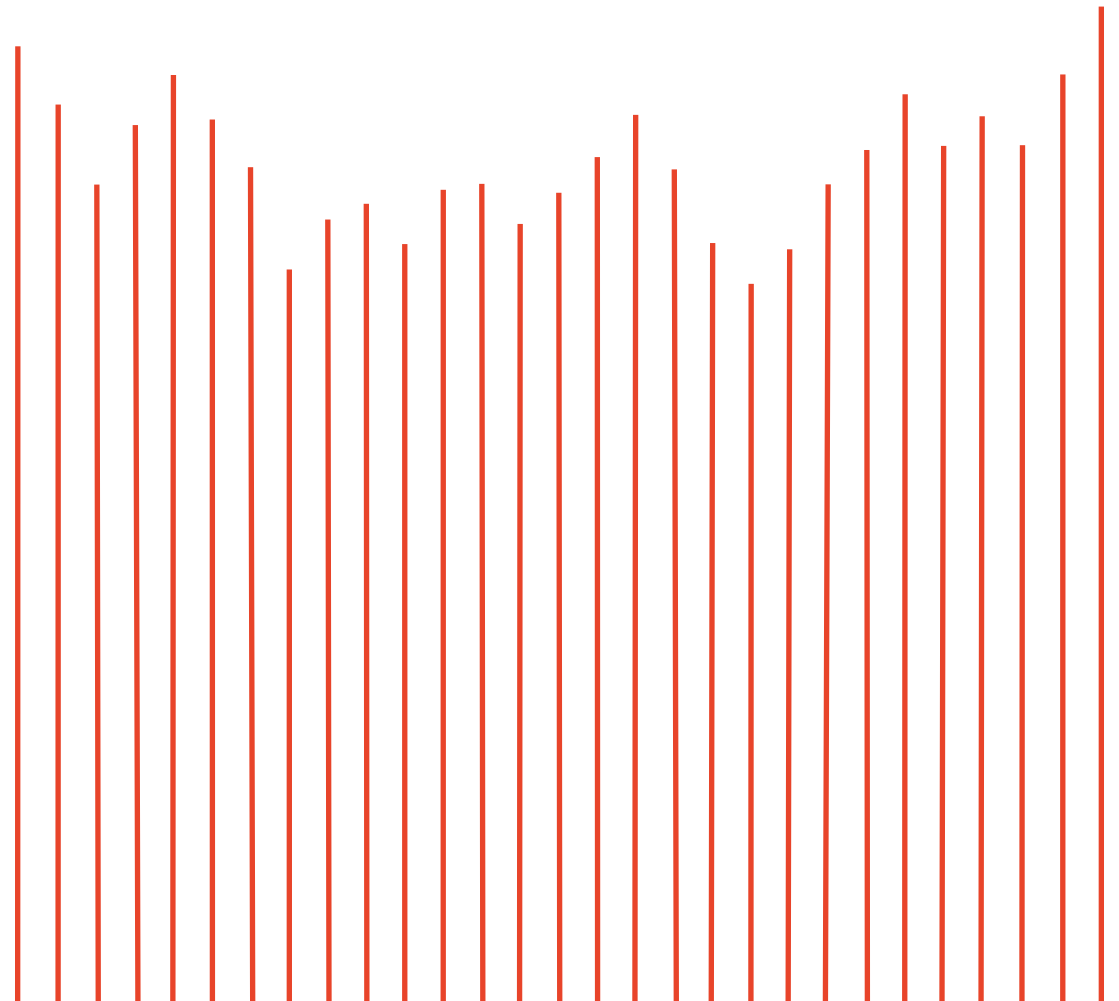


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ILC Strategy 2023-2028



Our Vision

Baroness Sally Greengross set up ILC UK (ILC) 25 years ago. She had a vision of an organisation which looked at the future in the light of demographic change. She wanted to work as part of a global movement and focus on the impact of longevity on all ages not just older people.

We are determined to deliver and build on Sally's vision. Our strategy will help us do that.

Governments and businesses increasingly recognise the importance of longevity. They understand that longevity is having an economic as well as social impact. They understand the spending power and political influence of older consumers.

But as a society, we are still failing to grasp the opportunity of longer lives.

We want to create a positive, solution-focussed vision for the world. We want a world where we all live happier, healthier and more fulfilling longer lives and where future generations are better off. We want to forge a new vision for the 100-year life where we all have the opportunity to learn across our lives and where new technology helps us contribute more to society.

We want to place longevity at the heart of government and business planning and thinking.

The forthcoming general election is an opportunity for ILC to paint a new picture of the demography of the UK. Our Longevity White Paper will help us do this.

For us to deliver our vision we need your help. We are part of a movement, and we rely on others to help us. ***Please get in touch.***

Nigel Waterson, ILC Chair

An Age of Opportunity

Over the last 25 years, we can claim significant impact in the UK and across the world. We have convened Ministers and Heads of State from across the world.

We have influenced regulation and policy in the UK and across the world. We have convinced charities to set up services. We have been ahead of the game, starting conversations on issues before they hit the mainstream.

But not enough is changing. Our society remains unprepared for longevity. In the UK, inequalities are increasing, across generations, places and income.

The gap between life expectancy and healthy life expectancy is growing in many places including the UK. Society is adapting too slowly to longevity.

- There is still a “missing million” older workers, leaving work too early, 10 years after we first highlighted it
- Health inequalities have grown
- Pensioner poverty will likely increase
- We haven’t been building enough homes for young and old
- Our communities aren’t adapting to demographic change

There are opportunities for change which we want to grasp but for ILC to do so we recognise the need to be more targeted and focussed.

- We will increasingly focus our work on solutions rather than problems.
- We will focus on engaging the right people: the decision-makers and policymakers in business and government.
- We will be more collaborative and work with more diverse organisations who can help us achieve our aims.
- We will be more demanding of ourselves in measuring our impact.
- We will be more marmite and less vanilla and we won’t be afraid of pushing the Overton window.
- We will use our international connections to support change across the world and share lessons.

We will be clearer with our messaging, focussing on:

- Prevention **not just** cure
 - Intergenerational inequalities **not** generational war
 - Demography **not** old age
 - Honest about longevity **not** positive ageing
 - Long term **not** short
 - Future **not** today
 - International **not** just UK
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What do you think?

We would welcome your feedback. Can you help us deliver our ambitions plans. Write to **ChiefExecutive@ilcuk.org.uk** with your ideas and suggestions for collaboration.

Strategic plan - 2023-2028

Who are we

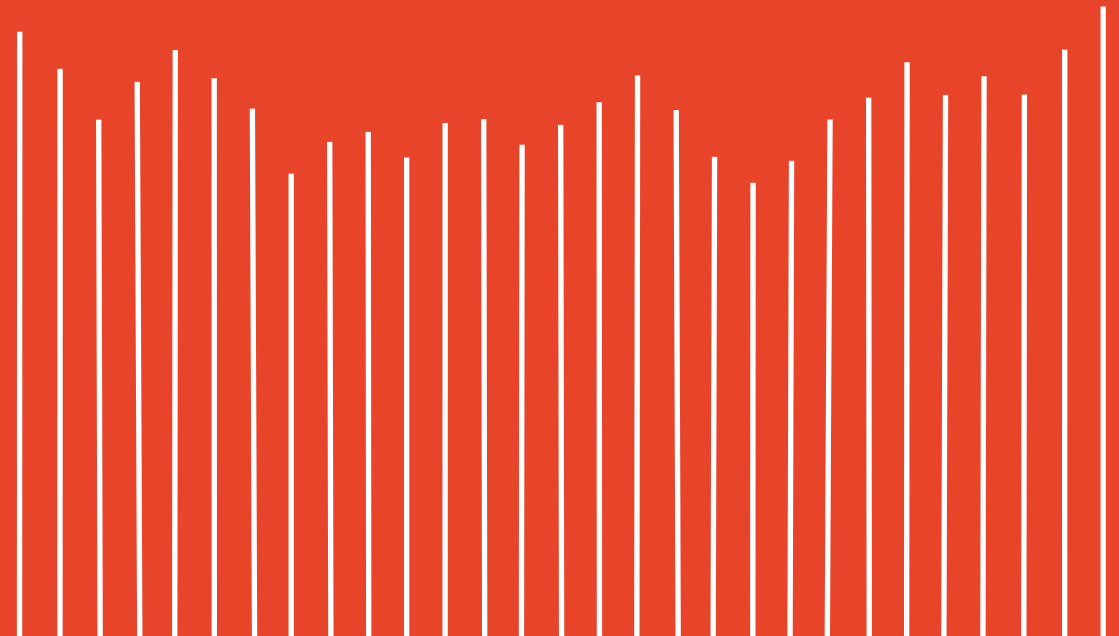
ILC is the UK's leading authority on the impact of longevity on society. We combine evidence, solutions and networks to make change happen.

Our purpose

We help governments, policymakers, businesses and employers develop and implement solutions to ensure we all live happier, healthier and more fulfilling longer lives.

Vision for society

We want a society where we all live happier, healthier and more fulfilling longer lives, where tomorrow is better than today and where future generations are better off. ILC wants to help forge a new vision for the 100-year life where we all have the opportunity to learn across our lives and where new technology helps us contribute more to society.



Vision for ourselves

- **We will deliver change.** We will have been able to robustly demonstrate that our actions and outputs have helped deliver our vision for society.
 - **We will build on our strengths.** We will be firmly established as the leading authority on the impact of longevity on society.
 - We will be the **go-to organisation for solutions** on how to adapt to longevity.
 - We will remain **independent, evidence-based and futures-focussed.** We will be better known for not shying away from advocating for our own clear agenda, and for taking bolder positions.
 - **We will have the resources to achieve our ambition.** We will seek larger and more diverse sources of funding. Our staff and trustee board will be known for second-to-none quality and relevance.
 - **We will measure our success.** We will undertake honest internal and external evaluation of the impact of all projects and programmes
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Our values

We are

- Independent
 - Collaborative
 - Pioneering and expert
 - Open
 - Honest
 - Fair and inclusive
-

How will we change?

We will be clearer on who we are and what we want to change by:

- Developing a **White Paper on Longevity**, to drive our priorities for the next five years.
- Being clearer on what is **the ILC Agenda** and focussing on our priorities.

We will build our influence by:

- Growing and building a diverse movement for change, working with and through others.
- Better engaging with policymakers, journalists, influencers and experts who can help promote our broad agenda.
- Influencing in a targeted, strategic way, using our limited resources wisely and effectively.
- Using our convening power in a coherent annual events programme.

We will better communicate who we are and promote our impact by:

- Being bolder, braver and more provocative.
- Being significantly more prominent in the right media
- Publishing an annual impact statement.

We will develop evidence-led solutions:

- Challenging group-think and reducing repetition of solutions which haven't gained traction in the past.
- Making the most of the expertise of our Insight Experts and Strategic Advisory Boards.

How will we get where we want to be?

We will grow: By 2028 we want to have increased our income to at least £1.5million.

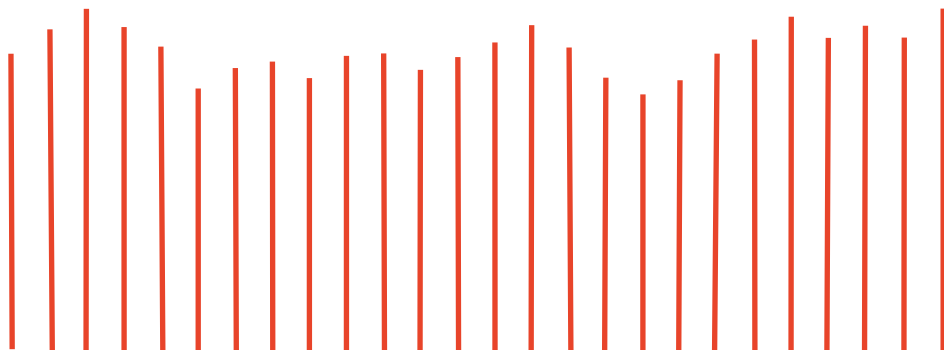
We will achieve this by:

- Growing the Partners Programme
- Attracting more funding from charities and universities
- Developing funding streams to support projects on money, communities and work
- Continuing to grow our average project size
- Exploring the potential to grow ILC as an export organisation

We will enhance our governance and review internal systems.

We will strengthen our team to ensure we have the skills necessary for the growth we want to see.

We will maximise the impact of our resources, in particular, our new office and IT and database.



The ILC Agenda

Over the next five years, ILC will develop and deliver a clear set of solution-focussed policy and research programmes under the themes set out below. Our White Paper on Longevity will help us evidence the need for change and set out solutions we want policymakers to adapt.

We recognise that the ILC Agenda is broad. It has the advantage of building on one of our key strengths, which is our helicopter knowledge and expertise across the broad ageing and longevity agenda. This allows us to understand the relationship between divergent issues.

Highlighting the impact of longevity on society

We want to:

- Highlight the impact of longevity and demographic change in engaging ways using new evidence and storytelling techniques.
- Talk about longevity as it will impact us all, in first-person terms.
- Focus on the UK but highlight lessons from across the world, with a focus on developing relationships with key stakeholders and strengthening our existing alliances.

Protecting health through the life course

We want to:

- Promote a focus on health span not life span.
- Identify solutions which help reduce inequalities in health.
- Encourage governments to invest 6% of healthcare spending in prevention and to increase healthy behaviours by individuals.

Supporting a decent income throughout our lives and into retirement

We want to:

- Promote policies which support people to stay economically active for longer and reduce the number of people retiring before State Pension age.
- Ensure that current and future generations have a decent income and that poverty across the life course is minimised.
- Support policies that remove intergenerational financial inequalities.

Helping our communities support our economic and social contributions

We want to:

- Champion policies that support the transformation of our communities and help establish places that are fit for an ageing society.
- Support initiatives that help high streets adapt to changing demands and allow both business and people to thrive.
- Encourage all levels of government and industry to develop improved housing solutions that cater for the 100-year life.

About ILC

ILC is the UK's leading authority on the impact of longevity on society. We combine evidence, solutions and networks to make change happen.



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