other older people who didn’t have anyone to talk to.

I trained with Independent Age. When I first called Derek, I was a bit nervous. He was a total stranger, and I was worried about how the conversation would go. I called him with a list of topics to discuss but didn’t know if he’d be ready to talk to me.

But it went really well. He’s so easy to talk to. I knew Derrick had found life terribly difficult after his wife died and many of our phone calls were traumatic at the beginning. I hoped I was helping him a bit, just by listening. Looking back, it’s amazing to think what he was like then and how much he’s changed.

Now we have a good laugh, and our talks are generally upbeat and positive. We know each other so well and one conversation often starts where the last one left off. I think I look forward to our chats as much he does.

“  
*I think I look forward to our chats as much he does.*  
Katie

Judith’s story

I’ve lived on my own since my husband died from a heart attack in 2006. We’d been married for 44 years. I have a lovely family – I’m a great grandmother – but they live all over the place.

I still miss my husband. I find it very difficult to cope at Christmas. My husband used to wrap the presents and write the cards because I can’t see well enough to do it. Times like that bring people back and make you miss them more.

I used to live where I had more friends, especially one good friend around the corner. I had neighbours who were good to me. There was a network of buses that took you anywhere. I went out most days. But I kept falling because I couldn’t see the last step when I was walking down the stairs, so I moved into a flat and left my friends behind.

But I was so much lonelier here. I was confused about the buses. Things were much harder. One thing that helped was starting to get visits from Independent Age. I saw Michaela for a while, and now I see Sophie. Sophie helps me just by seeing her face and having a chat. Sometimes that’s all it takes to brighten someone’s day.

Of course, then lockdown started. Everything shut. I thought Sophie’s visits were finished. But then she rang! I still have someone to have a chat with. We talk about how we are and what we’ve done. She’s a laugh and it really helps me. Independent Age has helped me tremendously.

“  
*You talk to people who are lonely, or haven’t got friends or neighbours, and that’s a wonderful thing.*

# Governance structure and management

## Governance structure and management

Under the guidance of our Chair, Baroness Julia Neuberger, DBE, our Chief Executive, Deborah Alsina, MBE and our trustees, we continue to review and improve our governance in line with the Charity Governance Code, updated in 2020.

## Our charitable purpose

Our charitable purpose is set out in the Royal Charter 1911 (otherwise known as our charitable objects). It is to assist and provide relief to older people in need by reason of ill health, disability, financial hardship or other disadvantage. The charity may also assist and provide relief to others in need by reason of ill health, disability, or social or financial hardship. During 2020 the charity’s work included the Campaign to End Loneliness and responsibility for its governance and oversight. The Campaign to End Loneliness transitioned to a new host organisation, the What Works Centre for Wellbeing, on 1 January 2021.

## Legal structure

Independent Age is the operating name of the Royal United Kingdom Beneficent Association (RUKBA) – registered as a charity by the Charity Commission for England and Wales (210729).

The charity was established in 1863 and is incorporated by Royal Charter, which sets out our objects, powers and byelaws.

The latest Supplementary Royal Charter came into force in August 2014. In February 2017 the charity was registered with the Office of the Scottish Charity Regulator (SC047184).

All financial regulations and procedures adopted by the charity must comply with the relevant stipulations of the Royal Charter. These cover matters such as:

- limitation on private benefits for trustees, such as paid employment with the charity
- terms of office
- arrangements for the appointment of external auditors.

The Campaign to End Loneliness operated as a directorate within Independent Age during 2020, with a widely drawn Management Committee reflecting the strength of the coalition of like-minded organisations that support its work. The Campaign had no legal identity separate from that of Independent Age and the trustees of Independent Age were legally responsible for the activity of the Campaign during the year. The Campaign to End Loneliness was transitioned to a new host organisation, the What Works Centre for Wellbeing, on 1 January 2021, so is no longer part of Independent Age at the date of signature of this report.

Independent Age is the sole legal member of Counsel and Care for the Elderly, a charitable company limited by guarantee registered in England and Wales (charity number 203429, company number 00645708). The charity is also responsible for a number of other linked charities, namely the F E Cobbold Trust Fund, Backsettow Endowed Charity and the Wharton & Wittrick Fund.

The charity has a wholly owned trading subsidiary – Independent Age Enterprises Limited (company number 04735201).

The company is used to transact non-charitable activities and has been registered for VAT. The company was dormant in 2020.

The results of Independent Age Enterprises Limited are not consolidated because actual expenditure or financial impact of this subsidiary are immaterial in the context of the charity.

Details of Counsel and Care for the Elderly can be found on the Charity Commission website; a summary of results is shown in Note 20 to the Financial Statements. Summary trading results for Independent Age Enterprises Limited are shown in Note 12 to the Financial Statements.

## Our staff

### Simon Hewett-Avison, Director of Services

Helping to frame the future direction of our services at Independent Age has rekindled my love and passion for community-based development.

After 157 years delivering traditional services, Independent Age is ready for a little change. So, we’re shifting our thinking and transforming our services to make more of a difference for those people who need us most.

I’m lucky enough to be part of this change, and to see that working with people’s gifts, skills and experience to turn what’s wrong into what’s strong is going to be core to our thinking moving forward.

We want to see our community services driven by individual and community needs, built around local strengths. We want our national services to be holistic and designed to self-empower.

We have a lot to do – but we have an amazing team of staff and volunteers who are motivated and excited to make this change happen.

*We have an amazing team of staff and volunteers who are motivated and excited to make this change happen.*

“  
*I was feeling a bit lonely when I decided to use the Independent Age befriending services. I was matched with two volunteers. Mert and Juliet are now my friends. They have made me feel happier and have given me more of a social life.*  
Ismael

Governance structure and management

Our trustees

Our Independent Age Board of Trustees meets regularly and is responsible for overseeing our performance and providing strategic direction.

Richard Anderson (from March 2020)
Lucy Blythe (from March 2020)
Karen Byrne
Michael Craston
Karl Demian
Vivienne Dews
Prof Martin Green, OBE
John Hannaford (Treasurer)
Simon Inchley
Lorraine Lander (from February 2020)
Baroness Julia Neuberger, DBE (Chair)
Amit Patel
Dame Helena Shovelton (until October 2020)

Committees

At 31 December 2020, the Board had 12 trustees.

Charter Members elect all trustees, except the chair and treasurer, who are elected by the Board of Trustees from their number.

The Board periodically appoints new Charter Members. The Board met five times in 2020.

As at the date of this report there are four committees and one subcommittee that have delegated authority and report to the Board:

Services and Policy Committee

The Services and Policy Committee (SPC) provides oversight of Independent Age’s services and policy and influencing activity. The SPC met four times during 2020.

Finance and Resources Committee

The Finance and Resources Committee (FRC) reviews budget and planning proposals and ensures that we have effective arrangements in place to safeguard and manage the charity’s resources. It also oversees our statutory reporting, pensions, internal and external audit, people, organisational development, IT and risk management arrangements. The FRC meets at least quarterly. It has one subcommittee, the Investment Subcommittee.

Governance and Nominations Committee

This committee reviews the structure, size and composition of the Board and its committees, and is responsible for succession planning of trustees. It also makes recommendations to the Board for the appointment of all new trustees and the chief executive.

Marketing and Supporter Engagement Committee

This newly established committee started to operate in 2021. It is responsible for overseeing the development of Independent Age marketing, communications, profile-raising and supporter-engagement activities.

Investment Subcommittee

The Investment Subcommittee (ISC) monitors the performance of the charity’s investments and managers and makes recommendations in respect of the investment strategy. The ISC meets at least quarterly.

The Board reviews the terms of reference of all committees and subcommittees annually.

Trustees are recruited by the Board through an open recruitment and selection process.

All trustees receive an induction pack and training so they are aware of all key policies and procedures, and they meet with key staff (including directors) soon after they are co-opted to the Board. Trustees are required to abide by our code of conduct, including the declaration of other interests, and fit and proper person assurance.

Management

The Board delegates day-to-day management of the charity to the chief executive and the Senior Leadership Team (SLT). The SLT develops strategies and plans for the Board to scrutinise and approve. The Board subsequently monitors and reports on performance against targets.

Remuneration of key management personnel

The trustees consider that the Board of Trustees and the SLT comprise the key management personnel of the charity, in charge of directing and controlling, running and operating the charity on a day-to-day basis.

All trustees give their time freely and no trustee received remuneration in the year. Details of trustees’ expenses and related-party transactions are disclosed in Note 20 to the Financial Statements.

SLT members are remunerated in line with the charity’s pay framework, in the same way as their colleagues.

Remuneration statement and new pay scales

In August 2020 a new pay framework was introduced to ensure that salary levels are proportionate for a charity of our size.

The framework ensures that all pay decisions are transparent, fair, affordable, align with market rates for the sector, and enable Independent Age to attract and retain talent so that we can effectively deliver our mission.

Every role at Independent Age has been assigned to one of five levels within our pay framework. We distinguish between roles that are London based and those roles based outside London, with separate pay bands for each. The pay band for each level has been determined using benchmarking data obtained from a salary survey of other charitable and voluntary-sector organisations. We also benchmark against the Living Wage Foundation rates to ensure the salaries for more junior roles are either aligned with or above the London and UK real living wage rates.

Salaries are openly stated in advertisements.

Our Trustees

Lucy Blythe, Trustee

Our new strategy, designed to deliver real results and outcomes for older people, has meant a lot of change and huge dedication, energy and resilience from the staff, especially with the added challenges of the past year. Our team deserves massive respect and thanks. This year, I was particularly impressed by:

- The Board’s decision to launch the Grants Fund rather than compete for funds when smaller charities faced existential threats
- our strategic commitment to improve equity, diversity and inclusion at all levels, and
- new initiatives, such as the Reconnections pilots, that promise significant and sustainable impacts for older people’s lives.

“Our new strategy... has meant a lot of change and huge dedication, energy and resilience from the staff, especially with the added challenges of the last year.”



Governance structure and management

We do not operate any performance-related pay and we do not have a bonus scheme. We do not apply any automatic increments to staff salaries. Annual pay awards are not guaranteed, and the Board of Trustees considers affordability in determining whether any annual award should be paid.

The introduction of the framework coincided with our reorganisation of the charity in the second half of 2020, which resulted in a flatter structure with fewer levels of management. When introducing the new framework, changes were not made to the salaries of existing staff (apart from a small number of staff whose rates of pay fell below the new salary level for their role), but all new appointments since August 2020 have been made in accordance with the pay framework. The table below details the number of employees with a basic salary of more than £60,000 as at 1 January 2021 compared with 1 January 2020.

	1 January 2021	1 January 2020
£60,001–£70,000	4	12
£70,001–£80,000	1	3
£80,001–£90,000	6	5
£90,001–£100,000	-	1
£100,001–£110,000	1	1
Total	12	22

The new organisational structure and pay framework are part of our commitment to using our resources wisely so we can increase the impact of our work with and for older people, and to building a strong and sustainable financial future.

As part of our focus on equity, diversity and inclusion, we are committed to undertaking pay-gap reporting in the future.

Volunteers

We have a network of nearly 2,000 committed volunteers across the UK, in roles from befriending to campaigning.

In 2020 our volunteers stepped up to make thousands of phone calls to people, offering support and friendship through a challenging year.

We also introduced phone coffee mornings, making sure that older people could remotely interact with others and discuss a range of topics together. We’re now delivering 30 phone coffee mornings each week, giving 141 participants the opportunity to interact with each other.

We also trained and recruited 53 volunteers from our corporate partners who, over at least 12 weeks, made regular calls to people with whom they were matched, offering companionship during a difficult time.

Our volunteers made all the difference this year, responding to an ever-changing situation to make sure the people who use our services felt supported and heard. We simply couldn’t have the impact we do as an organisation without them.

Fundraising

In 2020 we generated £4.3 million in voluntary income and invested £2.1 million in our fundraising activity. This provided an overall return on investment ratio of 1.79:1.

This result exceeded our budget and was delivered in spite of a revised plan in response to the pandemic, which meant that budgeted fundraising expenditure was reduced while we took stock and planned new activities.

Our fundraising programme is relatively immature, with several new income streams recently launched or planned for 2021. Return on investment is therefore expected to improve as the programme matures, our efficiency increases and our supporter base and profile grow.

We will continue to monitor results and review our fundraising strategy and other sources of income to ensure that we can continue to support older people through the pandemic and for years to come.

Thank you

We are immensely grateful to everyone who has supported us over the past year.

- Thousands supported us through a regular monthly gift, a cash gift or a gift in their will, including legacy donations of £865,000.
- We received exceptional support from the Pension Insurance Corporation as their Charity of the Year, including a £250,000 contribution to the Independent Age Grants Fund, as well as continued generous support from existing partners, including 3i, Fittleworth, Boundless and Barclays, and new partners Blackrock and Ikano Insight. We enjoyed the support of 10 corporate partners in 2020 and received donation from 22 different businesses in total.
- We continued to benefit from the support of several trusts and foundations, including The Scheinberg Relief Fund, which generously contributed £500,000 to the Independent Age Grants Fund, and John Laing Charitable Trust, which has donated £150,000 over three years towards our Reconnections programme, and The Mercers’ Company who donated £50,000 to support the Campaign To End Loneliness.

Our staff

Morgan Vine, Head of Policy and Influencing

Thanks to working at Independent Age, I have the privilege of listening to people from all walks of life about the challenges they experience day to day. They share the impact of broken systems and what they think could help improve their situation.

I’m proud that I get to use this insight and evidence throughout my work in policy and influencing to grab the attention of decision makers and secure improvement to the systems that so many of us rely on as we age.

I have the privilege of listening to people from all walks of life about the challenges they experience day to day.



Governance structure and management

Our approach to fundraising

Independent Age is committed to following best practice and complies with all fundraising regulations. We subscribe to all relevant fundraising regulatory bodies, including the Fundraising Regulator, the Lotteries Council, the Institute of Fundraising and the Information Commissioner’s Office. All our partner agencies adhere to their relevant regulations.

We work with a number of specialist partner agencies and suppliers to enable us to deliver our fundraising offer. These specialist partnerships are essential to raising income to fund our vital work with older people. These agencies include:

Campfire Marketing

We work with Campfire on the strategic delivery of our individual giving and legacy giving campaigns.

Smile Fundraising, REAL Fundraising, Gilcore

These face-to-face agencies work with us on our direct dialogue fundraising campaigns. In 2020 they helped us recruit 1,290 new regular donors before activity was cancelled due to the pandemic.

Woods Valldata

This agency supports the delivery of our individual giving campaigns and is our licensed external lottery manager.

How we monitor fundraising activity

Independent Age and its agencies’ monitoring guidelines include:

- regular meetings
- monitoring of performance, risk and complaints
- training
- observing and shadowing
- keeping senior management and trustees informed of performance
- regular consultation with other charities and regulatory bodies
- due diligence and data protection clauses in contracts.

Complaints

We received 16 complaints in 2020 (0.0005% of the total number of members of the public approached over the year), compared to 61 complaints in 2019. All complaints were resolved. We ensure that we learn from all complaints and use them to improve our practice.

All our partner agencies that communicate with new or existing supporters are required to adhere to our procedures for communicating with vulnerable supporters and/or have their own procedures in place. Before working with any partner, we review their policy and attend all fundraiser training that includes communicating with vulnerable people.

We always respect the privacy of supporters and potential supporters. We adhere to the EU General Data Protection Regulations (GDPR) and, from January 2021, the UK GDPR and Data Protection Act 2018 and our privacy policy is available at [independentage.org/our-privacy-and-cookies-policy](https://independentage.org/our-privacy-and-cookies-policy).

“  
Receiving the newsletters and packs from you were lifelines to the outside world during COVID-19 while nursing my husband.  
Anonymous

Christina’s story

We’re living in strange and unexpected times. But I love the way people have pulled together, helping each other, celebrating the wonderful work carried out by people in our society who are often overlooked.

For me, the pandemic feels like an opportunity to share everything we have in common, even if that’s from a distance. And one of the best ways we can do this is by listening.

I’m a telephone volunteer for Independent Age, so I know what an important and vital thing it is to listen well. Checking up on people, giving them the opportunity to talk and to feel truly heard can make such a difference.

During the pandemic I’ve been able to expand my role as a volunteer. Usually, I call my gentleman once a week, at the same time on the same day. Now I’m calling him far more. We talk together about how we feel about the daily news updates and the statistics. Neither of us forgets that each number represents a human life and a family.

We talk about not being able to see our families – the loneliness this can bring and the feelings of relief that our loved ones are taking care of themselves. We cheer each

other up about positive stories we’ve heard. There’s never been a more important time to share something funny and have a smile on your face.

It’s so important for people to know that even if we can’t see each other face to face, we can still be in contact. We can learn and listen and nurture each other.

This is the time to remember how important listening is. Listening well brings trust and understanding. It shows someone you care. And one way to do that is to pick up the phone.

“  
I know what an important and vital thing it is to listen well.

# Managing risk

We have a risk management process that allows the Board to monitor and manage risks to the charity, which, in outline, is as follows:

- preventable risks, managed through the operating risk register
- strategic risks, considered as part of the planning and budgeting process, the key themes of which are set out below
- external risks, primarily considered through the strategic planning and budgeting processes by considering potential scenarios.

The following commentary outlines the strategic risks that, in brief, are those risks that could prevent us from achieving the impact we want: for example, if our delivery is ineffective or the organisation becomes unsustainable through poor use of resources or reputational damage.

### Strategy and leadership

To be impactful, the charity needs to have a clear strategic focus and objectives. This is achieved through setting a strategic framework, multi-year business planning and the annual planning and budget cycle.

### People and culture

Everything we do is dependent on our staff and volunteers and is for the benefit of older people. We invest in training our people, use staff engagement surveys, and monitor turnover and sickness to help ensure we retain and develop our people. We ensure our delivery is safe through the implementation of safeguarding and whistleblowing policies, procedures and compulsory training, plus effective management of our staff and volunteers.

### Financial sustainability

Our financial resources need to be invested and managed in a way that allows us to maximise impact while remaining financially sustainable for the future. This risk is managed through our reserves and investment policies, and financial planning and reporting processes. Trustees exercise close oversight in these areas through the work of the Finance and Resources Committee and the Investment Sub-Committee, with regular reporting to the Board.

### Compliance and infrastructure

We must meet our regulatory obligations in a broad and fast-changing landscape to steward our assets responsibly and protect everyone who interacts with us. We do this by investing in our business systems, policies and procedures, and reviewing them regularly to ensure they remain fit for purpose.

### External environment

Our external environment is volatile, complex and uncertain – and will continue to be so for the foreseeable future. The COVID-19 pandemic had a material and unexpected effect on all our work in 2020; factors such as Brexit and the US elections were also influential.

To remain impactful against this backdrop, we need a keen focus on what’s happening in the areas we work and agile decision-making processes that let us plan and react quickly to change. We achieve this through clear delegation of authority to the SLT, regular meetings of the Board and its committees, incident response teams that focus on specific issues, frequent financial re-forecasts and evaluations of the difference our work is making, and regular ‘horizon scanning’ work.

“  
*Elaine visited a couple of times and then moved to telephone calls because of coronavirus. We have been talking now for about a year. We understand each other and it has been wonderful.*  
Carol

## Our partners

### Tracy Blackwell, Chief Executive Officer, Pension Insurance Corporation

As an organisation, our purpose is to pay the pensions of our current and future policyholders, many of whom are retired.

That is why, with the COVID-19 pandemic proving so devastating for older people, we were proud to donate £250,000 towards Independent Age’s Grants Fund, enabling small- and medium-sized charities to help the most isolated older people in society. It was also heartening that our employees, who volunteer as befrienders, have continued supporting lonely older people in the UK throughout the pandemic.

We continued our employee fundraising, with our Pledge Month in July proving to be incredibly successful, with employees taking on a range of pledges, from yoga classes to going vegan.

We are proud of our partnership with Independent Age and look forward to building on the success we have already had, so that more older people can get the help and support they need.

“  
*We are proud of our partnership with Independent Age.*

# Financial review

## Results for 2020

The Consolidated Statement of Financial Activities on page 48 sets out the financial results as required by the Accounting and Reporting by Charities: Statement of Recommended Practice (Financial Reporting Standard 102). Overall, the year saw an £8.3 million reduction in reserves, primarily as a result of planned spending on our services and policy work and the launch of our new Grants Fund.

## Net voluntary income

Our net voluntary income position reflects the continuing investment in our long-term fundraising strategy. While in 2020 we have benefited from the investment in new fundraising programmes made in the past few years, the impact of COVID-19 led to the cessation of community events and the suspension of our face-to-face fundraising activities from March. However, we have continued to raise funds from the general public through different routes, and have received many generous contributions towards our Grants Fund to support charities working with older people at greatest risk from COVID-19, all contributing to a strong performance for net voluntary income in the year.

We continue to invest heavily in our long-term fundraising strategy, laying the foundations for a post-pandemic sustainable positive return on investment.

In 2020 our legacy income decreased slightly by 5% while voluntary income from other sources grew by 28% (please see table below for further analysis).

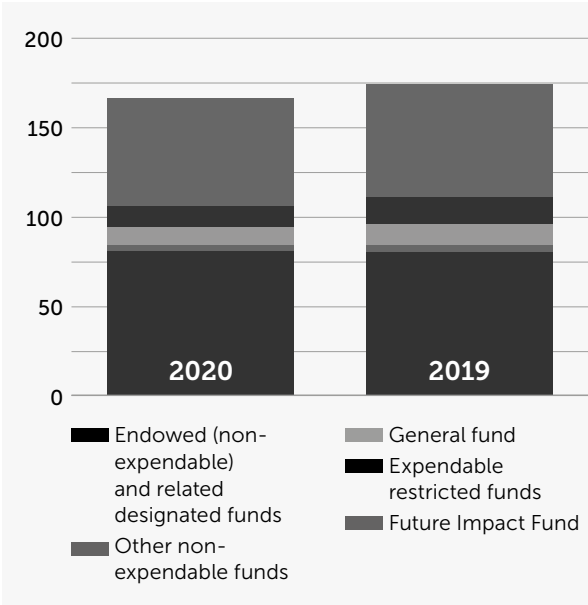
	2020 £000	2019 £000
Donations	1,566	1,551
Grants	1,682	918
Legacies	865	909
Events and lotteries	179	199
	4,292	3,577
Cost of raising voluntary income	2,060	3,397
Other income	69	33
Net voluntary income	2,301	213

## Expenditure on charitable activities

2020 saw a small decrease in expenditure on charitable activities of 5% from £14.9 million in 2019 to £14.2 million, as we adapted to the COVID-19 pandemic and developed our new strategy. Our 2021–23 strategy focuses on achieving long-term financial sustainability by building an organisation of the right shape and size to have the impact we want, and ensuring we achieve value for money with every pound we spend. We began work on this in 2020, introducing a new pay framework and undertaking a major restructuring, while also committing £2.5 million to set up a Grants Fund to support smaller charities working with older people at greatest risk from COVID-19. Our charitable expenditure accounted for 86p of every £1 of spending in 2020, compared with 80p in 2019, and our continued focus on funding our front line services and policy work to make a difference for older people.

“  
I am so thankful for your calls.  
For people who are isolated and  
lonely, the isolation feels like torture  
sometimes, and talking to someone  
helps. Even 15 minutes of talking to  
other people makes a difference.  
Anonymous

## Reserves (£ millions)



Total funds decreased by £8.3 million in the year, reflecting our continued funding of charitable activities from the Future Impact Fund while also investing in growing our long-term sustainable income. The general reserve, which is maintained at a level equivalent to one year’s unfunded budgeted expenditure, has decreased by £2.2 million to reflect planned budgets for 2021, and that has offset some of the reduction in the Future Impact Fund in the year. We will continue to invest these funds in growing impact in the coming years as we implement our 2021–23 strategy.

## Investment income and capital gains and losses

2020 was a highly turbulent year for investment markets as a result of the COVID-19 pandemic and other geopolitical factors, such as Brexit and the US election. During 2019 the charity continued to target an average total return (including both income and capital) on the whole non-cash portfolio of 3.9% per annum above inflation (measured by the Consumer Prices Index (CPI)) over rolling periods of five years. We reviewed this target during 2020 and agreed to reduce it to an average of 3.5% per annum above inflation to reflect the Board’s view of achievable risk-adjusted returns, given organisational risk appetite. Based on opening non-cash investments of £153.3 million, we would therefore have expected on average to generate a total return of around £7.5 million in 2020. Our investment portfolio instead delivered a total return of £4.1 million (£3.8 million including costs). The trustees regard this as acceptable in-year performance under the circumstances, and remain focused on our five-year rolling average benchmark, which at the end of December 2020 stood at 6.3% per annum.

## Reserves policy

Independent Age sets its reserves policy using a free reserves approach. Free reserves are the total reserves available less those either endowed or restricted, and also those designated by trustees for a specific purpose. Independent Age reviews its free reserves policy annually, taking into consideration the major risks faced by the charity, their likely impact on income and planned expenditure, and an assessment of possible actions to mitigate those risks.

Financial review

Endowment funds

These are permanent endowments and trustees have elected to maintain their capital value in real terms; the CPI has been adopted as the benchmark. With the exception of funds that are associated with specific properties, the capital on these funds is invested to provide income for charitable activities. The trustees have adopted a Total Return Investment policy in accordance with the Charity Commission regulations, so that both capital gains and income from investments can be applied to income. Any investment gains and income above CPI are transferred to the Unapplied Total Return Fund and then used to fund expenditure in the current year or immediate future. The investment policy aims to provide a return of 3.5% per annum above CPI on a rolling five-year basis over the long term. Should any year experience a negative return, a negative balance will be held in the Unapplied Total Return Fund until such time as future returns on the investments eliminate the negative balance.

Restricted reserves

These are funds the charity will spend on activities specified by the restrictions of the fund. Restricted funds are invested until such time as they are utilised and any capital gains or income are allocated to the fund.

Unrestricted reserves

These are funds where trustees have discretion over how they are used to further the charity’s objects. In accordance with the Charity Commission guidance, some of these funds have been designated to mitigate the charity’s financial risks and also to indicate which reserves are held in property and fixed assets and are therefore not available as ‘free’ reserves. The designations the trustees have made are as follows:

The Endowment Funded Activity Protection Fund

There is a risk that the endowed investments will generate short-term negative returns while still remaining on target to meet the rolling five-year benchmark set by the trustees. This could result in charitable activity being underfunded, potentially for a number of years, as a result of market volatility. Having taken professional advice, which included modelling the impact of previous falls in markets and the Value at Risk of the investment portfolio, the trustees have designated a fund equivalent to 35% of endowments to mitigate this risk. This fund may be used to cover the gap in funding charitable activities until any deficit arising on the Unapplied Total Return Fund is eliminated.

General Fund

Having reviewed the risks to the charity, the trustees have designated a general fund equivalent to one year’s unrestricted charitable expenditure (other than the amount funded by the endowments and protected by the reserve above) to protect the activity of the charity. The trustees consider that this is sufficient to fund short-term falls in income or increases in expenditure due to unforeseen circumstances, while protecting the work funded in future years by the Future Impact Fund.

Tangible and Intangible Fixed Assets Fund and Investment Property Fund

The purpose of these designated funds is to indicate reserves that are not available for expenditure because they are related to property or other capital assets. It is the intention of the charity to realise the value of the investment properties where possible, once the obligations to current tenants have been met in full.

Future Impact Fund

Having set aside amounts to manage the financial risks of the charity, the balance of unrestricted reserves has been designated as the Future Impact Fund to be utilised in the near to medium term to increase our impact.

More detail on the funds is contained in Notes 18 and 19 to the Financial Statements.

Investment policy

Our investment policy provides the framework for the trustees to manage the investment assets of the charity. This policy reflects both the current level of investments as well as the charity’s aspiration to utilise unrestricted funds held in the Future Impact Fund to increase our impact.

The charity utilised £5.8 million of investment capital to fund activities during the year. This, combined with the volatile performance in investment markets, took the total value of our investments from £172.5 million at 31 December 2019 to £165.1 million at 31 December 2020. The composition of the investment portfolio at 31 December 2020 is set out in Note 12 to the Financial Statements.

During the year the Investment Subcommittee focused on close monitoring of fund managers’ performance and investment style in light of the COVID-19 pandemic and other geopolitical events. Also, £4 million was transferred from the Multi-Asset Credit Fund to the BlackRock Fund to maintain a balance of between 12 and 18 months of operational cash flow requirements in quoted liquid funds, in line with our investment strategy. This approach is designed to minimise the risk of liquidating assets at an undervalue when markets fall and has proven its worth during 2020.

The trustees believe that it is their duty to ensure that the charity’s investment policy and decisions are designed to achieve the best return that is consistent with an acceptable level of risk. The charity requires its investment managers to manage our investments in a responsible manner and to maintain an active voting policy on behalf of the charity whenever possible. We are conducting a review of our approach to responsible investment during 2021 to ensure we are stewarding our investments with the best interests of older people in mind, and anticipate that some changes to our investment policy may be agreed as a result.

Our staff

Rahma Ali, Virtual Events Coordinator

Independent Age is a great place to work because they encourage and foster creativity in the workplace.

I am most proud of the work I did that involved setting up our virtual groups. We initially set up the groups in response to the COVID-19 pandemic to combat loneliness and isolation, by connecting older people to their peers over the phone.

Now, a year on, new and blossoming friendships have been forged for life. I have realised that the groups are a vital space to create community, learning and laughter and so, over the next few months, I look forward to embarking on an exciting adventure, reviewing our groups and deciding the next steps to reach more older people who might benefit from this kind of connection.

“
I am most proud of the work I did that involved setting up our virtual groups.
”

Financial review

Grant-making policy

We established the Independent Age Grants Fund during 2020 to support small- and medium-sized charities working with older people. We awarded grants of between £5,000 and £15,000 in unrestricted funding to charities with income of less than £1 million who were working with older people and responding to the impact of the COVID-19 pandemic. Applications were encouraged from a wide range of organisations and reviewed by specialist assessors before being recommended for funding. Final funding decisions were made by a panel made up of Independent Age staff, our chief executive and one of our trustees. We awarded a total of £2.3 million across 203 organisations in 2020, and have contributed towards a range of activities from food and prescription deliveries to befriending and arts-based group activities. Based on information collected through the application forms, we estimate that the organisations funded to date are in touch with more than 180,000 older people.

We are looking to build the relationships with as many of these organisations as possible for the longer term, using our in-house expertise and experience to benefit a wider group of older people.

We also continue to make regular grant payments directly to older people, although we no longer accept new applications for direct support. We paid out £1.1 million (2019: £1 million) to more than 1,000 older people in 2020 as part of this programme.

Disclosure of information to auditors

The trustees in office at the date of approval of this Trustees’ Annual Report confirm that, so far as they are each aware, there is no relevant audit information of which the charity’s auditors are unaware and each trustee has taken all the steps they ought to have taken as a trustee to make themselves aware of any relevant audit information and to establish that the charity’s auditors are aware of the information.

Public benefit

The public benefit of the charity is set out in our mission to enable older people to stay independent and live well with dignity, choice and purpose. Our work benefits thousands of older people – and their families and carers – across the UK. Our helpline and information resources also benefit those who work with older people. All our services are free and without restriction, although our community services are specifically provided for older people who are lonely or isolated. In setting our objectives and planning activities for the year, the Board of Trustees confirms that it has considered the Charity Commission’s guidance on public benefit and considers that Independent Age clearly satisfies the public benefit test.

True and fair view

The financial statements have been prepared to give a ‘true and fair view’ and have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a ‘true and fair view’. This departure has involved following the Statement of Recommended Practice (Charities SORP) applicable to charities preparing their accounts in accordance with FRS 102 amended in October 2019, rather than the Charities SORP effective from 1 April 2005, which has since been withdrawn.

Our Grants Fund at work

“

*The grant has supported the older people’s group to improve their social capital, increase mutual aid, reduce their isolation and give them hope of receiving support available in the community.*

**African French Speaking Community Support, Birmingham**

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*We are deeply grateful to Independent Age for recognising how important and impactful our work is for older neighbours at such a disruptive and uniquely disconnecting time.*

**North London Cares**

“

*It is so important for charities to be in receipt of this type of funding, as this privilege allows us to us to be flexible in our approach to allocating the funding where it is most needed.*

**Eric Liddell Centre, Edinburgh**

“

*We are very grateful to you at Independent Age for having faith in us to deliver this project.*

**Rubicon Dance, Cardiff**

Irene’s story

Irene Fleming, from south London, has been writing poems since she was a teenager – and has just had her first book published, at the age of 80.

She says, “I’ve been writing for so many years and was trying for so long to get something published. I expected it would never happen.”

Irene’s book, The Rainbow, is now available on Amazon. She says this is in part thanks to Lulu, her volunteer from Independent Age.

“Lulu was the person who helped me put the book together. She is an inspiration. She’s so positive and lively – I’ve never met anybody like her. She’s brought something different to my life,” says Irene.

Irene contacted Independent Age because she was forced to move house and needed extra company.

“I didn’t want to move to where I live now, but I had to because the last place was shut down. I have fewer friends here and I felt more isolated. Lulu has helped me feel positive again.”

She adds, “I’ve always found that writing comes from me instinctively. I’m amazed that people like my book. It’s wonderful to be able to share the poems with other people.”

Dr Lulu Le Vay, who visits Irene, says, “Writing is something that is really natural to me as I’m an author, teacher and journalist, so it made total sense for Irene and me to work together on a project.”

Lulu recommends volunteering for Independent Age.

“It’s not easy finding the time to volunteer but, when I do, and I can see the impact my visit has made, I know it’s totally worth it. The least I can do is give a small piece of my time to someone who doesn’t have access to the things I have.”

“

I’ve always found that writing comes from me instinctively.

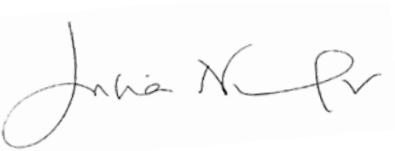
Statement of trustees’ responsibilities

The trustees are responsible for preparing the Trustees’ Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice). The law, applicable to charities in England and Wales and Scotland, requires the trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charity and the group, and of the incoming resources and application of resources of the group for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently
- observe the methods and principles in the Charities SORP (FRS 102)
- make judgements and estimates that are reasonable and prudent
- state whether applicable United Kingdom accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The trustees are responsible for keeping proper accounting records that are sufficient to show and explain the transactions of the charity and the group, and disclose with reasonable accuracy, at any time, the financial position of the charity and the group and enable them to ensure that the financial statements comply with the Charities Act 2011, the Charity (Accounts and Reports) Regulations 2008, the Charities and Trustee Investment (Scotland) Act 2005, the Charities Accounts (Scotland) Regulations 2006 and the provisions of the Royal Charter. They are also responsible for safeguarding the assets of the charity and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Approved by the Board of Trustees on 22 July 2021 and signed on its behalf by:



Baroness Neuberger, DBE  
Chair of the Board of Trustees

“

Independent Age gave the me chance to meet wonderful people with an amazing culture, who send me with nostalgia back to their past life.

Otilia



# Independent auditor's report

## Opinion

We have audited the financial statements of Independent Age (the ‘parent charity’) for the year ended 31 December 2020 which comprise the Consolidated Statement of Financial Activities, the Group and Charity Balance Sheets, the Consolidated Statement of Cash Flows and Notes to the Financial Statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and parent charity's affairs as at 31 December 2020, and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011 and Trustee Investment (Scotland) Act 2005 and regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006.

## Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the audit of the financial statements section of our report.

We are independent of the group and parent charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

## Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate. Our evaluation of the Trustees' assessment of the entity's ability to continue to adopt the going concern basis of accounting included critical reviews of budgets and forecasts provided.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

## Other information

The Trustees are responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

## Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 or the Charities Accounts (Scotland) Regulations 2006 require us to report to you if, in our opinion:

- the information given in the financial statements is inconsistent in any material respect with the Trustees' report, or
- sufficient or proper accounting records have not been kept, or
- the parent charity's financial statements are not in agreement with the accounting records, or
- we have not received all the information and explanations we require for our audit.

## Responsibilities of Trustees

As explained more fully in the Trustees' responsibilities statement included in the Trustees' Annual Report, the Trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the group's and parent charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

## Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 154 of the Charities Act 2011 and under section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and report in accordance with regulations made under those Acts.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The specific procedures for this engagement and the extent to which these are capable of detecting irregularities, including fraud is detailed below:

- Obtaining an understanding of the legal and regulatory frameworks that the entity operates in, focusing on those laws and regulations that had a direct effect on the financial statements;
- Enquiry of management to identify any instances of known or suspected instances of fraud;
- Enquiry of management and those charged with governance around actual and potential litigation and claims;

Independent auditor’s report

- Enquiry of management about any instances of non-compliance with laws and regulations;
- Reviewing the control systems in place and testing the effectiveness of the controls;
- Performing audit work over the risk of management override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for bias.
- Reviewing minutes of meetings of those charged with governance;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council’s website at: <https://www.frc.org.uk/Our-Work/Audit/Audit-and-assurance/Standards-and-guidance/Standards-and-guidance-for-auditors/Auditors-responsibilities-for-audit/Description-of-auditors-responsibilities-for-audit.aspx>. This description forms part of our auditor’s report.

Use of this report

This report is made solely to the charity’s Trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008 and Regulation 10 of the Charities Accounts (Scotland) Regulations 2006. Our audit work has been undertaken so that we might state to the charity’s Trustees those matters we are required to state to them in an auditor’s report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity’s Trustees as a body, for our audit work, for this report or for the opinions we have formed.

MHA MacIntyre Hudson

**MHA MacIntyre Hudson**  
Chartered Accountants and Statutory Auditors  
6th Floor  
2 London Wall Place  
London EC2Y 5AU

Date: 2 August 2021

MHA MacIntyre Hudson is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006.

Aileen’s story

Becoming a telephone befriender came about when I was telling a friend how I wanted to volunteer to visit elderly people in their homes but, because we like to go on long holidays, it just wouldn’t be possible to maintain regular contact with anyone.

That’s when she told me that Independent Age does telephone befriending, as well as face-to-face visits. What a great idea – you can phone someone from practically anywhere in the world these days!

I got in touch with Independent Age, who were happy to consider me as a telephone volunteer. I filled in the forms and completed the online training course, which ensures the people they help are properly treated and protected – and same for the volunteers.

I was paired with a delightful lady who, at 94, pretty much looked after herself. She cooked her own meals every night. Her son shopped for her and dropped in to see her – but, for people living on their own, the chance to talk to someone other than family offers them wider conversation and something different to look forward to.

Then I added a lady in Yorkshire, who is only a little older than me but whose health isn’t good. It made me realise how lucky I am to

have good health. I ring her every week. And then I was asked to take on another befriending call – a gentleman this time. Even with my lack of interest in cricket and football, he and I pass the time of day together very well.

Telephone befriending has brought me a huge sense of satisfaction. I’ve always enjoyed the company of older people because they have such knowledge and experience of life. I’m not sure who benefits most from the phone calls – they certainly cheer me up!

“  
Telephone befriending has brought me a huge sense of satisfaction.



# Financial statements

“

*A lot of people don't think an old person is somebody.*

**Valda**

# Consolidated Statement of Financial Activities

for the year ended 31 December 2020

				Year to 31 December 2020	Year to 31 December 2019
	Notes	Unrestricted funds £000	Restricted funds £000	Endowed funds £000	Total funds £000
<b>Income and endowments from:</b>					
Donations and legacies	2	2,381	1,732	-	4,113
Other trading activities		124	55	-	179
Investment income	3	1,939	328	2,057	4,324
Other income		69	-	-	69
<b>Total income and endowments</b>		<b>4,513</b>	<b>2,115</b>	<b>2,057</b>	<b>8,685</b>
<b>Expenditure on:</b>					
Raising funds					
Raising voluntary income	4	2,060	-	-	2,060
Investment and property management		188	18	68	274
<b>Total cost of raising funds</b>		<b>2,248</b>	<b>18</b>	<b>68</b>	<b>2,334</b>
Charitable activities					
National services	4	1,631	2,132	-	3,763
Community services	4	1,995	1,897	-	3,892
Policy and influencing	4	2,375	921	-	3,296
Grant-making	4, 5, 16	2,883	394	-	3,277
<b>Total cost of charitable activities</b>		<b>8,884</b>	<b>5,344</b>	<b>-</b>	<b>14,228</b>
<b>Total expenditure</b>		<b>11,132</b>	<b>5,362</b>	<b>68</b>	<b>16,562</b>
<b>Operating (deficit)/surplus</b>		<b>(6,619)</b>	<b>(3,247)</b>	<b>1,989</b>	<b>(7,877)</b>
(Losses)/gains on investment assets	12	972	(66)	(1,116)	(210)
<b>Net (expenditure)/income</b>		<b>(5,647)</b>	<b>(3,313)</b>	<b>873</b>	<b>(8,087)</b>
Transfers between funds	18	(380)	273	107	-
<b>Other recognised (losses)/gains</b>					
Actuarial loss on defined benefit					
Pension scheme	17	(177)	-	-	(177)
<b>Net movement in funds</b>		<b>(6,204)</b>	<b>(3,040)</b>	<b>980</b>	<b>(8,264)</b>
Fund balances brought forward at 1 January		99,794	15,471	59,168	174,433
<b>Fund balances carried forward at 31 December</b>	18	<b>93,590</b>	<b>12,431</b>	<b>60,148</b>	<b>166,169</b>

All of the above results are derived from continuing activities. There are no other recognised gains or losses other than those stated above. Notes 1 to 24 form part of the financial statements.

# Group and Charity Balance Sheets

as at 31 December 2020

	Notes	Group 2020 Total funds £000	Group 2019 Total funds £000	Charity 2020 Total funds £000	Charity 2019 Total funds £000
<b>Fixed assets</b>					
Tangible assets	9	1,920	2,042	1,920	2,042
Intangible assets	10	41	70	41	70
Investment properties	11	2,270	2,300	2,270	2,300
Investments	12	165,101	172,543	165,101	172,543
Concessionary loans	13	78	89	78	89
<b>Total fixed assets</b>		<b>169,410</b>	<b>177,044</b>	<b>169,410</b>	<b>177,044</b>
<b>Current assets</b>					
Debtors	14	1,183	1,609	1,183	1,558
Cash at bank and in hand		2,140	3,701	2,067	3,641
<b>Total current assets</b>		<b>3,323</b>	<b>5,310</b>	<b>3,250</b>	<b>5,199</b>
Creditors: amounts falling due within one year	15	(1,380)	(2,202)	(1,380)	(2,202)
<b>Net current assets</b>		<b>1,942</b>	<b>3,108</b>	<b>1,870</b>	<b>2,997</b>
<b>Total assets less current liabilities</b>		<b>171,352</b>	<b>180,152</b>	<b>171,280</b>	<b>180,041</b>
Creditors: amounts falling due after more than one year	16	(5,297)	(6,001)	(5,297)	(6,001)
<b>Net assets excluding pension liability</b>		<b>166,055</b>	<b>174,151</b>	<b>165,982</b>	<b>174,040</b>
Defined benefit pension asset	17	114	282	114	282
<b>Net assets including pension liability</b>		<b>166,169</b>	<b>174,433</b>	<b>166,096</b>	<b>174,322</b>
<b>The funds of the charity</b>					
Endowed funds		60,148	59,168	60,148	59,168
Restricted funds		12,431	15,471	12,431	15,471
Unrestricted funds					
Designated funds		83,995	87,965	83,995	87,965
General fund		9,595	11,829	9,522	11,718
Total unrestricted funds		93,590	99,794	93,517	99,683
<b>Total charity funds</b>		<b>166,169</b>	<b>174,433</b>	<b>166,096</b>	<b>174,322</b>

Approved by the Board of Trustees and authorised for issue on 22 July 2021 and signed on their behalf by:



Baroness Neuberger, DBE, Chair

Notes 1 to 24 form part of the financial statements.

# Consolidated Statement of Cash Flows

for the year ended 31 December 2020

	Notes	2020 £000	2019 £000
<b>Net cash outflow from operating activites</b>	21		
Net cash used in operating activites		(13,105)	(14,645)
<b>Cash flow from investing activities</b>			
Payments to acquire tangible fixed assets	9	-	(14)
Payments to acquire intangible fixed assets	9	(51)	-
Receipts from sale of tangible fixed assets		1	-
Net proceeds on disposal of property held for sale		1	722
Payments to acquire investments	12	(15,935)	(33,000)
Net proceeds on disposal of investment property		270	-
Loan repayments received		10	-
Receipts from sales of investments and cash transfers		22,924	43,591
Interest received	3	3	6
Dividends received	3	4,262	5,421
Rents received from investment properties	3	59	59
<b>Net cash flow from investment activities</b>		<b>11,544</b>	16,785
<b>Net increase in cash and cash equivalents</b>		<b>(1,561)</b>	2,140
Cash and cash equivalents at 1 January		3,701	1,561
<b>Cash and cash equivalents at 31 December</b>		<b>2,140</b>	3,701
		2020 £000	2019 £000
<b>Cash and cash equivalents</b>		<b>2,140</b>	3,701

Cash and cash equivalents includes £153,000 (£556,000 in 2019) of funds held in respect of the Campaign to End Loneliness.

Notes 1 to 24 form part of the financial statements.

# Notes to the Financial Statements

for the year ended 31 December 2020

### 1. Accounting policies

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows.

#### a) Basis of preparation

The financial statements have been prepared on a going concern basis under the historical cost convention, modified to include certain items at fair value. The going concern basis has been adopted as, having considered the risks and uncertainties to which the charity is exposed, and the current strong reserves position, the trustees have a reasonable expectation that Independent Age will continue in operation for the foreseeable future and meet its liabilities as they fall due. The statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice (Charities SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (updated in October 2019) – Charities SORP FRS 102, and the Charities Act 2011.

The financial statements have been prepared to give a ‘true and fair view’ and have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a ‘true and fair view’. This departure has involved following the Charities SORP applicable to charities preparing their accounts in accordance with FRS 102 updated in October 2019, rather than the Charities SORP effective from 1 April 2005, which has since been withdrawn.

The Consolidated Statement of Financial Activities and Group Balance Sheet consolidate the financial statements of Independent Age and Counsel and Care for the Elderly (Counsel and Care) – a registered charity (203429) and a limited company (645708). For the purpose of the financial statements, Independent Age is deemed to control 100% of Counsel and Care because it is the sole legal member. The results of Counsel and Care are consolidated on a line-by-line basis. The income, expenditure and funds of Counsel and Care can be seen in Note 18 and a summary of results is shown in Note 20.

The Consolidated Statement of Financial Activities and Group Balance Sheet do not include Independent Age Enterprises Limited (IAE Ltd) – a limited company (04735201). For the purposes of the financial statements, Independent Age is deemed to control 100% of IAE Ltd being its sole shareholder. However, actual income and expenditure or financial impact of this subsidiary are immaterial in the context of the charity, therefore its results are not consolidated. Summary trading results for IAE Ltd are shown in Note 12.

The net movement of funds of Independent Age, the charity, was -£8,225,000 (£4,325,000 in 2019).

The charity has been entered on the Scottish Charity Register (SC047184) since 17 February 2017.

Independent Age meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s). The accounts are presented in pounds and rounded to the nearest thousand.

#### b) Fund accounting

Independent Age has a number of discrete funds that are grouped by type as shown below:

##### Endowed funds

These are funds normally arising as a result of a will that contained restrictions on the retention of the capital value and disposal of any income.

The General Endowment Fund was created by the Supplementary Royal Charter, which came into effect on 1 August 2014.

Independent Age is the Managing Trustee of the F E Cobbold Trust Fund, Backsettown Endowed Charity and Wharton & Wittrick Fund. As such, the Board of Trustees considers and approves resolutions specific to these funds as appropriate.

As shown in Note 1 c) below, the trustees are required to maintain the capital of these funds, but they may choose to spend some or all of the Unapplied Total Return Fund – see Note 18.

Restricted funds

These are funds that can be spent, at the discretion of the trustees, on particular restricted purposes within the objects of Independent Age. Restrictions arise when specified by the donor, as modified by any Charity Commission scheme, or when funds are raised for particular purposes.

Additionally, where assets have been transferred to Independent Age under Charity Commission schemes, and there are restrictions as to the use of the sums transferred, these are treated as restricted funds.

Unrestricted funds

These are funds that can be spent in accordance with Independent Age’s objects at the discretion of the trustees.

Designated funds

Designated funds comprise unrestricted funds that have been set aside by the trustees for particular purposes.

General Fund

This fund represents the charity’s free reserves, equivalent to one year’s charitable expenditure, other than the amount funded by the endowment funds, to protect the planned activity of the charity from unforeseen shortfalls in income or unplanned additional costs.

More details of the charity’s funds are disclosed in Note 18.

c) Total Return Accounting

Independent Age adopted Total Return Accounting for its permanent endowed funds with effect from 1 January 2015. This adoption is permitted for the General Endowment Fund by virtue of the Byelaws to the Supplementary Royal Charter 2014 and for the other permanent endowed funds through the resolutions relating to the other funds passed by the Board of Trustees in December 2014.

The trustees have chosen to maintain the capital of the permanent endowed funds in real terms by making a transfer from the Unapplied Total Return Fund equal to the increase in Consumer Prices Index (CPI) from the base point to the Balance Sheet date. Any amounts remaining after this transfer in the Unapplied Total Return Fund will be applied to income funds or retained as the trustees see fit. Any income funds not disbursed in the financial year are retained as Unapplied Total Return. Should any year experience a negative return, a negative balance will be held in the Unapplied Total Return Fund until such time as future returns on the investments eliminate it.

d) Income recognition

All income is recognised once the charity has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

The following specific policies apply to categories of income:

Donations are recognised when the charity has been notified in writing of both the amount and settlement date or on a receipts basis if earlier. In the event that a donation is subject to conditions that require a level of performance before the charity is entitled to the funds, the income is deferred and not recognised until either those conditions are fully met, or the fulfilment of those conditions is wholly within the control of the charity and it is probable that those conditions will be fulfilled in the reporting period.

Income from government and other grants is recognised at fair value when the charity has entitlement after any performance conditions have been met, it is probable that the income will be received and the amount can be measured reliably. If entitlement is not met, then these amounts are deferred.

Legacy gifts are recognised on a case-by-case basis following the granting of probate and when sufficient information has been received to judge the receipt of income as probable. In the event that the gift is in the form of an asset other than cash or a financial asset traded on a recognised stock exchange, recognition is subject to the value of the gift being reliably measurable with a degree of reasonable accuracy. Reversionary legacies are not recognised during the lifetime of the original beneficiary under the will.

Gifts in kind and donated services are included at the value to the charity where this can be quantified. An equivalent amount is recognised in costs. The value placed on them is the value to the charity (that is, the price the charity would have paid on the open market). No amounts are included in the financial statements for services donated by volunteers.

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally on notification of the interest paid or payable by the bank. Dividends are recognised once the dividend has been declared and notification has been received of the dividend due. This is normally on notification by our investment adviser of the dividend yield of the investment portfolio. This also applies to returns on accumulation units held in pooled funds, which are reinvested by default.

Where it is not practicable to identify investment management costs incurred within a scheme with reasonable accuracy, the investment income is reported net of these costs. It is included within cost of raising funds when the amount can be measured reliably.

e) Expenditure

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that settlement will be required and the amount of the obligation can be measured reliably. All expenditure is accounted for on an accruals basis inclusive of any VAT. The charity is not registered for VAT so is unable to recover any of the tax paid, therefore costs include VAT where applicable.

Grant payments are recognised as expenditure when the conditions for their payment have been met or where there is a constructive obligation to make a payment. A constructive obligation arises when:

- the charity has communicated its intention to award a grant to a recipient who then has a reasonable expectation that they will receive a grant, or
- the charity has made a public announcement about a commitment that is specific enough for the recipient to have a reasonable expectation that they will receive a grant.

Grants are not usually awarded with conditions attached. However, when they are then those conditions have to be met before the liability is recognised.

Where an intention has not been communicated, then no expenditure is recognised, but an appropriate designation may be made in the appropriate fund. If a grant has been offered but there is uncertainty as to whether it will be accepted or whether conditions will be met, then no liability is recognised but a contingent liability is disclosed.

Expenditure on raising funds comprises investment and property management fees and the direct costs of raising voluntary income where not included within charitable activities.

Charitable activities comprise direct expenditure, including 20% of the total costs of raising voluntary income invested in generating funds in furtherance of the objects of the charity for information and advice, and a proportion of the support costs.

Support costs include governance costs and other indirect costs. Governance costs comprise all expenditure involving the public accountability of the charity and its compliance with regulation and good practice. These costs include some legal fees, plus the costs of trustees’ and Charter Members’ meetings, the costs of compliance such as audit fees and staff time spent serving the committees. Support costs (including governance costs) are allocated to the costs of raising funds and charitable activities on the basis of the numbers of staff engaged in each of these elements. This allocation is reviewed annually.

f) Tangible and intangible assets

Tangible and intangible individual assets costing more than £5,000, including any incidental expenses of acquisition, are capitalised and recorded at cost.

The costs of implementing computer software designed to improve the handling of data within the charity, with a consequent cost savings benefit, have been capitalised as intangible assets.

Depreciation/amortisation is calculated and charged to the Statement of Financial Activities on a quarterly basis commencing in the first full quarter after the asset was acquired/came into use.

Depreciation/amortisation is calculated so as to write off the cost of the tangible assets on a straight-line basis over the expected useful economic lives of the assets concerned, which are taken as:

Tangible assets

Plant and machinery

Electrical installations	10 to 25 years
Mechanical installations	10 to 25 years
Architectural components	20 to 30 years
Lift	15 years

The expected useful economic life of each item of plant and machinery has been determined by independent consulting quantity surveyors.

Fixtures, fittings and equipment

Furniture and fittings	10 to 15 years
ICT hardware	3 years
Office equipment	3 years

Buildings

Freehold buildings 50 years  
No value has historically been recorded for freehold land owned by the charity because it cannot be practically measured.

Intangible assets

Computer software 3 years  
Representing the useful economic life of the assets.

g) Investment properties

The Board of Trustees determined in February 2014 that all property not required for operational purposes should be disposed of at the appropriate time. Prior to sale these properties are treated as investment properties. Investment properties are initially recognised at their transaction value and subsequently measured at their fair value as at the Balance Sheet date. Fair value is ascertained either by an independent valuer or reference to movements in the market value of similar properties.

Surpluses on the sale of properties are taken to the Statement of Financial Activities as they are realised. Unrealised gains and losses on revaluation of investment properties are shown in the Statement of Financial Activities.

Properties for sale at the Balance Sheet date are reported as assets held for sale within current assets.

h) Investments

Investments are a form of basic financial instrument and are initially recognised at their transaction value and subsequently measured at their fair value using the closing quoted market price. All gains and losses are taken to the Statement of Financial Activities as they arise. The Statement of Financial Activities includes the net gains and losses arising on revaluations and disposals throughout the year. As investments are revalued continuously to fair value, no realised gains or losses arise.

The charity does not acquire or hold put options, derivatives or other complex financial instruments.

i) Financial Instruments

The charity only holds basic financial instruments. The financial assets and financial liabilities of the charity are as follows:

**Debtors** – trade and other debtors (including accrued income) are basic financial instruments and are debt instruments measured at amortised cost as detailed in Note 14. Prepayments are not financial instruments.

**Cash at bank** – is classified as a basic financial instrument and is measured at face value.

**Liabilities** – trade creditors, accruals and other creditors are classified as financial instruments, and are measured at amortised cost as detailed in Note 15. Taxation and social security are not included in the financial instruments disclosure. Deferred income is not deemed to be a financial liability, as the cash settlement has already taken place and there is simply an obligation to deliver charitable services rather than cash or another financial instrument.

j) Concessionary loans

These are amounts that were awarded to further the charity’s purposes as loans to individual beneficiaries who were leaseholders or freeholders of their property, mainly for household repairs and maintenance. The practice of awarding such loans was ended in May 2014 and no more loans will be made.

A provision for non-repayment is made against the aggregate value of loans issued and is reviewed annually, which has been calculated as 67% (2019: 67%) based on past experience of repayments and on management’s current expectations. Loans are written off when there is no realistic prospect of any further recovery and are treated as charitable expenditure. The loans are not subject to interest charges. It is expected that loans will be repaid when the beneficiary has the capital available or from the beneficiary’s estate on the death of the member.

k) Regular payments

The estimated net present value of the regular payments to Independent Age’s beneficiaries is treated as a long-term liability. The long-term provision is calculated using life expectancy tables to determine the period for which the regular payments may be made. The commitment is discounted using a rate based on the discount rate used for the defined benefit pension scheme, adjusted for the differing expected timeframes of the two liabilities. The movement on the regular payments provision is included within Grant-making in the Statement of Financial Activities. The movement in the year includes the un-winding of the discount factor used to estimate the current value of future commitments.

l) Pensions

Independent Age operates a defined benefits (final salary) pension scheme, which is closed to new members. The current service costs of the scheme, together with the interest cost less the expected return on assets for the year, are charged to the Statement of Financial Activities within staff costs. The actuarial gains and losses are recognised immediately after net income/ expenditure as other recognised gains and losses. More details are provided in Note 17. The assets of the scheme are measured at fair value at the Balance Sheet date. Liabilities are measured on an actuarial basis at the Balance Sheet date using the projected unit method and discounted at a rate equivalent to the current rate of return on a high-quality corporate bond of equivalent term to the scheme liabilities. The resulting defined benefit pension asset or liability is presented separately after other net assets on the face of the Balance Sheet.

Independent Age also operates a defined contribution pension scheme and contributions have been accounted for in the period to which they relate. This scheme has been accredited for the purposes of auto-enrolment.

m) Foreign currencies

Foreign currency transactions are initially recognised by applying to the foreign currency amount the spot exchange rate between the functional currency and the foreign currency at the spot rate on the date of the transaction.

Monetary assets and liabilities denominated in a foreign currency at the Balance Sheet date are translated using the closing rate.

n) Taxation

Independent Age is a registered charity (210729) and as such is entitled to certain tax exemptions on income and profits on investments and surpluses on any trading activities carried on in furtherance of the charity’s primary objectives, if these profits and surpluses are applied solely for charitable purposes.

o) Redundancy and termination payments

Redundancy and termination costs are recognised as an expense in the Statement of Financial Activities and a liability on the Balance Sheet immediately at the point the charity is demonstrably committed to terminate the employment of an employee or group of employees before normal retirement date. The charity is considered to be demonstrably committed only when it has a detailed formal plan for the termination and is without realistic possibility of withdrawal from the plan.

p) Critical accounting estimates and judgements

In preparing the financial statements the trustees are required to make certain estimates and judgements which have an impact on the carrying value of assets and liabilities. These estimates and assumptions are reviewed on an on-going basis, and are based on historical experience and other factors considered relevant at the time the estimates and judgements are made. The key sources of estimation uncertainty are:

- Defined benefit pension liability – measurement requires a number of significant assumptions as disclosed in note 17.
- Regular payments provision - the charity provides for future regular payments to its annuitants, a life-long commitment to each individual. Estimation uncertainty arises from the discount rate applied to reflect the time value of money, and assumptions around life expectancy. Further details of how this provision is calculated can be found in note 16.
- Investment properties - the charity holds a number of investment properties which it carries on the balance sheet at fair value. Measurement requires a number of assumptions about local market conditions and other factors which are outlined in note 11.

2. Donations and legacies

Current year	Unrestricted funds £000	Restricted funds £000	Endowed funds £000	2020 Total £000
Donations	1,499	67	-	1,566
Grants	17	1,665	-	1,682
Legacies	865	-	-	865
	2,381	1,732	-	4,113

Donations include £397,811 (2019: £279,543) of donated services received in the year.

Grant income includes £524,324 (2019: £749,527) in restricted grant-funding relating to the Campaign to End Loneliness of which £459,325 was received from the National Lottery Community Fund (2019: £648,126). The Campaign to End Loneliness was transferred to a new host, the What Works Centre for Wellbeing, on 1 January 2021.

Income from grants includes £559,325 from government sources, including the National Lottery Community Fund, Local Authorities and Clinical Commissioning Groups (2019: £648,126). There are no unfulfilled conditions or other contingencies attaching to grants recognised as income in either year.

Previous year	Unrestricted funds £000	Restricted funds £000	Endowed funds £000	2019 Total £000
Donations	1,442	109	-	1,551
Grants	102	816	-	918
Legacies	909	-	-	909
	2,453	925	-	3,378

3. Investment income

Current year	Unrestricted funds £000	Restricted funds £000	Endowed funds £000	2020 Total £000
Fixed interest income	3	-	-	3
Dividend income	1,877	328	2,057	4,262
Investment property rental income	59	-	-	59
	1,939	328	2,057	4,324

Previous year	Unrestricted funds £000	Restricted funds £000	Endowed funds £000	2019 Total £000
Fixed interest income	6	-	-	6
Dividend income	2,251	412	2,758	5,421
Investment property rental income	59	-	-	59
	2,316	412	2,758	5,486

4. Expenditure allocations

Current year	Raising voluntary income £000	National services £000	Community services £000	Policy and influencing £000	Grant-making £000	Marketing and comms £000	2020 Total £000
Staff costs	737	1,116	1,807	1,261	129	1,083	6,133
Non-staff costs	1,470	560	357	443	2,970	570	6,370
<b>Subtotal – Direct costs</b>	2,207	1,676	2,164	1,704	3,099	1,653	12,503
Support costs	368	711	1,298	731	94	583	3,785
<b>Subtotal – All costs</b>	2,575	2,387	3,462	2,435	3,193	2,236	16,288
Reallocation – Fundraising	(515)	515	-	-	-	-	-
Reallocation – Marketing and comms	-	861	430	861	84	(2,236)	-
<b>Expenditure by charitable activity</b>	2,060	3,763	3,892	3,296	3,277	-	16,288
Investment and property management							274
<b>Total expenditure</b>							16,562

Previous year	Raising voluntary income £000	National services £000	Community services £000	Policy and influencing £000	Grant-making £000	Marketing and comms £000	2019 Total £000
Staff costs	918	1,184	2,061	1,476	10	1,244	6,893
Non-staff costs	2,758	923	446	700	-	1,718	6,545
<b>Subtotal – Direct costs</b>	3,676	2,107	2,507	2,176	10	2,962	13,438
Support costs	570	924	1,546	976	7	823	4,846
<b>Subtotal – All costs</b>	4,246	3,031	4,053	3,152	17	3,785	18,284
Reallocation – Fundraising	(849)	849	-	-	-	-	-
Reallocation – Marketing and comms	-	1,514	757	1,514	-	(3,785)	-
<b>Expenditure by charitable activity</b>	3,397	5,394	4,810	4,666	17	-	18,284
Investment and property management							222
<b>Total expenditure</b>							18,506

Direct Campaigning costs include £671,419 (2019: £813,036) relating to the Campaign to End Loneliness. On behalf of the partnership of all five organisations on the ‘management group’, Independent Age had responsibility to employ the staff and manage the budget of the Campaign to End Loneliness, which was subject to the charity’s financial policies and procedures. This included monthly reviews of management accounts and reporting to the funders on a regular basis. The Campaign to End Loneliness was transferred to a new host organisation, the What Works Centre for Wellbeing, on 1 January 2021.

Support costs	Staff costs £000	Non-staff costs £000	Total 2020 £000	Staff costs £000	Non-staff costs £000	Total 2019 £000
<b>Chief Executive's office</b>	239	16	255	249	46	295
Director of Corporate Services	191	31	222	176	114	290
Facilities	212	575	787	209	732	941
ICT	622	598	1,220	534	705	1,239
People and Organisational Development	364	380	744	480	1,111	1,591
Finance	392	86	478	288	83	371
Governance	40	39	79	46	73	119
	2,060	1,725	3,785	1,982	2,864	4,846

During the year the charity engaged the consultancy services of its external audit firm to the value of £nil (2019: £6,060).

Governance costs	2020 £000	2019 £000
Auditor’s remuneration for the statutory audit of the financial statements	38	33
Legal and other professional fees	-	2
Trustee recruitment fees	-	32
Trustees’ meetings incl. expenses and AGM costs	1	6
Staff costs	40	46
<b>Total governance costs</b>	79	119

The apportionment of support costs was made pro rata to the number of staff (full-time equivalent) in each of the activity areas. Facilities costs were apportioned pro rata to head-office-based staff only.

The charity indemnifies every trustee in respect of any liability arising from or in respect of the charity.

5. Regular payments and grants

	Grants £000	Support costs £000	2020 £000	2019 £000
COVID-19 support grants to organisations	2,382	460	2,842	-
Supporting individual beneficiaries	426	9	435	17
	2,808	469	3,277	17

6. Staff costs and employee benefits

	2020 £000	2019 £000
Salaries	6,839	7,233
Temporary staff costs	152	367
Employer National Insurance	688	755
Employer pension contributions	514	520
	8,193	8,875
Redundancy and termination payments	78	294
	8,271	9,169

Total remuneration of the key management personnel (which comprise the trustees with the Senior Leadership Team comprising the chief executive and directors), including pension and National Insurance contributions, was £631,671 (2019: £785,440).

No trustees received nor waived any remuneration.

Redundancy and termination costs arose in 2020 and 2019 due to restructuring of the charity to ensure we have the right structures in place to deliver our ambitious strategy to increase impact.

7. Average monthly staff numbers

	2020	2019
National Services and Grant-making	25	25
Community Services	47	49
Policy and Influencing	25	30
Fundraising	12	15
Marketing and Communications	18	23
Support Services	33	31
	160	173

8. Number of employees with total emoluments (excluding pensions) of more than £60,000

	2020	2019
£60,001–£70,000	9	11
£70,001–£80,000	4	7
£80,001–£90,000	8	-
£90,001–£100,000	-	1
£110,001–£120,000	1	3
£140,001–£150,000	-	1
	22	23

9. Tangible fixed assets

	Freehold buildings £000	Plant and machinery £000	Fixtures, fittings and equipment £000	Totals £000
Cost				
As at 1 January 2019	1,215	1,119	446	2,780
Additions	-	-	-	-
Disposals	-	-	(137)	(137)
Total	1,215	1,119	309	2,643
Depreciation				
As at 1 January 2019	123	301	314	738
Depreciation charge in the year	24	56	39	119
Disposals	-	-	(134)	(134)
Total	147	357	219	723
Net book value				
As at 31 December 2020	1,068	762	90	1,920
As at 31 December 2019	1,092	818	132	2,042

10. Intangible fixed assets

	Computer software £000	Totals £000
Cost		
As at 1 January 2019	620	620
Additions	51	51
Disposals	(70)	(70)
Total	601	601
Amortisation		
As at 1 January 2019	550	550
Amortisation charge in the year	10	10
Total	560	560
Net book value		
As at 31 December 2020	41	41
As at 31 December 2019	70	70



11. Investment properties

	2020 £000	2019 £000
As at 1 January	2,300	2,300
Disposals	(200)	-
Revaluation	170	-
As at 31 December	2,270	2,300
Historic cost	1,373	1,549

The investment properties were last independently valued as at 31 December 2014 by a combination of external surveyors, use of the RICS Red Book, or comparison to the market values of similar properties. The trustees are satisfied that, having reviewed available data on market activity in the respective locations, that investment properties are carried at fair value at the Balance Sheet date.

12. Investments

	Unrestricted funds £000	Restricted funds £000	Endowed funds £000	2020 £000	2019 £000
Quoted investments	77,643	11,726	50,812	140,181	143,556
Quoted liquid funds	15,584	-	-	15,584	19,249
Non-quoted investments	-	-	9,336	9,336	9,738
Investments held with fund managers	93,227	11,726	60,148	165,101	172,543

Reconciliation of investments held with fund managers	2020 £000	2019 £000
Market value at 1 January	172,543	168,929
Additions	15,935	33,000
Disposals	(22,718)	(33,000)
Net unrealised (losses)/gains	(453)	14,205
Movement in cash	(206)	(10,591)
Market value at 31 December	165,101	172,543
Historical cost at 31 December	141,151	156,260

Investments held with fund managers – analysis by type	2020 £000	2019 £000
UK equities – FTSE350	27,234	35,233
Global equities	48,070	34,850
Diversified growth funds	40,104	45,746
Infrastructure	9,336	9,738
Multi-asset credit	24,773	27,727
Quoted liquid funds	15,584	19,249
	165,101	172,543

The charity has invested £1 in the share capital of its wholly owned trading subsidiary, Independent Age Enterprises Limited.

The wholly owned trading subsidiary Independent Age Enterprises Limited handles the non-charitable activities of Independent Age. It donates all of its profits to the charity by Gift Aid. As such no corporation tax is payable. It is currently dormant (2019: dormant).

	2020 £000	2019 £000
Current assets	9,052	9,052
Current liabilities	(9,051)	(9,051)
Shareholder’s funds/total net assets	1	1

13. Concessionary loans

	2020 £000	2019 £000
Loan balance as at 1 January	303	325
Loans repaid	(10)	-
Impairment	(6)	(22)
Total loans outstanding	287	303
Provision	(209)	(214)
	78	89

These loans represent interest-free advancements to qualifying beneficiaries to further the charity objectives to assist with essential house repairs, and are repayable as the individual beneficiary’s circumstances allow. The practice of awarding such loans was ended in May 2014 and no more loans are made.

14. Debtors: amounts falling due within one year

	Group 2020 £000	Group 2019 £000	Charity 2020 £000	Charity 2019 £000
Trade debtors	8	24	8	24
Other debtors	125	129	125	129
Prepayment	299	334	299	334
Accrued income	751	1,122	751	1,071
	1,183	1,609	1,183	1,558

15. Creditors: amounts falling due within one year

	Group 2020 £000	Group 2019 £000	Charity 2020 £000	Charity 2019 £000
Trade creditors	270	572	270	572
Regular payment liability – see Note 16	759	931	759	931
Other creditors	145	185	145	185
Accruals	174	189	174	189
Deferred income	32	325	32	325
	1,380	2,202	1,380	2,202

Movement in deferred income	Charity 2020 £000	Charity 2019 £000
<b>Charity and Group</b>		
Deferred income brought forward	325	365
Amounts released in the year	(325)	(365)
Amounts deferred in the year	32	325
Deferred income carried forward	32	325

## 16. Reconciliation of regular payments

	2020 £000	2019 £000
<b>Charity and Group</b>		
Commitments at 1 January	6,932	8,191
Movement in provision	418	(257)
Amount paid in the year	(1,087)	(1,002)
Amount released in the year	(207)	-
Commitments at 31 December	6,056	6,932
Payable within one year – see Note 15	759	931
Payable after one year	5,297	6,001
Commitments at 31 December	6,056	6,932

The movement in the provision is derived from three factors: the numbers of annuitants at the year end, changes in the discount factor and changes in the mortality tables used to determine life expectancy.

At 31 December 2020 the number of annuitants was 1,026, 213 fewer than at the same date in the previous year (2019: 1,239). The discount factor decreased from 2.05% to 1.05%. Taking into account the movements in the factors above, there was a small reduction in the overall liability.

## 17. Pension schemes

The employer, Independent Age, operates a defined benefit (final salary) scheme in the UK. A full actuarial valuation was carried out at 30 September 2019 and updated to 31 December 2020 by a qualified actuary, independent of the scheme's sponsoring employer. The major assumptions used by the actuary are shown below.

"The most recent actuarial valuation at 30 September 2019 showed a surplus of £799,000. The employer currently pays contributions at the rate of 38.3% p.a. of members' earnings in respect of non-contributory members and 32.3% p.a. of members' earnings in respect of contributory members. The employer also pays £63,000 p.a. in respect of scheme expenses. The PPF levy is paid separately by the employer upon receipt of the invoice.

From 1 April 2021 the above employer contribution rates will increase to 44.5% p.a. of members' earnings in respect of non-contributory members and 38.5% p.a. of members' earnings in respect of contributory members. Since the year end we have consulted with the remaining active members and the scheme will close to future accrual from the end of April 2021."

Member contributions are payable in addition at the rate of 6.0% p.a. of members' earnings in respect of contributory members only.

Present values of defined benefit asset/(obligation), fair value of assets and defined benefit liability	31 December 2020 £000	31 December 2019 £000
Equity-type assets	1,364	2,450
Fixed interest bonds	8,579	2,593
Index-linked bonds	5,963	6,072
Fixed interest gilts	1,892	4,957
Property	1,240	1,392
Other	6,076	5,055
<b>Total market value of assets</b>	<b>25,114</b>	<b>22,519</b>
<b>Present value of scheme liabilities</b>	<b>(23,213)</b>	<b>(20,631)</b>
<b>Surplus</b>	<b>1,901</b>	<b>1,888</b>
Effect of asset ceiling	(1,787)	(1,606)
<b>Net pension asset under FRS 102</b>	<b>114</b>	<b>282</b>

None of the fair value of the assets shown above includes any direct investments in the employer's own financial instruments or any property occupied by, or any other assets used by, the employer.

Reconciliation of opening and closing balances of the defined benefit obligation	31 December 2020 £000	31 December 2019 £000
Defined benefit obligation at start of period	20,631	19,401
Current service cost	21	60
Interest cost on defined benefit obligation	405	522
Past service cost – plan amendments	-	-
Member contributions	2	5
Benefits paid	(800)	(817)
Losses due to benefit changes	3	-
Actuarial loss on changes in demographic and financial assumptions	3,491	1,548
Experience gain on liabilities	(540)	(88)
Defined benefit obligation at end of period	23,213	20,631

Reconciliation of opening and closing balances of the fair value of plan assets	31 December 2020 £000	31 December 2019 £000
Fair value of plan assets at start of period	22,519	20,933
Interest income on assets	443	565
Expenses	(71)	(81)
Return on assets excluding interest income	2,923	1,814
Employer contribution	98	100
Member contribution	2	5
Benefits paid	(800)	(817)
Fair value of plan assets at end of period	25,114	22,519

Movement in balance sheet asset during the year	31 December 2020 £000	31 December 2019 £000
Surplus in Scheme at the beginning of the period	282	766
Current service cost	(21)	(60)
Past service cost–benefit changes/curtailments	(3)	-
Expenses	(71)	(81)
Net interest credit	6	22
Re-measurements included in the statement of financial activities	(177)	(465)
Employer contributions	98	100
Surplus in Scheme at the end of the period	114	282
Defined benefit costs recognised in the statement of financial activities	31 December 2020 £000	31 December 2019 £000
Current service cost (included within Staff costs)	21	60
Expenses (included within Staff costs)	71	81
Past service cost – plan amendments	3	-
Operating charge	95	141
Interest income on assets	(443)	(565)
Interest cost on defined benefit obligation	405	522
Interest on surplus that is not recoverable	32	21
Net Interest credit	(6)	(22)
Defined benefit costs recognised in Statement of Financial Activities	89	119
Defined benefit costs recognised as other gains and losses in the statement of financial activities	31 December 2020 £000	31 December 2019 £000
Return on assets excluding interest income	2,923	1,814
Experience gains on liabilities	540	88
Loss from change of assumptions	(3,491)	(1,548)
Effects of changes in the amount of surplus that is not recoverable (excluding amounts included in net interest cost)	(149)	(819)
Actuarial loss on defined benefit pension scheme in the Statement of Financial Activities	(177)	(465)
Movement in assumption	Effect on liabilities	
Discount rate +/- 0.1%	+/- 2%	
Inflation assumptions +/- 0.1%	+/- 2%	
Life expectancy +/- 0.1%	+/- 2-3%	

	31 December 2019 £000	31 December 2018 £000
Discount rate	1.35% p.a.	2.75% p.a.
Inflation (RPI)	2.95% p.a.	3.25% p.a.
Inflation (CPI)	2.55% p.a.	2.25% p.a.
Deferred revaluations	2.55% p.a.	3.25% p.a.
Salary growth	2.95% p.a.	2.25% p.a.
Pension increases in payment		
CPI max 5% p.a.	2.55% p.a.	2.10% p.a.
CPI max 2.5% p.a.	1.85% p.a.	1.65% p.a.
CPI max 3% p.a.	2.1% p.a.	1.8% p.a.
Demographic assumptions	31 December 2020 £000	31 December 2019 £000
Mortality		
Base tables	Pre retirement: nil Post retirement: 106% of S3PXA	Pre retirement: nil Post retirement: 105% of S2PXA
Improvement allowance	CMI_2019 (1.25%) for males CMI_2019 (1.00%) for females	CMI_2018 (1.25%) for males CMI_2018 (1.00%) for females
Smoothing parameter	7.5	7.5
Life expectancy from age 65		
Pensioners (currently aged 65)	Male: 21.6 Female: 23.8	Male: 21.4 Female: 23.1
Non-pensioners (currently aged 45)	Male: 23.0 Female: 24.9	Male: 22.7 Female: 24.3
Commutation	75% of maximum allowance	75% of maximum allowance
Proportion married at retirement	75% for both males and females	75% for both males and females
Spouse age difference	Males 3 years older	Males 3 years older
Other demographic assumptions	As per most recent Technical Provisions assumptions	As per most recent Technical Provisions assumptions

Independent Age also operates a defined contribution scheme administered by TPT Retirement Solutions. Members of the scheme contribute up to 6% while the employer contributes up to 10%. Total employer contributions towards this scheme in the year were £416,897 (2019: £430,523).

18. Movement on funds

	Balance at 1 January 2019 £000	Incoming resources £000	Resources expended £000	Transfers £000	Gains (losses) £000	Balance at 31 December 2020 £000
<b>Endowed funds</b>						
F E Cobbold Trust Fund	1,477	-	-	9	-	<b>1,486</b>
Backsettown Endowed Charity	289	-	-	1	-	<b>290</b>
Wharton & Wittrick Fund	428	-	-	602	-	<b>1,030</b>
General Endowment Fund	56,974	-	-	368	-	<b>57,342</b>
Unapplied Total Return Fund	-	2,057	(67)	(873)	(1,118)	-
<b>Total endowed funds</b>	<b>59,168</b>	<b>2,057</b>	<b>(67)</b>	<b>107</b>	<b>(1,118)</b>	<b>60,148</b>
<b>Restricted funds</b>						
F E Cobbold Trust Fund	12,030	258	(1,860)	-	(52)	<b>10,376</b>
Backsettown Charity	112	-	(12)	-	-	<b>100</b>
RUKBA Holiday Fund	2,657	57	(1,739)	-	(11)	<b>964</b>
Ulster Ladies Trust Fund	574	12	(198)	-	(2)	<b>386</b>
Campaign to End Loneliness	98	550	(921)	273	-	-
Grants fund	-	881	(381)	-	-	<b>500</b>
Reconnections	-	106	(101)	-	-	<b>5</b>
Other restricted funds	-	250	(150)	-	-	<b>100</b>
<b>Total restricted funds</b>	<b>15,471</b>	<b>2,114</b>	<b>(5,362)</b>	<b>273</b>	<b>(65)</b>	<b>12,431</b>
<b>Unrestricted funds</b>						
Designated funds						
Investment Property Fund	1,772	-	-	(802)	170	<b>1,140</b>
Tangible and Intangible Fixed Assets Fund	2,142	-	(131)	(50)	-	<b>1,961</b>
Endowment Funded Activity Protection Fund	20,559	412	(24)	(229)	(26)	<b>20,692</b>
Future Impact Fund	63,492	4,076	(10,937)	2,920	651	<b>60,202</b>
<b>Total designated funds</b>	<b>87,965</b>	<b>4,488</b>	<b>(11,092)</b>	<b>1,839</b>	<b>795</b>	<b>83,995</b>
General fund						
	11,717	24	-	(2,219)	-	<b>9,522</b>
<b>Total unrestricted funds</b>	<b>99,682</b>	<b>4,512</b>	<b>(11,092)</b>	<b>(380)</b>	<b>795</b>	<b>93,517</b>
<b>Subtotal Independent Age</b>	<b>174,321</b>	<b>8,683</b>	<b>(16,521)</b>	<b>-</b>	<b>(388)</b>	<b>166,096</b>
<b>Counsel and Care for the Elderly</b>						
General fund	112	2	(41)	-	-	<b>73</b>
Subtotal Counsel and Care for the Elderly	112	2	(41)	-	-	<b>73</b>
<b>Total Group</b>	<b>174,433</b>	<b>8,685</b>	<b>(16,562)</b>	<b>-</b>	<b>(388)</b>	<b>166,169</b>

Fund descriptions

The Supplementary Royal Charter 2014 stipulated the establishment of a General Endowment Fund comprising all of the monies previously held in the Permanent Annuities fund, the Provision of Homes Capital fund, the Annuitants’ Relief fund and part of the Life Annuities fund.

The Charity Commission scheme, which became effective on 23 October 2014, defined the nature and purposes of the three endowed funds of which Independent Age is the Managing Trustee: F E Cobbold Trust Fund, Backsettown Endowed Charity fund, and the Wharton & Wittrick Fund. The Scheme further provided for the merger of Homes of Rest for Gentlewomen and the Georgina Tompkins Ladies Fund into the RUKBA Holiday Fund; confirmation that both the capital and income of the Ulster Ladies Fund could be expensed in accordance with its restrictions; and amended the restrictions on other named funds.

The Board of Trustees resolved in December 2014 that the charity would adopt Total Return Accounting for the three above named Permanent Endowed funds with effect from 1 January 2015 and acknowledged that this should also apply to the General Endowed Fund as permitted under the Supplementary Royal Charter.

The funds of Independent Age are as described below.

Permanent endowed funds

The **F E Cobbold Trust Fund** represent monies to be held on trust to invest and apply to relief to older people in need by reason of ill-health, disability, financial hardship or other disadvantage, with preference to persons who are residents of Suffolk, by the provision of grants and other financial assistance and the provision of advice and support.

The **Backsettown Endowed Charity** fund is to relieve persons who are in conditions of need, hardship or distress or who, by reason of physical or mental illness or otherwise, are in need of rest and recuperation by making of grants or the provision of facilities that are calculated to relieve such need.

The **Wharton & Wittrick Fund** is to be held on trust to invest and apply the income to relief to older people in need by reason of ill-health, disability, financial hardship or other disadvantage, with preference to persons who have been employed with the health and social care professions, by the provision of grants and other assistance relating to accommodation.

In 2020 we transferred £602,000 from the designated investment property fund to the Wharton & Whittrick Fund representing previous revaluations of the investment property held in this fund, to better reflect the fund’s fair value.

The **General Endowment Fund**, which was established by the Supplementary Royal Charter in 2014, provides for the general purposes of the charity.

The **Unapplied Total Return** is the balance of income earned, less investment management fees, plus investment gains after the maintenance of the capital value of the Permanent Endowed Funds calculated by the movement in CPI for the respective period.

Under section 104(A) of the Charities Act 2011 on 1 January 2015 the trustees have the power to invest permanently endowed funds to maximise total return and therefore to apply an appropriate portion of the Unapplied Total Return to income. The Unapplied Total Return remains invested as part of the permanent endowment until that power is exercised.

In 2020 the trustees exercised this right and transferred the Unapplied Total Return net balance of £412,000 to income funds. This amount was fully utilised in the year.

	Endowed for investment £000	Unapplied Total Return £000	Total endowed £000
At start date: 1 January 2020			
Gift component of permanent endowment	59,168	-	59,168
Unapplied Total Return	-	-	-
	59,168	-	59,168
Movements			
Recoupment of trust for investment*	378	(378)	-
Dividend return	-	2,057	2,057
Transfer	602	-	602
Losses	-	(1,118)	(1,118)
Investment management costs	-	(67)	(67)
	980	494	1,474
Unapplied Total Return retained	-	-	-
Unapplied Total Return transferred to income funds	-	(494)	(494)
Totals	60,148	-	60,148

\*This represents the sum elected to maintain the real capital value of the endowed funds by offsetting the impact of inflation.

Restricted funds

These are funds that the charity must spend on activities specified by the restrictions of the fund.

The **RUKBA Holiday Fund**: the income and capital may be applied for the relief in need of persons in reduced circumstance with a preference for those from the South of England, by provision of holidays or in such ways as the trustees shall think fit.

The **Ulster Ladies Trust Fund**: the income and capital may be applied for the relief of persons in need by reason of ill-health, disability, financial hardship or other disadvantage with a preference for those living or formerly living in Northern Ireland.

The **Campaign to End Loneliness**: grants received including those from the other partners to address the issues related to older people experiencing loneliness. During the year £273,000 (2019: £268,000) was transferred from unrestricted fund to support this activity.

We received £881,000 from trusts and corporates restricted to grant-making and £105,000 for Reconnection services.

**Other Restricted funds** are donations from trusts on which a restriction is placed by the donor.

Designated Funds

In accordance with the Charity Commission guidance, the trustees have designated funds to mitigate the charity financial risks and to indicate which reserves are held in property and therefore not available as ‘free’ reserves. Individual purposes of these funds are described below.

The **Investment Property Fund** represents the amount of reserves relating to investment properties not held in restricted and endowed funds.

The **Tangible and Intangible Fixed Asset Fund** recognises the net book value of operational fixed assets – primarily the head office building at 18 Avonmore Road.

The **Endowment Funded Activity Protection Fund** will be used to cover the gap in funding of charitable activities arising from a potential negative return on the endowed investment. Trustees have designated for this purpose a value equivalent to 35% of the endowments.

The **Future Impact Fund** represents the balance of unrestricted reserves which, together with growth of voluntary income, will be used to continue to expand the scale, scope and depth of charity services now and in the future. Transfers are made annually between general funds and designated funds to maintain designated funds at the levels specified by trustees as set out above.

General Funds

The **General Fund** represents free reserves used for the general work of Independent Age.

Comparatives for 2019 of movement on funds are shown below:

	Balance at 1 January 2019 £000	Incoming resources £000	Resources expended £000	Transfers £000	Gains (losses) £000	Balance at 31 December 2019 £000
Endowed funds						
F E Cobbold Trust Fund	1,458	-	-	19	-	1,477
Backsettown Endowed Charity	285	-	-	4	-	289
Wharton & Wittrick Fund	428	-	-	-	-	428
General Endowment Fund	56,239	-	-	735	-	56,974
Unapplied Total Return Fund	(2,385)	2,758	(58)	(6,459)	6,144	-
Total endowed funds	56,025	2,758	(58)	(5,701)	6,144	59,168
Restricted funds						
F E Cobbold Trust Fund	13,304	297	(2,622)	-	1,051	12,030
Backsettown Charity	129	-	(17)	-	-	112
RUKBA Holiday Fund	4,363	98	(2,149)	-	345	2,657
Ulster Ladies Trust Fund	783	17	(288)	-	62	574
Campaign to End Loneliness	74	858	(1,102)	268	-	98
Other restricted funds	-	67	(67)	-	-	-
Total restricted funds	18,653	1,337	(6,245)	268	1,458	15,471
Unrestricted funds						
Designated funds						
Investment Property Fund	2,300	-	-	(528)	-	1,772
Tangible and Intangible Fixed Assets Fund	2,255	-	(128)	15	-	2,142
Endowment Funded Activity Protection Fund	20,443	524	(21)	(2,059)	1,672	20,559
Future Impact Fund	50,833	4,429	(12,012)	15,776	4,466	63,492
Total designated funds	75,831	4,953	(12,161)	13,204	6,138	87,965
General fund	19,488	-	-	(7,771)	-	11,717
Total unrestricted funds	95,319	4,953	(12,161)	5,433	6,138	99,682
Subtotal Independent Age	169,997	9,048	(18,464)	-	13,740	174,321
Counsel and Care for the Elderly						
General fund	106	48	(42)	-	-	112
Subtotal Counsel and Care for the Elderly	106	48	(42)	-	-	112
Total Group	170,103	9,096	(18,506)	-	13,740	174,433

19. Analysis of net assets between funds

	Unrestricted funds £000	Designated funds £000	Restricted funds £000	Endowed funds £000	2020 Total funds £000
Tangible and intangible fixed assets	-	1,961	-	-	1,961
Investment	13,477	80,780	11,726	59,118	165,101
Investment properties	-	1,140	100	1,030	2,270
Concessionary loans	78	-	-	-	78
Current assets	2,544	-	779	-	3,323
Current liabilities	(1,206)	-	(174)	-	(1,380)
Creditors: Amounts falling due after more than one year	(5,297)	-	-	-	(5,297)
Defined benefit pension scheme asset	-	114	-	-	114
<b>Total</b>	9,595	83,995	12,431	60,148	166,169

Comparatives for 2019 analysis of net assets between funds are shown below:

	Unrestricted funds £000	Designated funds £000	Restricted funds £000	Endowed funds £000	2019 Total funds £000
Tangible and intangible fixed assets	-	2,112	-	-	2,112
Investment	14,878	83,799	15,126	58,740	172,543
Investment properties	-	1,772	100	428	2,300
Concessionary loans	-	-	89	-	89
Current assets	4,740	-	570	-	5,310
Current liabilities	(1,788)	-	(414)	-	(2,202)
Creditors: Amount falling due after more than one year	(6,001)	-	-	-	(6,001)
Defined benefit pension scheme asset	-	282	-	-	282
<b>Total</b>	11,829	87,965	15,471	59,168	174,433

20. Trustees, related parties and connected charities

No Trustee received any remuneration from Independent Age during the year ended 31 December 2020. Two trustees (2019: one) were reimbursed for travel expenses incurred in the furtherance of charity’s activities totalling £454 (2019: £1,446).

Professor Martin Green, OBE, Trustee at the International Longevity Centre – UK (ILC-UK), is a Trustee of Independent Age. A total payment of £18,669 was made in 2020 (2019: nil) to ILC-UK for research services and events.

Baroness Julia Neuberger, Trustee at the Rayne Foundation, is the Chair of Independent Age. Independent Age received a donation of £100,000 from the Rayne Foundation in 2020 (2019: nil) to support the work of our Grants Fund.

Counsel and Care for the Elderly merged with Independent Age in October 2011 but continues to operate as a separate charitable company for the collection of donations and legacies. Independent Age is the Managing Trustee and continues to provide the services previously offered by Counsel and Care. In the year ended 31 December 2020, the income for Counsel and Care was £3,000 (2019: £48,000) and expenditure was £41,000 (2019: £42,000), while total net assets value was £73,000 (2019: £112,000).

21. Reconciliation of net movements in funds to net cash flow from activities

	2020 £000	2019 £000
<b>Net income/(expenditure) for the year</b>	<b>(8,087)</b>	4,794
Dividends received	(4,262)	(5,421)
Interest receivable including bank interest	(3)	(6)
Rents received from investment properties	(59)	(59)
Loss on disposal of fixed assets	-	-
Less gain on sale of assets held for sale	(70)	(7)
Depreciation and impairment of tangible fixed assets	122	128
Amortisation and impairment of intangible fixed assets	80	29
Revaluation of investment property	(170)	-
Movements in concessionary loans (repayments)	(10)	-
(Gains)/losses on investments	453	(14,205)
Movement in the provision for concessionary loans	11	6
Post-employment benefits less payments	(9)	19
Movement in the provision for regular payments	418	(257)
Decrease/(increase) in debtors	425	1,874
(Decrease)/increase in creditors	(1,945)	(1,540)
<b>Net cash flow from operating activities</b>	<b>(13,105)</b>	(14,645)

## 22. 2019 Consolidated Statement of Financial Activities

	Unrestricted funds £000	Restricted funds £000	Endowed funds £000	Year to 31 December 2019 Total funds £000
<b>Income and endowment from:</b>				
Donations and legacies	2,453	925	-	<b>3,378</b>
Raising funds – events	199	-	-	<b>199</b>
Investment income	2,316	412	2,758	<b>5,486</b>
Other income	33	-	-	<b>33</b>
<b>Total income and endowments</b>	<b>5,001</b>	<b>1,337</b>	<b>2,758</b>	<b>9,096</b>
<b>Expenditure on:</b>				
Raising funds				
Raising voluntary income	3,397	-	-	<b>3,397</b>
Investment and property management	146	18	58	<b>222</b>
<b>Total cost of fundraising</b>	<b>3,543</b>	<b>18</b>	<b>58</b>	<b>3,619</b>
Charitable activities				
Information and advice	2,630	2,764	-	<b>5,394</b>
Wellbeing	2,466	2,344	-	<b>4,810</b>
Campaigning	3,564	1,102	-	<b>4,666</b>
Regular payments and grants	-	17	-	<b>17</b>
<b>Total cost of charitable activities</b>	<b>8,660</b>	<b>6,227</b>	<b>-</b>	<b>14,887</b>
Other expenditure				
Pension – net interest cost	-	-	-	<b>-</b>
<b>Total expenditure</b>	<b>12,203</b>	<b>6,245</b>	<b>58</b>	<b>18,506</b>
Operating (deficit)/surplus	(7,202)	(4,908)	2,700	(9,410)
Gains/(losses) on investments	6,603	1,458	6,144	14,205
<b>Net income/(expenditure)</b>	<b>(599)</b>	<b>(3,450)</b>	<b>8,844</b>	<b>4,795</b>
Transfers between funds	5,433	268	(5,701)	-
<b>Other recognised gains/(losses)</b>				
Actuarial (loss)/gain on defined benefit pension scheme	(465)	-	-	(465)
<b>Net movement in funds</b>	<b>4,369</b>	<b>(3,181)</b>	<b>3,143</b>	<b>4,331</b>
Total funds brought forward at 1 January	95,425	18,653	56,025	170,103
<b>Total funds carried forward at period end</b>	<b>99,794</b>	<b>15,471</b>	<b>59,168</b>	<b>174,433</b>

## 23. Operating lease commitments

The Group had total commitments at the year end under operating leases in respect of office premises as follows: within one year £123,000 (2019: £290,000) and within two years £0 (2019: £123,000).

The lease agreement on Exhibition House will end in June 2021. We have decided not to renew the lease and have given notice post year end.

## 24. Post-balance sheet events

The Campaign To End Loneliness (CEL) was transferred to a new host, The What Works Centre for Wellbeing (WWCW), on 1 January 2021. £152,000 in cash was transferred to WWCW, representing £153,000 of payments received in advance from the National Lottery, less £1,000 of CEL's expenses paid in advance.

# Legal and administrative details

“

*If you're shut in at home, to have someone to talk to, whether they are face to face or at the end of a telephone, makes life so much better.*

**Peter**



# Legal and administrative details

## Charity information

Independent Age is the operating name of the Royal United Kingdom Beneficent Association (RUKBA).

It is registered in England and Wales with the Charities Commission under charity number 210729 and has been entered on the Scottish Charity Register under charity number SC047184 as of 17 February 2017.

Registered address:  
18 Avonmore Rd,  
London W14 8RR.

## Trustees

Richard Anderson

Lucy Blythe

Karen Byrne

Michael Craston

Karl Demian

Vivienne Dews

Prof Martin Green, OBE

John Hannaford (Treasurer)

Simon Inchley

Lorraine Lander

Baroness Julia Neuberger, DBE (Chair)

Amit Patel

## Royal Patron

Her Royal Highness Princess Alexandra, the Hon Lady Ogilvy, KG, GCVO

## Patrons

The Moderator of the General Assembly of the Church of Scotland

The Free Churches Moderator

The Cardinal Archbishop of Westminster

## Senior Leadership Team

Deborah Alsina, MBE, Chief Executive

Gerard Crofton-Martin, Director of Strategy, Impact and Transformation (from January 2020 to October 2020)

Simon Hewett-Avison, Director of Services (from January 2020)

John Palmer, Director of Policy and Communications (from January 2020)

Stuart Rogers, Director of Corporate Services (from January 2020)

Karen Thompson, Director of Finance and Governance

Matthew Wilkley, Director of Income Generation

## Professional advisers

### Independent auditors

MacIntyre Hudson LLP  
2 London Wall Place  
London EC2Y 5AU

### Principal bankers

NatWest Bank plc  
156 Fleet Street  
London EC4A 2DX

### Insurance broker

Scrutton Bland LLP  
820 The Crescent  
Colchester Business Park  
Colchester  
Essex CO4 9YQ

### Solicitors

Bates Wells & Braithwaite  
London LLP  
10 Queen Street Place  
London EC4R 1BE

Winckworth Sherwood  
Minerva House  
5 Montague Close  
London SE1 9BB

### Investment advisers

Lane Clark & Peacock LLP  
95 Wigmore Street  
London W1U 1DQ

### Investment managers

Baillie Gifford & Co Limited  
Calton Square  
1 Greenside Row  
Edinburgh EH1 3AN

Cazenove Capital  
1 London Wall  
London EC2Y 5AU

Schroder Investment  
Management Limited  
1 London Wall Place  
London EC2Y 5AU

BlackRock Investment  
Management (UK) Limited  
12 Throgmorton Avenue  
Drapers Gardens  
London EC2N 2DL

Lindsell Train Ltd  
66 Buckingham Gate  
London SW1E 6AU

Vanguard Asset Management  
Limited  
25 Walbrook  
London EC4N 8AF

Legal & General Investment  
Management Limited  
One Coleman Street  
London EC2R 5AA

M&G Securities Limited  
Laurence Pountney Hill  
London EC4R 0HH

State Street Fund Services  
(Ireland) Limited  
78 Sir John Rogerson's Quay  
Dublin 2 D02 HD32  
Ireland

JP Morgan Institutional  
Investments Inc  
270 Park Avenue  
New York NY 10017  
US

## Charter Members as at report signing date

Charter Members are appointed when an application, which may have been invited by the trustees, has been approved by the trustees. Trustees are appointed Charter Members for the period of their trusteeship only.

At each annual general meeting, the Charter Members shall resolve on the appointment or reappointment of trustees who have been nominated by the trustees, and the appointment of the auditors.

**2020** Mr R Anderson

**2003** Mr U D Barnett

**2010** Ms E C Best

**2020** Ms L Blythe

**1995** Miss M C L Boggis

**2006** Mr R D H Bryce

**2009** Mr S Burke

**2019** Ms K Byrne

**2009** Mr P Cann

**2005** Mrs J M Casimir

**2008** Ms S Collins

**2016** Mr M Craston

**2012** Ms M Dangoor

**2019** Mr K Demian

**2012** Mr T Dennis

**2016** Ms V Dews

**2003** Mr P W Fane

**2012** Mrs F Findlay

**2009** Prof M Green, OBE

**2016** Mr J Hannaford

**2004** Mr M A Hayes

**1996** Miss D A K Hayman

**2012** Miss D Hodson

**1999** Mr A M Hogg

**2006** Mr T J Howe

**1990** Dr T G Hudson

**2005** Mrs F C Hughes

**2008** Mr R Humphries

**2017** Mr S Inchley

**2012** Stella Kyriazis,  
Countess Caridi

**2020** Ms L Lander

**2009** Mrs C Loyd

**1986** Mrs I Macdonald

**2017** Ms H Mustafa

**2010** The Rt Hon the  
Baroness Neuberger

**2002** Mrs P A O'Brien

**2019** Mr A Patel

**2012** Mr G Patterson

**1985** Mr P G Pollock

**2004** Mr H M Priestley

**1989** Mr W Rathbone, OBE

**2013** Ms L Romeo

**1985** Mr J G Tregoning

**1999** Mr W G Underwood

# Our year in numbers

In 2020 **1,149,768** people accessed our services.

We helped individuals **1.27 million** times.

More than **211,782** information resources were distributed.

We answered **28,470** Helpline enquiries.

We facilitated **209,402** friendship contacts for **1,560** older people.

Some **£4.29 million** was raised to help deliver the support we provide.

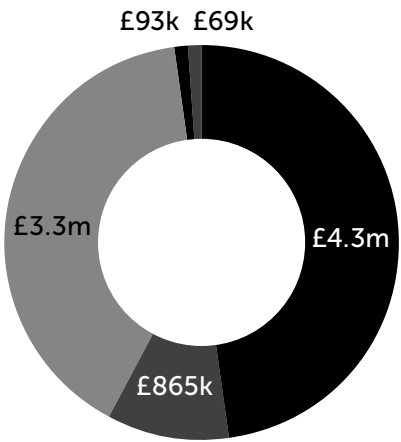
We provided **£2.3 million** in 203 grants to charities working with older people, and **£1.1 million** in grants directly to **1,157** older people.

## Our overall income

In 2020 we generated a fantastic £8.7 million to help support older people in greatest need, their families and carers. This included individual donations, income from trusts and corporate supporters, investment income and a number of very generous gifts from supporters who remembered us in their wills.

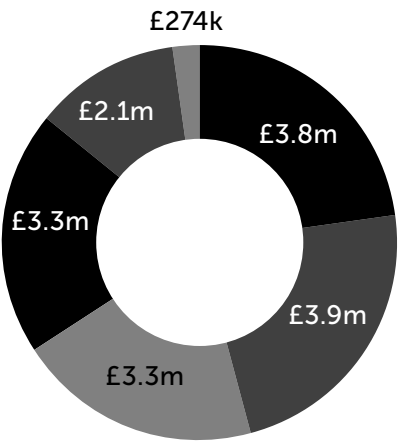
## Our overall spending

In 2020 we spent £16.6 million to transform the lives of older people in the UK. This included £14.2 million in charitable expenditure, a decrease of 5% from 2019, and an investment of £2.1 million in activities to generate long-term voluntary income as we seek to sustainably grow our vital work.



### Income by type

- Investments  
50% / £4.3m
- Legacies  
10% / £865k
- Donations  
37% / £3.2m
- Other trading activities  
2% / £179k
- Other income  
1% / £69k



### Expenditure by activity

- National services  
23% / £3.8m
- Community services  
23% / £3.9m
- Policy and influencing  
20% / £3.3m
- Grant-making  
20% / £3.3m
- Raising voluntary income  
12% / £2.1m
- Investment and property management  
2% / £274k

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## Get involved!

We're helping to build a society where older people can live the lives they aspire to – and you can be involved.

Working in partnership with individuals, charitable trusts and businesses large and small, we offer older people regular friendly contact, free impartial advice and, crucially for the future, a strong campaigning voice.

Your time, expertise, insight, contacts or funding could help change the inequalities and discrimination in our society and enable people to live well in later life.

No matter who you are, there's a vital part for you to play: volunteering your free time, fundraising, forming a strategic partnership, campaigning, or making a small gift or long-term investment.



Working together helps us shape our strategy, services, policies and campaigns to secure a better future for older people – and for you.



Contact **[supporters@independentage.org](mailto:supporters@independentage.org)** to find out more.



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