



**CANDIDATE PACK**

**CHIEF COMMUNICATIONS AND BRAND OFFICER**



# WELCOME

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Dear applicant,

Thanks for your interest in this new role of Chief Communications and Brand Officer at a crucial time for older people and Age UK.



The last few years have put pressure on millions of older people-Covid still casts a long shadow, the cost-of-living crisis has left many older people with impossible choices, and the growing challenges facing the NHS and the social care system have a huge impact on older people.

Longer term, issues such as an ageing population, ageism, and healthy ageing all demand attention.

Our role at Age UK is to ensure that every older person gets the support and respect they deserve so they can thrive in later life. We are finalising a new strategy that aims to fundamentally change the conversation about later life, as well as build and develop our long-standing reputation as the voice of older people.

Through our national and local partners, and national services, we support around one million older people every year, we are recognised as a key influencer of Government, we work internationally through the HelpAge network, and we raise significant funds to support our vital work.

But we know there is so much more to do so older people can thrive in their, and our, later life. To do this we need to unlock the latent power of our brand in a way that we have never done before, to provide a clear and motivating thread through everything we do, and we are looking for a seasoned brand and comms leader who is excited to champion and lead this work.

That's why this role is so crucial – as a senior leader in the organisation, you will have a real chance to shape and evolve the public narrative, building and refreshing Age UK's profile and reputation as the expert charity for older people: it's already strong, but should and will be stronger.

You will be both an external and internal advocate for our work, leading a team of highly talented specialists in media, brand, social media, celebrity and events support, and internal communications.

You will already be recognised for your work on a campaign or change you've helped to make happen through your sheer experience in brand development and communications. We are offering a huge and brilliant challenge: and it's one that could define your career as a cause-changer.

I hope you're as inspired by our plans as we are. We look forward to hearing from you.

**Paul Farmer**  
**Chief Executive Officer**





# ABOUT US

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Age UK works closely with local and national partners and together we are the Age UK network. We exist as a community of partners to make life better for older people. We are available 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.

But it doesn't have to be like this. Just as charities in the area of Cancer and Mental Health have begun to change attitudes in their areas, we believe the time has come for us to tackle probably the biggest, unaddressed stigma of our culture: Age.

So we now have a massive new double ambition. To change the national conversation about ageing and inspire afresh our uniquely powerful local, national and international networks- whilst increasing resources to ensure we have the funds to be ever more effective.

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.

The Age UK network comprises over 120 organisations, including three national partners in Scotland, Wales and Northern Ireland, and local partners across England and Wales. They are individual charities operating within a partnership agreement, and between us, we support over one million people every year.

We are together creating a new strategy for Age UK, and alongside that a shared strategy with the Age UK network. Our recognition is that we are stronger together, and the increasing challenges that older people face demand that we work effectively and collaboratively to support more people.

## WE CAMPAIGN AND RESEARCH

It is vital that the voices of older people are heard by those who have the power to make decisions that affect them. Our public policy and research expertise, what we hear from older people and our thousands of campaigners, coupled with insights from our Local and National Age UK Partners, enable us to spearhead powerful campaigns on the issues that matter most to older people.

12.5 million people will benefit from the UK Government listening to our calls to protect the pension triple lock.



## WE PROVIDE INFORMATION AND ADVICE

Providing independent, impartial, and expert information and advice is what Age UK and the Age UK Network is best known for and what people expect us to provide. It sounds simple, but when it is done right, it can be life changing.

The Age UK Advice Line, based in Lancashire and Devon, provides this service 7 days a week, 365 days a year, with local partners providing huge amounts of support on face to face basis. By speaking to older people, day-in day-out, both nationally and locally, the Age UK Network is constantly learning about the challenges older people face, which helps to shape our campaigns, programmes, and services.

## WE IMPROVE HEALTH AND CARE SERVICES

Millions of older people are waiting for care right now. Hundreds of thousands are stuck on waiting lists for support, or even just waiting to have their needs assessed.

We campaign for change nationally, but also think it is vital that we work to improve how local health and care services are delivered and commissioned. This is especially so given the crucial role our Local and National Network Partners play as providers of services to hundreds of thousands of older people. However, we know that our Local and National Network Partners face huge levels of demand while having to compete fiercely for ever-diminishing funding.

## WE DELIVER WELLBEING SERVICES AND PROGRAMMES

Our research tells us how feeling well can make a real difference to the lives of older people.

We work in partnership with our Local Age UK Network Partners to develop, deliver and test new services which can address obstacles to wellness that many older people face, whether that is through loneliness or isolation or a lack of opportunities on offer in their communities.

# HOW DO WE ACHIEVE THIS?

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## WE ARE LOCAL

We work as part of the Age UK Network - a partnership of independent charities which includes Age UK; our National Partners: Age NI, Age Scotland (and one local Age Scotland Partner), and Age Cymru (and five local Age Cymru's); over 120 local Age UKs in England.

## WE ARE NATIONAL

In the UK we help millions of people every year, providing support, companionship and advice to the older people who need our help the most. We are a strong voice, campaigning with and for older people to champion their rights, needs and wishes.

## WE ARE INTERNATIONAL

We work with our subsidiary charity, Age International, to fund programmes in over 80 low and middle-income countries. Age International is a member of the HelpAge global network and the Disasters Emergency Committee (DEC).

## ACHIEVING MORE THROUGH PARTNERSHIPS

Acting together with like-minded charities and other organisations enables us to achieve far more for older people. In the UK we do this largely in partnership with our Local and National Network Partners and, internationally, we work through Age International's membership of the HelpAge global network. We work together with our Partners in a range of ways and grant funding is an important part of this. For example, we co-design and deliver charitable programmes, which Age UK receives funding for and makes grants available for suitable Partners to deliver. In 2022/23, we distributed £30.9 million in total in grants to other organisations, including £5m to support local partners with the cost of living crisis.

## READ MORE

You can find out more about who we are and what we do at <https://www.ageuk.org.uk/>

# OUR EMERGING STRATEGY

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With Age UK's CEO, Paul Farmer, now in post for almost a year, we have been working hard to develop our strategy this year. We are currently shaping our vision and mission with our various audiences and stakeholders, including, and most importantly, older people themselves. We have held focus groups with both older people and with our own staff across the country, and our brand research team helped us reach out to 40 diverse audiences this year – who have all helped us to shape our future for older people.

We know that we are entering into a period of change for Age UK, with our ten key change programmes now well underway, supported by our newly formed Project Management Office and aligning to our new and emerging strategy. Our ambitions for older people are big and so too are our plans for growth, in order that we can meet the everchanging and ever-increasing needs of older people today.

In developing our strategy, we considered that Covid had a profound impact on older people, as well as the current economic climate which continues to be uncertain. We also continue to see crises within the NHS and in the provision of public services for older people, such as social care.

To name a few of our emerging priorities, we aim to reach more older people within deprived areas of the country, breaking down barriers for those that may have difficulty in accessing our services and support. We have also set ourselves an ambition to end pensioner poverty and we are significantly scaling up our friendship service in order that we reach more isolated and lonely older people with our services.

Going hand in hand with these challenges we have set ourselves, we must ensure we are set up for success and that we inspire staff, volunteers, donors, and our partners to join us nationally, locally, and internationally, in our ambitions. We want to fight for social justice whilst also providing outstanding services for older people and those who help them. We want to transform public attitudes and influence key decision makers.

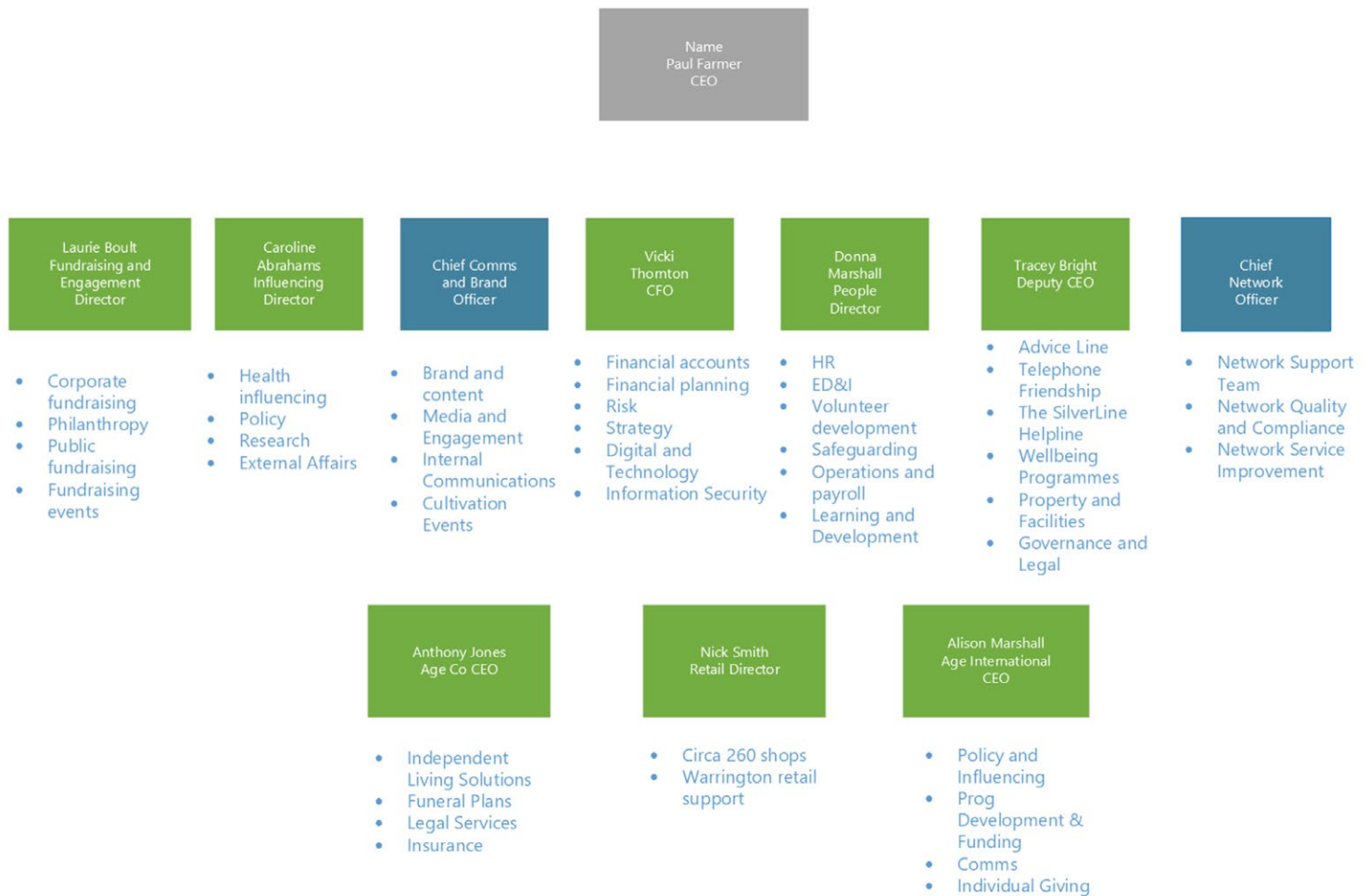
For us to do all of this, we need to ensure we create the right charity that is fit for the challenge ahead. It's important, and part of our plans, that we embark on a full target operating model review of the charity.

Our senior team are key in leading on the delivery of our strategy and ambitions for older people!



# HOW WE'RE STRUCTURED

We want Age UK to be a great place to work and volunteer for our over 1,600 employees and over 120,000 volunteers and campaigners. We believe that, if we engage our employees and volunteers well, make them feel heard, valued, empowered, safe, and connected to our cause, together we will be able to do so much more for the older people we are here to support.





# ROLE DESCRIPTION

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<b>Job title</b>	Chief Communications and Brand Officer
<b>Reports to</b>	Chief Executive Officer
<b>Direct reports</b>	Head of Brand, Head of Internal Comms, Head of Media, Head of Events & Celebrities

## ROLE PURPOSE

Age UK's new strategy has a bold ambition to change the way we think about older people and ageing. We want to change the wider conversation across society about ageing and increase our support to older people.

To help us achieve this, we are recruiting a new role, the Chief Brand & Communications Officer. The main purpose of this role is to lead on all aspects of brand and communications across Age UK, devising and delivering the organisational transformation that is required fully to realise the potential of our brand, ensuring we optimise the opportunities coming our way and sustain the high quality of our communications locally, nationally, and internationally.

A new team will create, generate, and equip a fresh identity for Age UK's work locally, nationally and internationally as we change attitudes around age and ageing, and positioning Age UK as the expert charity with and for older people.

As an established senior leader, the Chief Communications and Brand Officer plays a pivotal role in the completion and delivery of Age UK's new strategy. They will lead the delivery of all external communications, including brand and marketing, PR, media with a key focus on serving our charity brand strategy, as well as leading on internal communications across the wide Age UK network.

This is a strategic role, leading all areas of communication, brand, media, and marketing for Age UK, as well as building effective external relationships with key internal and external stakeholders, including broadcasters, brand partners and commercial agencies.



## MAIN RESPONSIBILITIES OF THE POST

### MARKETING AND BRAND

- Lead on the transformation of the charity's brand and marketing strategy, ensuring we reach Age UK's varying external audiences appropriately, utilising our insights to better understand them. Take leadership of the development and testing process of our new idea to demonstrate its effectiveness to drive external perceptions, engagement/fund raising and internal change.
- Lead on the development of the brand "house" including Age International, and Age Co.
- Oversee all marketing and campaigning activity, working closely with fundraising, retail, and commercial colleagues, to ensure all external activity supports Age UK's overall narrative and strategy in a consistent manner.
- Create and deliver the brand and communications architecture to ensure maximum impact of message and value for money.
- Manage the Head of Brand supporting them to deliver brand marketing campaigns and activity that promotes awareness, engagement and reach for Age UK and for older people.
- Work closely with fundraising colleagues to ensure our brand strategy aligns to our fundraising in terms of positioning, priorities, audience, campaigns, and dependencies.

### MEDIA & SOCIAL MEDIA

- Have overall responsibility for key media relationships, such as those with major broadcasters and media organisations.
- Have responsibility for planning and leading on crisis communications.
- Through the team of experts, oversee all media activity, including proactive and reactive work, including within the digital space.
- Continually review and develop Age UK's strategy for utilising and engaging digital media, including social media, overseeing the teams who maintain and monitor our social media activity.
- Develop and ensure the delivery of a PR strategy to drive awareness and reach, promoting our Brand and driving an improved awareness of the issues affecting older people.
- Work closely with Age International, national and local Age UK partners to support a cohesive shared narrative for our work.

### INTERNAL COMMUNICATION

- Achieve an organisational-wide approach to corporate communications with the ambition of delivering Age UK's strategy, bringing together teams that are key communicators both internally and externally.
- Manage the Head of Internal Comms and oversee all internal communication activity.

### CULTIVATION EVENTS, CELEBRITIES & AMBASSADORS

- Lead the Events and Celebrities function, managing the budget and ensuring alignment to Age UK's strategic aims, through engaging events and key relationships.





## LOCAL PARTNER NETWORK

- Inspire national and local partners to create a powerful sense of purpose in our support for older people across the UK. Equip partners to deliver shared messages around the central brand of Age UK.
- Promote the Age UK shared strategy with local partners so that older people are able to access high quality support.
- Actively champion and support our Brand Partners and continually consider ways in which we can support them in the delivery of their services and support to older people at a local level.

## GENERAL

- Represent Age UK's communications at board level, responsible for the delivery of marketing and brand insights and retaining a valuable data, that delivers the assurance that our Board of Trustees require. Provide particular support to the Fundraising, Marketing & Brand Sub-Committee of the Board.
- Provide exemplary leadership, modelling best practice at a senior level with clear expectations for the same from your senior teams.
- As part of the executive team, actively engage with our ED&I agenda defining a roadmap of core priorities for your areas of work at Age UK and being accountable for outcomes and impact.
- Through your work as part of the wider executive team, ensure that all that we do promotes a supportive, empowering culture of mutual respect, making Age UK a great place to work where people fulfil their potential and can flourish.
- Lead by example through the development of external associations with partner organisations and charities that we can have mutually beneficial relationships with.



# PERSON SPECIFICATION

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In your written application, please reference Part One of the Person Specification. (Parts Two and Three will be tested at interview stage for selected candidates.)

## PART ONE

### KNOWLEDGE AND EXPERIENCE

- Deep experience, gained at a senior and influential level, of leading the development of, creating, proving, and operationalising successful brand ideas internally and externally.
- Undisputed experience of working through complicated organisations that are set within a complex stakeholder landscape.
- A proven track record of successfully leading and developing a brand, and its development, including collaborating with a range of stakeholders.
- Significant experience of directing, developing, implementing, and evaluating strategic communications and marketing.
- Demonstrable experience of creating and delivering change-making social marketing campaigns.
- An outstanding track record of leading, delivering and contributing to cross-organisational communications.
- Senior management level experience of managing and leading on organisational change programmes and initiatives.

## PART TWO

### SKILLS AND ABILITIES

- Outstanding interpersonal, influencing and listening skills, with the ability to engage at multiple levels to build alliance and co-operation.
- Ability to work within a knowledge and data driven organisation, and to use insights and data to create significant change.
- An engaging, inspiring and bold communicator, with the ability to share vision, and who operates with insight and skill to shape a narrative with different audiences.
- Able to harness and utilise sense of common purpose.
- Able to balance game-changing ideas with an established organisation and culture.

## PART THREE

### PERSONAL STYLE AND BEHAVIOURS

- A driven, insightful and resilient leader with a demonstrable ability to effect change for disadvantaged groups, valuing diversity and treating all people with respect.
- Trusted and credible presence with an engaging, motivational and inclusive leadership style.
- Excellent leadership skills with an ability to motivate teams.
- Able to travel around the UK regularly to attend meetings as required, with occasional overnight stays.

# TERMS OF APPOINTMENT

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## SALARY

The salary for this role is c £140,000 per annum on a full-time permanent basis. More may be available for an exceptional candidate. Starting salary will be dependent on experience.

## LOCATION

This role is based in London, with the option to work on a hybrid basis, in line with the demands of the role.

## PENSION

Up to 8% contribution by Age UK.

## ANNUAL LEAVE

26 days plus Bank Holidays.

## ADDITIONAL BENEFITS

- Life assurance up to 4 times annual salary.
- Workplace savings scheme with a range of different ISA options.
- Season ticket loans and Cycle to Work scheme.
- Healthcare cash back plan.
- Bluelight card discounts.
- Tech scheme – loans for new Tech.

# HOW TO APPLY

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We hope you will consider making an application for this appointment. To make an application, please go to <https://starfishsearch.com/jobs/age-uk-ccbo/> and click on the apply now button, with the following prepared:

- Your CV (no more than three sides).
- A supporting statement (no more than two sides) that responds directly to Part One of the Person Specification.

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.

Closing date for applications is **Monday 2nd October 2023**

## RECRUITMENT TIMETABLE

Closing date	Monday 2nd October 2023
Preliminary interviews for selected candidates	w/c 9th October 2023
Notification of the shortlist decision	By 20th October 2023
Final Panel interviews for shortlisted candidates	26th and 27th October 2023