



Chair Candidate Pack

February 2026



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Welcome Letter



Dear Applicant,

The current Chair was appointed on an interim basis in December 2024 and in accordance with best charity practice we want to find a new Chair to carry on the successful development of COPA that has been forged in recent years.

As society faces a range of challenges, we will prioritise our aim to help implement the Welsh Government's new Strategy for an Ageing Society. Our objectives include addressing a range of issues relevant to older people such as, creating Age Friendly Communities, building intergenerational solidarity, tackling isolation and loneliness, and cost of living and digital inclusion and key issues such as health, social care, housing and transport.

A key role for the new Chair will be in leading the continued development of COPA as a charity. We have evolved over the last few years through a process of strategic review that has identified models for the future of the charity and has led to changes to the Board structure and responsibilities and a new marketing and communications strategy. The next stage will be to implement this new direction including increasing our capacity, extending our partnership with 50 plus Forums, and continue to ensure impactful representation to Welsh Government and other national organisations. We must continue to meet the high standards established for the governance of our charity. The changes anticipated from the Senedd Elections in May 2026 will also open up new opportunities for COPA.

This is an exciting but challenging time for COPA. At a national level, the Chair will have a vital role in leading discussions with Welsh Government and the new Commissioner for Older People on all of these issues and working in partnership with other organisations as a member of the Ministerial Advisory Forum on Ageing (MAFA) and other advisory groups. Our voice at the national level is always informed by the views of local 50+ Forums across Wales. An exciting new project that COPA commenced in January of this year will monitor the views of Forum Representatives and others on a bi-monthly basis about a range of issues and analyse and disseminate results throughout the year.

I do hope the information in this Candidate Pack inspires you to make an application. Please do take the opportunity to have a confidential conversation with our retained recruitment partners, Distinctive People HR & OD Ltd, Lead Partner Mark Glinwood, 07944 411484.

Yours sincerely,
The COPA Board of Trustees

About Cymru Older Peoples Alliance



Cymru Older People's Alliance: Giving Older People in Wales a strong and independent national voice.

We are an independent, representative, national organisation run by Older People for older people in Wales.

We want to make sure that Older People across Wales are listened to and their opinions acted on in everything that affects them.

We will do this by working in partnership with local Older People's fora and Older People's groups across Wales to learn from their experiences and opinions on what will make Wales a great place to grow old.

We will achieve a national voice for local people that feeds directly into both government and national public organisations. We intend to ensure that nothing is developed affecting Older People without Older People being involved in every stage.

There is strength in numbers and a demand for well organised and informed lobbying. Together we can have a greater influence and reach than is feasible from any individual local forum.'

'NOTHING ABOUT US WITHOUT US'

We are committed to opening a new debate about better engagement, participation and quality of life for Older People of all ages and circumstances in Wales. Working with other national Older People's organisations, we will demonstrate that we are serious about achieving a distinct change of pace and are intent on taking this agenda forward.

We bring together the views, opinions and concerns of local Older People's fora to the national all- Wales level. We do not interfere with local issues or decisions. Two-way communication between the local, national levels is essential if the interests of Older People are to be properly represented and national decisions influenced.

With the significant changes in society and politics it is vital that the voice of Older People is heard and that their interests are fairly represented and not neglected.

A link to our website is here >



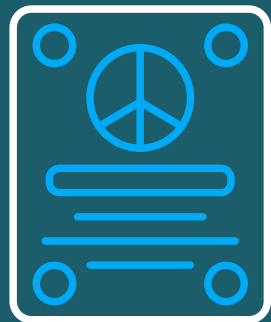
At a Glance



Business Plan
2025-26



COPA Summer Bulletin
2025



COPA Manifesto



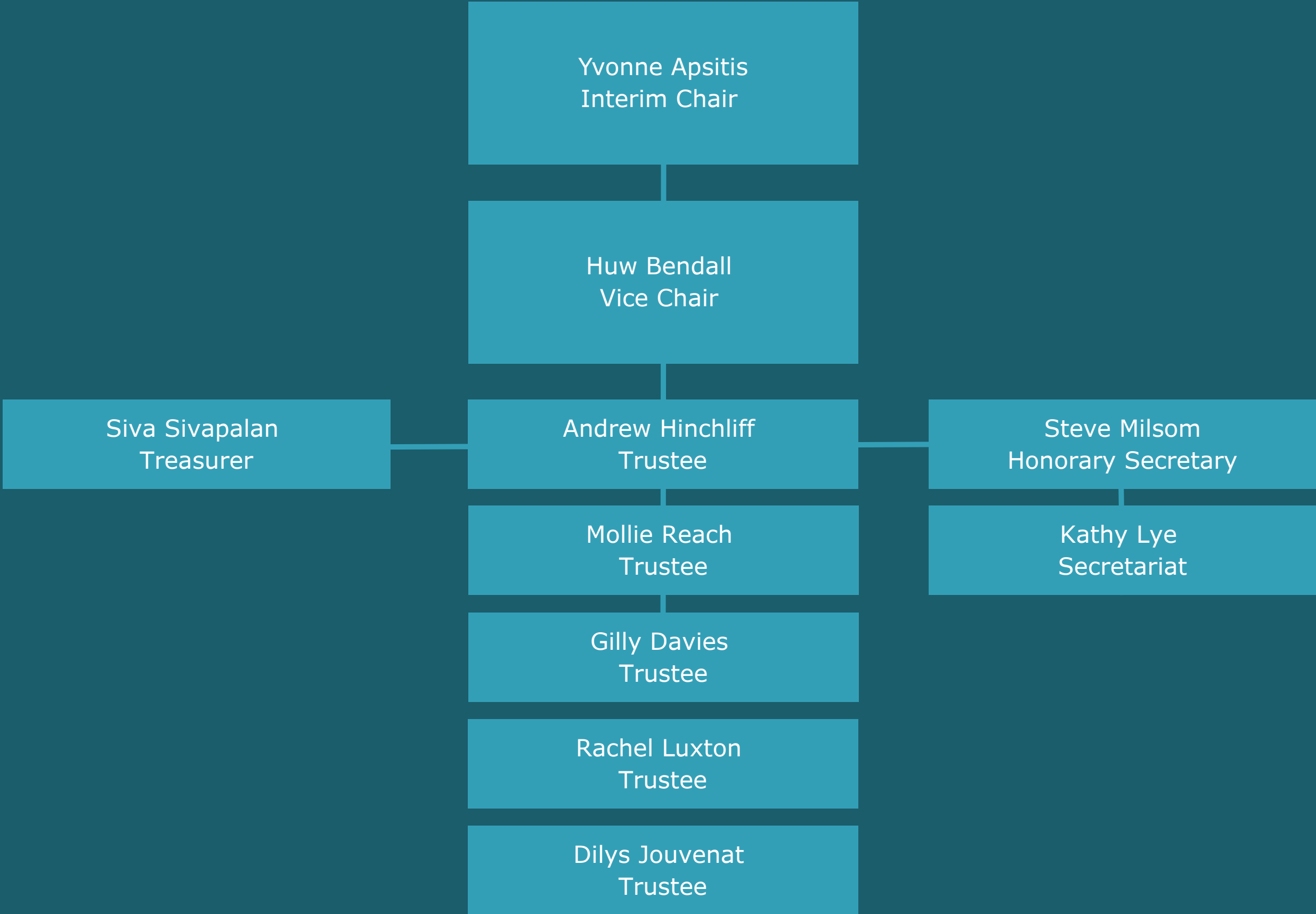
COPA Annual Report 2023-24



COPA Annual Conference
and AGM 2024



The Board of Trustees



Chair Role Profile



The Role

The Chair will lead the board of trustees, ensuring that it fulfils its responsibilities for the effective governance of the charity, providing inclusive leadership and support the Trustees, helping them achieve the alms of COPA.

The Chair will establish a co-productive and effective relationship with Welsh Government, the Commissioner for Older People, and other organisations in the sector.

Principal Responsibilities

Strategic Leadership

- Provide leadership to the charity and its Board, ensuring the charity has maximum impact in its sphere of influence
- Ensure that the Board operates within its charitable objectives, and provides a clear strategic direction for the charity

Governance

- Ensure that the governance arrangements are working effectively
- Ensure that the Board of Trustees is regularly refreshed and has the right balance of skills, knowledge and experience to govern and lead the charity effectively
- Work within any agreed policies adopted by the charity

External Relations

- Act as an ambassador for the charity
- Maintain close relationships with key members of the Government and with key influences within the sphere of the charity
- Act as a spokesperson for the charity when appropriate
- Represent the charity at external functions, meetings and events

Person Specification



In addition to the qualities needed by all trustees, the Chair must also meet the following requirements:

Personal Qualities

- Demonstrate a strong and visible passion and commitment to the charity, its strategic objectives and cause
- Exhibit strong inter-personal and relationship building abilities
- Strong networking skills that can be utilised for the benefit of the charity

Experience

- Experience of charity governance and working with a Board of Trustees
- Experience of external representation, and working with stakeholders
- Experience of chairing meetings and events

Knowledge and Skills

- Broad knowledge and understanding of the voluntary sector and issues affecting it
- Strong leadership skills, ability to motivate and bring people together
- A broad understanding of charity finance issues
- A good understanding of charity governance issues

Efficiency and Effectiveness

- Chair meetings of the Board of Trustees effectively and efficiently, bringing impartiality and objectivity to the decision-making process
- Work closely with other officers to give direction to Board policy making and to ensure that meetings are well-planned and reflect the responsibilities of the Trustees

Terms & Conditions



The Chair (and board members) will serve a four-year term and will be eligible for re-appointment for one additional term
In addition to chairing the Board meetings, the Chair has the right to attend subcommittee meetings

Remuneration

The role of the Chair is a voluntary position, although expenses for travel may be claimed.

Location

We hold our meetings on a hybrid basis at the moment and will continue to utilise that format in the future; normally any face-to-face meetings are held in Cardiff but there will be occasional travel to other locations around Wales including visiting local Forums.

Term

The successful candidate will be appointed as a co-opted Trustee and serve for a period of 4 years and can be re-appointed by the Board for a further 4 years. The post of Chair is appointed annually by the Board at the meeting following the AGM

Time Commitment

4 Board meetings per year.

The Chair is also expected to have regular meetings with other officers and represent the Charity at various events and meetings with key stakeholders.

Additional Information

- The Vice-Chair acts for the Chair when the Chair is not available and undertakes tasks at the request of the Chair.
- First scheduled Board Meeting as Chair attended on 1st June 2026.

How To Apply

Read the pack carefully: Before doing anything, make sure you know what we are about and what the role involves.

Polish up your CV: Ensure it tells us what you can bring to the role and organisation but make sure it's no longer than three pages. Please also send a cover letter of no more than two sides of A4 telling us how you feel you meet the requirements of being the Chair, as set out in this Candidate Pack.

Send your CV and cover letter, with the role in the subject bar, to: recruitment@distinctivepeople.co.uk. Please also fill in the [Equal Opportunities Monitoring Form](#) and [Declaration Form](#) and return them with your CV.

Inclusivity and Accessibility are very important to us at COPA. If this means of applying does not work for you, that's not a problem. Just contact Mark Glinwood on 07944 411484 and we'll arrange for your application to be submitted in the best way for you.

For an informal conversation about the role, please contact:

Mark Glinwood
Partner

Distinctive People HR & OD Consultancy Ltd
Mobile: 07944 411484

Email: mark.glinwood@distinctivepeople.co.uk



