



CANDIDATE PACK FOR CHIEF EXECUTIVE OFFICER

WELCOME

Dear Candidate,

Thank you for your interest in becoming the CEO of the Third Age Trust.

Formerly known as the University of the Third Age, the movement was established over 40 years ago to provide lifelong learning opportunities for those no longer in full time employment. The u3a movement is now one of the largest member organisations in the UK with 390,000 active members. The membership is spread across 1,060 local u3as, each an independent charity, and each with a focus on informal self-help learning, supported by an extensive network of local, regional and national activity opportunities.

The u3a movement is coordinated by an umbrella organisation, Third Age Trust, which provides a comprehensive advice service to local u3as and also provides a national learning programme and promotes the movement externally. We are now seeking a new CEO for the Trust, creating an exciting opportunity to take the u3a movement to the next phase in its development.

This is an opportunity ripe for change and challenge. Following a recent strategic review, we are looking to reposition the Trust and we will be looking to you to drive forward our future direction. Top of the list is the need to attract the next generation of members, expanding learning opportunities, and raising our profile extensively.

You will enjoy the external nature of this role; able to balance proven strategic leadership with a commitment to being a visible presence across the network. We are seeking a leader who can manage and motivate teams of staff and volunteers, a confident speaker who can inspire local leaders, and a creative ambassador and spokesperson for the movement.

We are seeking a leader with a successful track record in managing diverse and complex relationships with a range of independent organisations. Ideally you will have worked within a federated, membership or franchised environment and will certainly have deep experience of high member involvement. You will bring exceptional stakeholder management skills, with the ability to bring diverse perspectives on board and the skill, diplomacy and resilience to make tough decisions against this operating environment.

If you are inspired by our purpose, vision, and by the opportunity to lead us into the next phase of our journey and you have the skills, experience and qualities we are looking for, we would be delighted to hear from you.

Liz Thackray
National u3a Chair



ABOUT US

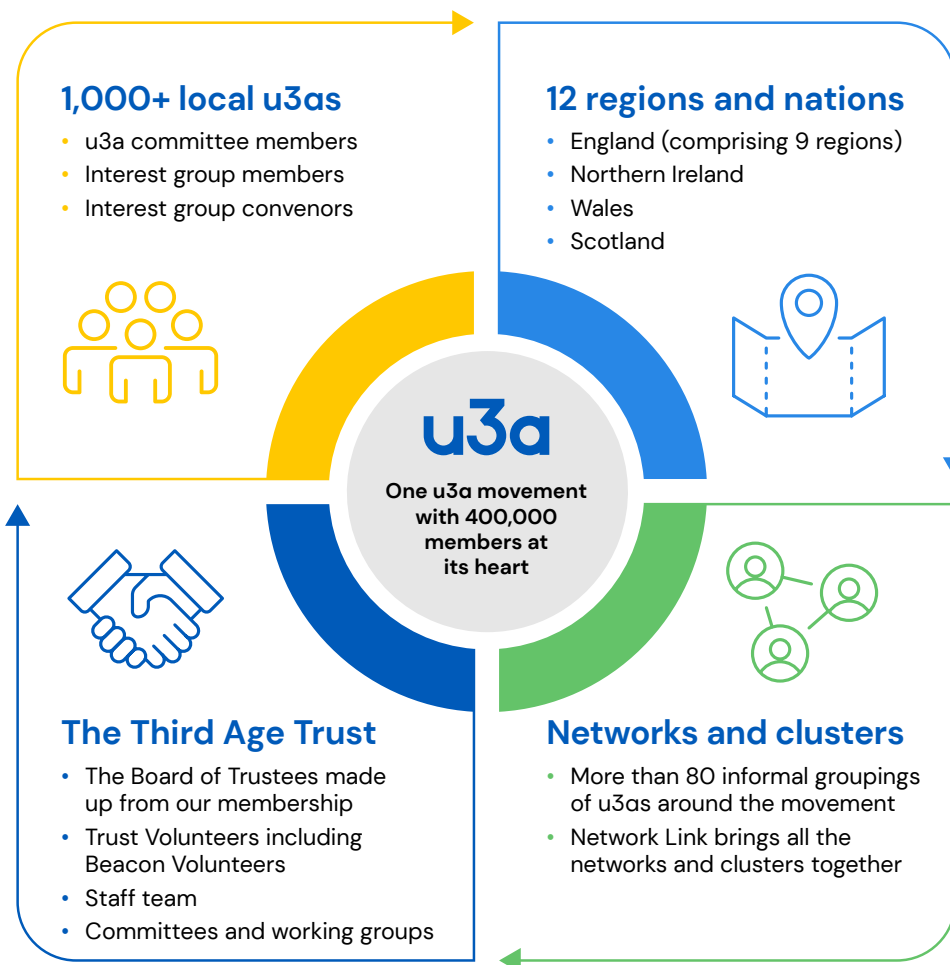
The Third Age Trust is the umbrella organisation for 1060 operationally independent u3as, situated throughout the UK offering lifelong learning to mainly older members of the public who have time to spare. From the start, the guiding principles were to promote non-formal learning through self-help interest groups covering a wide range of topics and activities as chosen by their members.

The u3a movement is a member organisation where the local u3as comprise the membership of the Trust and are consequently the principal customers of the Trust which acts as a federated charity. This relationship is strengthened through individual elected u3a members who play a key role in governance as trustees and directors of a Trust Board and its wholly owned trading subsidiary, TATTL. TATTL provides quasi commercial services to u3as and their individual members, including the Trust’s magazine (190,000 copies to members’ homes 5 times a year) and the Beacon membership system (serving 570+ local u3a and 270,000+ members), and associated local u3a web sites. TATTL has developed, and is about to launch, a wide range of member consumer benefits, and has recently commissioned external support to underpin the next phase of development of the company.

The Trust’s CEO is also TATTL’s ‘CEO’ and provides executive support to the company through Trust-employed staff. On TATTL matters the Trust CEO ‘reports’ to the TATTL Chair, and the Trust CEO sits on the TATTL Board, and ensures that overlaps and touch points between TATTL activities and Trust policies and priorities are managed in accordance with the Trust Board’s overall approach. Individual u3a member volunteers also play an important role in the provision of services working with the staff based in the London office.

The u3a movement has members who draw upon their knowledge and experience to teach and learn from each other but there are no qualifications to pass – it is just for pleasure. Learning is its own reward. It’s all voluntary; a typical u3a will be home to many activity groups covering hundreds of different subjects - from art to zoology and everything in between.

The incredible people that make up the u3a movement have been learning together, sharing skills with each other, staying active and having fun for 40 years. Showcasing what it means to have a positive later life and leading the positive ageing conversation within the movement and beyond.



OUR VISION

Our Vision is to make lifelong learning a reality for those no longer in full time employment.

OUR MISSION

Our Mission declares our purpose as an organisation and serves as the standard against which we weigh our actions and decisions. It is to:

- Facilitate the growth of the u3a movement.
- Provide support for management and learning in u3as.
- Raise the profile of the u3a movement.
- Promote the benefits of learning in later life through self-help learning.

THE FOUNDING PRINCIPLES OF THE U3A MOVEMENT

The u3a movement is non-religious and non-political and has three main principles:

1. Membership of a u3a is open to all those in society who are no longer seeking full time employment.
 - Members promote the values of lifelong learning and the positive attributes of belonging to the u3a movement.
 - Members should do all they can to ensure that people wanting to join a u3a can do so.
2. Members form interest groups covering as wide a range of topics and activities as they desire; by the members, for the members.
 - No qualifications are sought or offered. Learning is for its own sake, with enjoyment being the prime motive, not qualifications or awards.
 - There is no distinction between the learners and the teachers; they are all u3a members.
3. Each u3a is a mutual aid organisation, operationally independent but a member of The Third Age Trust, which requires adherence to the guiding principles of the u3a movement.
 - No payments are made to members for services rendered to any u3a.
 - Each u3a is self-funded with membership subscriptions and costs kept as low as possible.
 - Outside financial assistance should only be sought if it does not imperil the integrity of the u3a movement.

GOVERNANCE AND REPORTING

The u3a national body – the Third Age Trust - looks after all the u3as in the UK, providing educational and administrative support. The Trust is overseen by a [Board of Directors](#), to which any u3a member may be elected by becoming a Regional Trustee.

More information on what we are doing to evolve our governance can be found [here](#).

Each year the Trust holds an Annual General Meeting which is attended by members. Issues affecting the whole movement are discussed and voted on, as well as any Board elections taking place. As part of the Annual General Meeting, the Trust publishes its Annual Report & Accounts. The latest version of the Annual Report and Accounts can be downloaded [here](#).

JOB DESCRIPTION

Job title:	Chief Executive Officer
Reports to:	Chair, Third Age Trust (and by implication Board Trustees)
Direct reports:	All employed and freelance staff, and Trust volunteers

The Trust is in a transitional phase as it seeks to re-define its relationship with u3as, achieve strategic aims to take the movement forward, develop its systems to take advantage of digital developments, and help u3as recover membership after Covid.

The role of CEO is crucial to each of these major challenges, needing to focus the contributions of staff, freelance staff, agency advisers, trustees, and volunteers in pursuit of the key challenges.

ROLE PURPOSE:

- To provide vision, leadership, and support to the Board, to help the u3a movement to develop and achieve its plans and targets. Specifically, to ensure that the targets in the Strategic Plan are achieved through the development and delivery of annual strategic aims.
- To ensure long term sustainability of the u3a movement by promoting effective governance, sound financial management, and effective service delivery in furtherance of the Trust's charitable objectives.
- To carry out effective day to day management of all office services required by the Board within the established governance and accountability frameworks.
- To promote IT developments within the movement and integrate the Trust's IT systems in line with the aims in the approved Digital Strategy.
- To ensure that the Trust's trading company (TATTL) receives effective support and advice, both in terms of its legal and financial status, and also in terms of the products managed on behalf of the Trust.
- To ensure that the Trust and TATTL Boards are provided with effective, professional services through performance of the role of Company Secretary.
- To ensure adequate governance processes are in place including compliance.

MAIN RESPONSIBILITIES:

Strategic Leadership

- Provide strategic leadership and oversight of the Trust's mission and strategic plan and lead the Trust's senior leadership team to implement this.
- • Promote, encourage and facilitate effective cross-organisational work across the Trust's activities.
- • Represent the organisation externally and act as the lead spokesperson in the media including at high-level conferences, events, and functions.
- • Identify risks and opportunities across the Trust's internal and external activities, bringing forward recommendations for, and supporting, strategic change and innovation.
- • Lead the development of income generation work across the Trust.
- • Champion standards of performance and behaviour across the organisation which reflect our values.
- • Ensure equity and diversity is actively promoted across the Trust and integrated into all our work.

Finance

- In conjunction with the Board Treasurer, an elected member trustee, to be responsible to the Boards for all aspects of financial management.
- To effectively deliver the overall budgets and resources requirements through staff and volunteer teams.
- To ensure the timely preparation of the annual audited accounts and annual report.
- To ensure the Trust's financial procedures and policies are regularly reviewed.

Legal

- To ensure compliance with all the requirements of the regulatory authorities
- To ensure the effective negotiation of all relevant supplier contracts and licences and to authorise on behalf of the Trust in accordance with approved practices and policies.
- To ensure the provision of relevant advice that enables new and existing u3as to adhere to a model constitution.
- To ensure that the Trust holds an effective and compliant AGM.

National Office Leadership

- Working through a senior management team, to manage the London staff team, and various field volunteers located throughout the UK, ensuring they are fully equipped to do their job and remain motivated, supported and valued.
- To ensure a safe working environment for all staff and volunteers.
- To ensure compliance with all requirements of the London office lease and the building's managing agents.
- To ensure that office management systems operate with suitable, effective IT provision.
- To ensure that the u3a movement benefits from an effective national website and informative Members' section.
- To ensure the effective recruitment and retention of all employed and freelance staff.
- To prepare annual salary reviews for presentation to the Officers.

Supporting the Board of Trustees

- To enable Board's Trustees to perform their responsibilities, the CEO needs to:
 - Ensure effective, thorough and timely advice, recommendations and general information.
 - Ensure specific, effective advice on governance issues and legal issues to ensure compliance.
 - Ensure relevant, effective advice on the latest developments in learning, IT, health and wellbeing.
 - Provide information on membership trends, concerns and problems within the u3a movement
 - Ensure that the Board operates an effective risk management strategy.
- To provide an effective service to the Chair and to provide a support and advisory role at all Board meetings
- To ensure the provision of an effective and professional support role to the chairs of all committees, groups, Councils, and work groups; and attending meetings as required.
- To ensure the necessary administrative support is available to trustees to enable them to fulfil their responsibilities.

Supporting u3as and u3a Members

- To ensure the effective development and delivery of the current suite of advisory and support services to member u3as.
- To ensure that u3a members are provided with a range of relevant and valued benefits through the development of collaborations and partnerships with appropriate external organisations.
- To encourage the expansion of nationally organised member events across the UK.
- To manage and develop effective methods of communication with u3as and u3a members, including promoting the use of relevant social media applications, and management of the house magazine.

External responsibilities

- To convey a professional and positive public image of The Third Age Trust and the u3a movement, operating as an ambassador for The Trust and the movement, and work closely with all contracted agencies to ensure the u3a message is delivered.
- To develop existing, and build new relationships with similar and relevant organisations in line with the Trust's strategy, mission and charitable aims so that the movement can share and acquire experiences and develop economies.

PERSON SPECIFICATION

KNOWLEDGE AND EXPERIENCE

Essential

- A strong track record of successful development and implementation of strategy.
- Experience of leading and managing change to improve relationships between organisations, and of taking stakeholders with you on the change journey.
- Significant experience of managing diverse and complex relationships with a range of independent organisations.
- Evidence of successfully managing teams of staff and volunteers within a changing environment.
- Significant experience of directing, developing, and evaluating the strategic output of a large network, ideally within a federated environment.
- Outstanding track record of delivering and contributing to cross-organisational output aligned to organisational strategies and policies.

Desirable

- Understanding and experience of trading activities in a similar member organisation.
- Knowledge and experience of commercial and legal activities in trading.
- Knowledge and experience of governance in the voluntary sector.
- Knowledge and experience of working with digital tools and managing a long term digital programme.

SKILLS AND ABILITIES

- Exceptional interpersonal and relationship management skills with experience in developing and managing external relationships.
- Effective and clear communications skills including strong written and presentational skills.
- Solution focused and excellent problem solving skills.
- Ability to manage relationships and tensions in similar member organisations particularly in a changing environment.
- Evidence of project management skills.

STYLES AND BEHAVIOURS

- Participation in external groupings of senior managers in member organisations.
- Self-motivation and a proactive approach.
- Promoting a commitment to equity, diversity and inclusion and proactively seeks out diverse views.



TERMS OF APPOINTMENT

SALARY

The salary for this role is c£100,000 per annum on a full-time permanent basis.

LOCATION

The role will require at least two days per week in the office which is on Blackfriars Road, South East London.

PENSION

All employees receive a non-contributory pension of 8% rising to 10% on completion of 2 years' service.

ANNUAL LEAVE

25 days plus Bank Holidays and closure over the Christmas period.

HOW TO APPLY

We hope you will consider making an application. If you have questions about the appointment and would find it helpful to have an informal conversation, please contact Juliet Brown at Juliet.Brown@starfishsearch.com or Hannah Chapman at Hannah.chapman@starfishsearch.com and we will be happy to arrange a call. To make an application, please go to <https://starfishsearch.com/jobs/third-age-trust-ceo/> 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 sets out why you think this role is the right move for you and how you meet the knowledge and experience criteria.

We would also be grateful if you would 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:	Friday 10th May 2024
Preliminary interviews:	w/c 27th May 2024
Final Panel interviews:	19th June 2024