



Chief Executive



# Welcome

Dear Applicant,

Thank you for your interest in joining Age UK as our next Chief Executive. This is an exciting time to be joining the charity. Age UK is a powerful force in standing up for the rights of older people and delivering services that support those who need our help.

The pandemic has had a devastating impact on the lives of many older people, increasing inequality and deepening disadvantage. People on lower incomes and from minority ethnic backgrounds have been particularly affected. Demand for our support has rocketed, as the effects of loneliness and isolation, and the impact of declining physical and mental health, have become more widespread and more profound. Internationally, the need for vital humanitarian support has been great.



Age UK has responded and achieved a great deal. But we must do more. There is much to do to improve the way we operate and to step up to the challenges of an ageing population and a government that cannot, or chooses not, to provide the millions of older people experiencing disadvantage with the support they desperately need. In 2019/20 we spent £63.6 million on charitable activity, but the long-term consequences of the pandemic, unrelenting demand, and demographic change means we need to grow our impact, and our income, if we are to meet the challenges ahead.

I joined Age UK because I believe the charity is the organisation best placed to improve the lives of older people through influencing and advocacy, and through the services and programmes we and our partner network provide on the ground.

To achieve this, we need to change. The internal structure of the charity is too complex, the strategy is not sufficiently clear and focused, to do more we must grow our income (while being more focused and efficient in the way we spend it), and the relationship with our national and local "on the ground" partner network (who also use the Age UK brand) needs to change if we are to achieve the full potential of our collective efforts.

The "in tray" for a new CEO is both challenging and exciting. The organisation and its partner charities need to be taken on a journey at speed, but with empathy for their perspectives and histories. The prize is a more efficient more tightly directed charity doing more for older people from all walks of life and ethnic backgrounds.

We, and I in particular, are looking for a CEO who is energised by what we can collectively achieve, a leader who has the capabilities and experience to work within a complex charity where people feel passionately about the cause, but whose sense of the best approach to priorities varies across the organisation.

You will be able to drive an agenda for change, bringing people within and beyond the organisation with you. You can expect a chairman and trustee board that is passionate, engaged and challenging but, critically, recognises that the journey will at times be difficult and that the new CEO and their executive team will need their help and support.

I am motivated by, and committed to, the journey ahead and want to work with a CEO that feels similarly enthused and passionate for what needs to be done and for the benefits that can be delivered by improving the way we operate and the outcomes we collectively achieve.

If, having considered the brief within this pack, you believe you have the skills, experience and qualities we are looking for, we very much look forward to hearing from you.

**Toby Strauss**  
Chair

## Who we are and what we do

Age UK and the Age UK network are there for older people to turn to, in their homes, in their communities, on the phone and online. Every day, millions of older people face an unrelenting struggle. Some live in poverty, with little to call their own. Many are in poor health, often coping with multiple conditions. An alarming number are not getting the care they need and rely on the help of families and friends. Others just don't have the luxury of a support network, going for days, weeks or even months without connecting with other people.

Throughout the pandemic, Age UK has carried on shining a spotlight on issues affecting older people rooted in what older people, their families and carers are telling them. Despite the challenges we faced in lockdown when we were unable to trade from our high street shops, we still answered over 200,000 calls made to our national advice line. We developed specific support and help for older people through our Coronavirus hub which was visited by five million people. Our army of employees and volunteers at The Helpline alone collectively answered over 284,000 calls from older people seeking emotional support.

The work of our local and national Age UK partners in England, Northern Ireland, Wales and Scotland has been a lifeline to older people throughout the pandemic, nearly 70,000 food deliveries and collecting and delivering over 4,000 prescriptions.

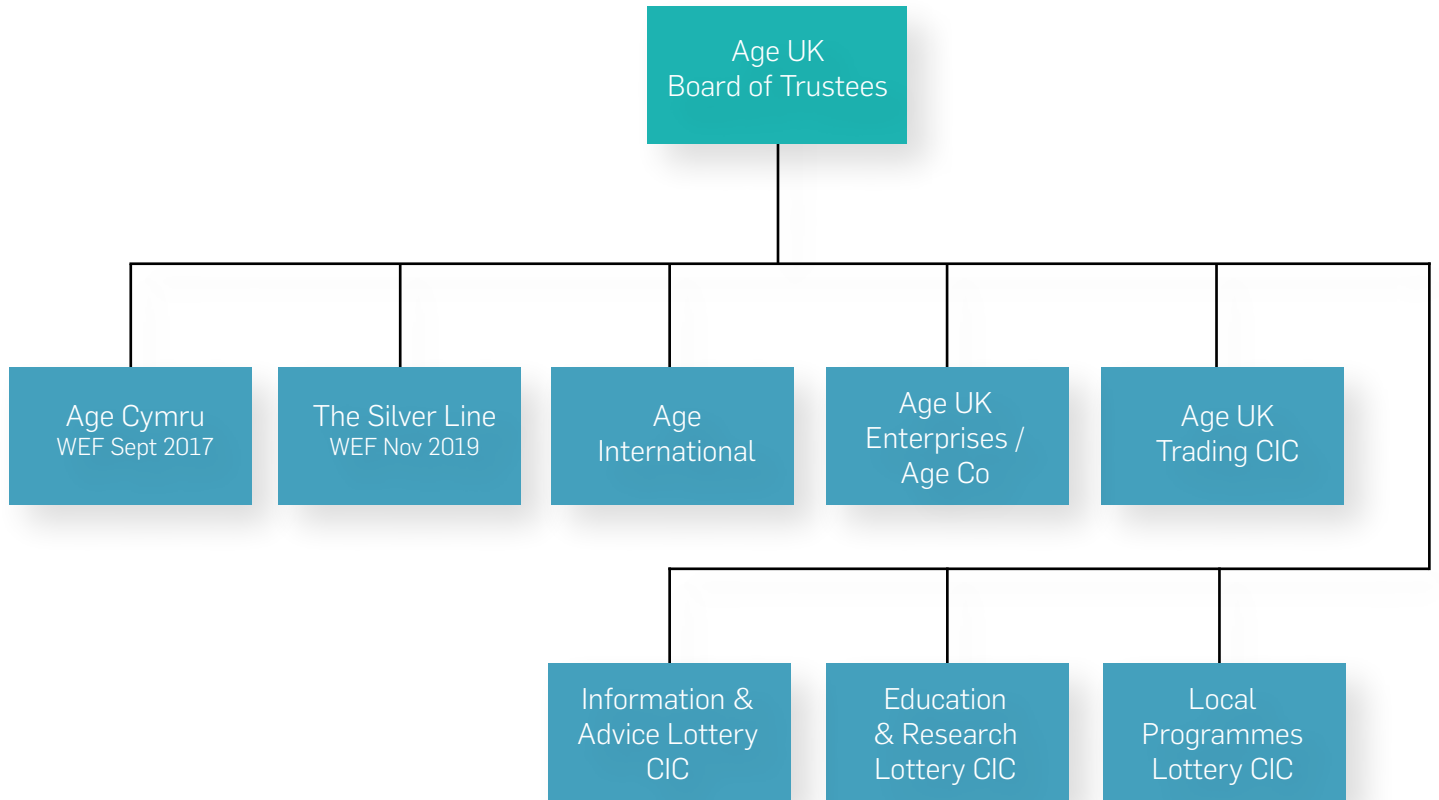
Age UK's international charity, Age International, supported and protected the rights of older people and their families in community-based programmes and humanitarian responses beyond the UK.

But big numbers alone cannot fully convey the life-changing impact of our work and the level of need that makes it so necessary.

We are passionate about celebrating older people's vital but often under-valued contribution as active contributors to society – as citizens, as volunteers, as grandparents, as carers, as workers and as employers. For many, Age UK is an extension of their voice, speaking out on the issues that matter in parliament, in the press and to businesses. On our own, and by harnessing our convening power as one of the largest charities, we have successfully influenced policy makers and parliamentarians on major policy agendas throughout successive governments. We have a high media profile and, over many years, have earned our reputation as a fierce yet collaborative campaigner for system-wide social care reforms.

To find out more please visit <https://www.ageuk.org.uk/>

# High level structure



## Key

Subsidiary



# Three-year strategy

Our strategy for 2019-22 is crucial for all of us at Age UK and the older people our charity exists to support. Our focus, more than ever, is on the older people who need us the most. Too many older people are living in poverty or just above the poverty line. Too many find themselves without the care and support they desperately need. Too many have no one to turn to.

- **3 priorities:** The things, above all else, we'll work to achieve and will shape everything we do; with the older people who need us the most at front and centre.
- **6 charitable objectives:** The changes we'll aim to achieve in each area of work.
- **3 enablers:** The foundations that will make achieving our strategy possible.
- **3 values:** The characteristics everyone who works and volunteers for us will aim to demonstrate in all we do, and how we'll work with and for older people.

## Our three priorities

### **We'll put front and centre the older people who need us the most.**

Many of the older people who need us the most struggle every day and feel they have no one to turn to. Age UK will be here to help. We'll continue to work in the interests of every older person but focus on making the most difference to those who need us most.

### **We'll help local communities through enduring local support**

Age UK will help ensure that local support continues to be there for older people. The Age UK network is unique in how it transforms local lives. But demand has never been so great, while sustainable funding is scarce. We will do more to help our local partners be there for the older people in their communities.

### **We'll boldly ask for help and support**

Age UK will inspire people to stand alongside us so that together we can do more.

We work in partnership with supporters, campaigners, volunteers, and like-minded organisations. But we need more people and organisations to donate their money, voice, and time to support our charitable work.

## Our six charity objectives

Our charitable objectives span across six areas of activity - campaigning and research, providing information and advice, improving health and care services, delivering wellbeing programmes and services, supporting the Age UK network, and working internationally.

## Our three enablers

### **We'll deepen our relationships with our charity audiences**

We'll develop deeper, two-way relationships so our charity audiences feel valued and engaged and know that their role in helping older people is recognised and celebrated.

### **We'll strengthen our organisational capabilities and diversity**

We'll focus on strengthening our foundations, ensuring the support provided by our central services (such as IT, finance, and HR) is efficient, effective, customer focused, and that we enable all staff to do their jobs well in an inclusive and diverse environment.

### **We'll build incremental and sustainable income growth.**

Across all our income streams, we'll invest in the long-term, sustainable growth needed to do more for older people.

# Role Profile

<b>Role title</b>	Chief Executive
<b>Reports to</b>	Chair of the Board of Trustees
<b>Role purpose</b>	The CEO will: lead the management of the organisation; advise the Trustees on the strategic direction of the organisation and to implement Board decisions; and promote Age UK's vision, ambitions, values, and objectives in everything they do.

## Principal responsibilities

### ***Strategic leadership***

- Lead and manage the organisation, working with the Board to ensure that organisational structure and accountabilities are aligned with strategic and operational requirements, and implementing change as required.
- With the Board, to develop Age UK's strategic and operational plans.
- Provide vision and communicate a clear and inspiring strategic direction.
- Motivate and align staff and their work to Age UK's strategy.
- Model behaviour that is an exemplar of Age UK's values.
- Keep the voice of older people at the centre of all of Age UK's work.
- Develop and represent Age UK's public profile, being a visible ambassador.
- Maximise Age UK's social impact / Social Impact Return on Investment.
- Maximise the impact of the wider sector for the benefit of older people.
- Ensure Age UK is values and principles led and ethical in all of its activity.
- Build income streams and reserves.

### ***Management of the organisation***

- Work with the Board and the Senior Management Team (SMT) to ensure that Age UK's mission is delivered, statutory and regulatory duties are observed and that strategic and operational objectives are implemented.
- Support the Chair to develop the Board and its role.
- Work with Chief Financial Officer and SMT to develop the annual budget; ensure that financial management information is provided to the Board; and to monitor performance against budget and take necessary corrective action.
- Work with the Charity Directors to ensure information on charitable activity is provided to the Board and to monitor Social Impact Return on Investment.
- Manage the organisation and direct reports effectively, providing supervision, development and appraisals for all reports and ensure they do so for all staff.
- Review and evaluate the levels of risk to ensure appropriate governance and mitigation is in place, paying particular attention to regulated activity.
- Maintain and develop appropriate targets, KPIs, and reporting systems, to deliver high performance and ensure that relevant quality standards are met, and to hold owners to account.
- Ensure compliance with employment and equality legislation and good practice.
- Ensure that all staff, volunteers, customers, partners, volunteers, and beneficiaries are respected and valued and that Age UK's commitment to equality, diversity and inclusion is upheld.

### ***Communication and ambassadorial***

- Promote Age UK's vision, mission, and objectives as one of its principal ambassadors and spokespeople.
- Work with the fundraising and communications teams to represent and promote the organisation to institutional funders and the public in to secure further funding and build new alliances.
- Communicate the key expertise of the organisation to relevant audiences.

### ***The Age UK Network***

- Engage and work collectively with the wider Age UK network.
- Optimise the relationship between Age UK and the network.

# Person Specification

Please respond directly to the criteria listed under Knowledge and Experience in your supporting statement. Criteria listed under Parts Two and Three will be further assessed at interview for selected candidates.

## Part One: Knowledge and Experience

- Experience of operating at a senior strategic leadership level within a comparable organisation. Already a trusted and respected leader you will bring a successful track record of achievement as CEO, Chief Officer or Executive Director including practical experience of working as part of a Board to shape and set strategy.
- With strong experience of inspiring and maintaining a modern, motivated and cohesive workforce you will bring a strong track record of delivering high performance, ideally with staff and volunteers. You will also have organisational leadership and delivery experience that enables you to set the agenda, monitor deliverables and provide effective oversight.
- You will understand the role that organisational culture plays and offer experience of leading and managing substantial teams or organisations in a way that fosters collaboration, unlocks potential and is transformative in impact.
- An understanding of Charity governance and funding would be useful and you will most likely bring some knowledge of income generation activities including commercial, fundraising and partnerships.
- You will have an undisputed track record of persuading and influencing key stakeholders, including policy makers, politicians, partners and stakeholders.

## Part Two: Skills and Abilities

- Communication and engagement skills that inspire change in outlook and thinking. Able to present in an impactful and effective manner with different audiences.
- Outstanding leadership skills with the ability to develop and implement vision and strategic plans.
- Interpersonal and influencing skills that secure trust and confidence.
- Sharp strategic planning abilities, with the financial awareness and acumen to translate strategy into performance and to make relevant connections.
- Able to manage complexity and to operationalise business ideas and strategies.

## Part Three: Leadership Style and Personal Attributes

- Credible and approachable leadership style. Has presence and is both trusted and respected. Uses emotional intelligence to build connection and win loyalty from others.
- Flexible and adaptable when leading and delivering change.
- Natural collaborator and alliance-builder, who is open minded and willing to question the status quo to explore new options.
- Simplifying style, with sharp business acumen and a balanced risk appetite.
- Strong and authentic empathy and engagement with older people's issues and is personally committed to person-centred approaches as part of the Age UK vision, mission and values.



# Terms of Appointment

**Salary**

£180k - £200k with starting salary dependent on experience.

**Contract**

This is a permanent full-time appointment.

**Location**

London and home based.

**Pension**

Age UK currently operates a pension plan with Scottish Widows and Age UK contributes a flat rate of 6% into the scheme once colleagues make a 3% contribution to their plan. Pension scheme members also enjoy peace of mind from the life assurance scheme which pays out based on four times salary for those in the scheme (twice salary for those that opt out of the pension scheme).

**Holidays**

Age UK offers an attractive holiday package based on 26 days plus bank holidays.

**Other benefits**

Other benefits include a health cash plan, staff savings scheme, tax free cycle solution, discounted gym memberships, retail discount scheme and a tech scheme helping colleagues spread the cost of technology at home.





# How to Apply

We hope you will consider making an application. To do so, please provide:

**To make an application, please go to <https://starfishsearch.com/jobs/age-uk-ce/> and click on the apply now button, with the following prepared:**

- Your CV (no more than three sides)
- A short supporting statement (maximum two sides) that sets out why you are interested in joining Age UK as our next CEO

We would also be grateful if you would also complete the Equality and Diversity monitoring form on the online application process. This form is for monitoring purposes only and is not treated as part of your application.

<b>Search closes</b>	Friday 4th March 2022
<b>Candidates notified of longlist outcome</b>	By 15th March 2022
<b>First stage meetings</b>	Second half of w/c 14th March 2022 and into the early part of the following week
<b>Agreement of the final shortlist</b>	By 25th March 2022
<b>Informal meetings with Chair</b>	w/c 28th March 2022
<b>Candidate assessments as required</b>	w/c 28th March 2022
<b>Stakeholder 'meet-and-greet' sessions (to be confirmed)</b>	w/c 28th March 2022 or soon afterwards
<b>Formal panel interviews</b>	Late w/c 4th April 2022 or into the following week
<b>Second round panel interviews (if required)</b>	Within 4-5 days of preferred candidate(s) being identified

