



# CANDIDATE PACK FOR CEO

# WELCOME

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Dear Candidate,

Thank you for your interest in becoming our new CEO.

As Chair of Open Age since 2020, I have had the privilege of witnessing firsthand the incredible impact our programmes have on our members. Last year we ran over 7,000 cultural, educational and physical activities to combat loneliness and promote well-being. We help older adults across London make friends and lead happier, healthier lives.

Open Age is committed to giving more older adults the support they need to live better by increasing our reach. We are, at heart, a customer service organisation and growing our face-to-face participation will always be a primary objective. However, expanding our online community will give us other opportunities to grow. It can be an introduction for people who want to attend in person but also welcome those unable to join in person. There are also commercial opportunities we can explore. Open Age is beginning this digital transformation, and we hope to use it as a springboard to exponentially grow our customer base.

We are now looking for a CEO who shares our passion for positive ageing and can lead Open Age as we expand our reach. This journey is full of opportunities, and we are eager to build on our previous achievements. We need a strategic leader who can consolidate our traditional base, drive our mission forward and guide our digital journey.

This all takes money. We have a new CRM which will help us evidence our impact. We need a strategic leader, with an entrepreneurial streak, who can consolidate our traditional base, drive our mission forward and guide our digital journey.

We want someone who will bring senior leadership experience in the charitable or not-for-profit sector and has a strong understanding of governance, strategic planning, and diversifying incomes. Ideally, from a service delivery background, you will provide a knowledge of the issues affecting older people and bring a commitment to the positive ageing movement.

If you believe you are equipped with the skills to lead us at this pivotal moment of our organisation, we look forward to hearing from you.

Kind regards,

**Eric Kihlstrom**  
Chair



# ABOUT US

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Open Age is a UK-based charity dedicated to enhancing the lives of older adults by promoting active, engaged, and socially connected living. We opened in 1993 and operate in west and northwest London. Our wide range of activities and programs support the physical, mental, and social well-being of older people. These include exercise classes, creative workshops, educational courses, and social events that help our members maintain and improve their health, develop new skills, and make new friends.

By addressing the challenges of social isolation and inactivity, Open Age plays a crucial role in ensuring that older people enjoy a fulfilling and independent lifestyle. Through strong partnerships with local authorities, health services, and other organisations, Open Age delivers comprehensive support that significantly impacts the well-being of the older population across North and West London.

## OUR VISION

A world where everyone ages well and lives better for longer.

## OUR MISSION

To help people over 50 live happier, healthier and more connected lives.

To review our most recent accounts, please [click here](#).

# OUR SERVICES & PROJECTS

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We offer over 350 weekly activities across more than 60 locations in Kensington, Chelsea and Westminster. These include health and fitness classes, creative and performing arts sessions, and weekly groups featuring guest speakers. We also provide daily computer classes and drop-in sessions at our Open Age computer suites and other venues. Our outings group organises regular visits to attractions in and around London. For those who find it difficult to leave home, we offer online activities and facilitate phone groups. In addition, our Link-Up staff work one-on-one with individuals to help them overcome isolation and attend our activities.

Outreach & Support serves as a gateway to Open Age, offering social groups and projects tailored to help older people engage with our community at their own pace. In 2022/23, our projects included:

- Be Active: A program where volunteers support individuals over 60 with rehabilitation exercises, helping them regain fitness and independence after illness or injury.
- Men's Space: A project dedicated to improving the well-being and social connections of older men.
- Link-Up & Link-Up Tech: Initiatives that help individuals overcome specific challenges.
- Time for Me: A support group for unpaid carers.
- Phone Groups: Activities for members who are less able to leave home.

Physical exercise is vital for many of our members to maintain fitness, health, and manage long-term conditions. At Open Age, we offer a range of options, including clinical exercise programs for specialised support and popular exercise classes such as boxing, bowls, and Zumba.

Our clinical programs include:

- Steady and Stable: Enhances balance and strength to prevent falls.
- Osteo Blast: Supports individuals with osteoporosis or osteopenia.
- Healthy Lungs: Assists members with chronic breathing conditions.

Additionally, in partnership with Central London Community Healthcare NHS Trust, we provide a Falls Service in Brent to further support those at risk of falls.

Arts, Culture and Social Activities are all about keeping life lively and engaging for older adults. We offer a variety of creative activities like painting, theatre and music so our members can explore and expand their artistic side, as well as other social and hobby groups for book lovers, gardening enthusiasts, and games clubs like dominoes and bridge. Open Age also organises trips out to museums, galleries and theatres, giving our members the opportunity to explore new places with their new-found community.

Community Learning at Open Age provides a variety of educational experiences for older adults. Last year, we ran over 40 courses from workshops on digital skills to become more technologically confident, to learning Italian.

## OUR FUTURE

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Open Age is ambitious, and we are proud of the progress we have made in supporting older adults across London. Innovative approaches and strategic investments have helped us adapt and grow to give more older adults the chance to live active, engaged, and fulfilling lives. We are eager to further broaden our reach to give more people those opportunities.

Our main strategic aims going forward are:

### **Increasing Our Reach**

Many older people are not receiving the support they need to live life to the fullest. That's why expanding is crucial. Following the pandemic, we have continued to deliver both in-person and online activities, to meet our members where they are. Our online activities help remove barriers for those unable to access our programmes in person, allowing them to stay connected to the Open Age community and enjoy the benefits it provides.

### **Enhancing Our Ability to Evidence Impact**

While the feedback from our members has been overwhelmingly positive, we recognise the need to improve how we monitor our members' data to better quantify our impact. With more robust data, we can attract additional funding and demonstrate our effectiveness more clearly. In 2022/23, we made a significant investment in developing a new CRM system that will enable us to analyse our membership data more effectively, track our members' activities, and measure the impact we're making. This information is also crucial for potential funders.

### **Diversifying Our Income**

To expand our reach and continue offering the best activities for our members, it is essential to diversify our income. By broadening our income streams, we can ensure Open Age remains a dynamic and sustainable charity for the long term. We recently doubled the size of our fundraising team and, as a result, increased income from philanthropic trusts and foundations, corporate supporters, legacies, and individual donors.

# JOB DESCRIPTION

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**Job title:** CEO

**Reports to:** Open Age Board of Trustees

## ROLE

To lead Open Age with a clear vision of its mission and offerings. To broaden our reach and impact and embrace the challenge of growing and developing a small organisation. To deliver strategic objectives and ensure we have the operational plans and resources needed to achieve them. To cement relations with existing funders and identify and secure new income streams. To represent and raise the profile of Open Age externally.

## MAIN RESPONSIBILITIES

### Strategic direction and leadership

- Work with the Board of Trustees to design and deliver a clear strategy.
- Provide inspiring, collaborative, positive and dynamic leadership to the staff team.
- Champion Open Age's values and promote a positive approach to later life.
- Guide Open Age's digital transformation to help us expand our reach through the development of Open Age online.
- Make the best operational and administrative use of our new CRM
- Discover and pursue new successful growth strategies.

### People management and organisational culture

- Uphold the professional integrity and champion the values of Open Age.
- Facilitate the recruitment of appropriately skilled staff and recommend appropriate remuneration levels to the Board.
- Provide clear direction for team members about their roles, objectives and how each individual contributes to Open Age's vision and mission.
- Nurture staff development and establish clear pathways to support effective succession planning.
- Be aware of evolving issues relating to older people and the positive later life movement.

### External representation

- Be a key spokesperson and ambassador for Open Age locally and nationally. Work collaboratively with other organisations to ensure the best outcomes for older people.
- Locally: Identify and generate strategic relationships with external stakeholders, including funders, statutory partners and the wider VCSE, and ensure that Open Age is well positioned as a strategic leader and is integrated into local decision-making structures.
- Nationally: Champion Open Age as a successful model of how to dramatically increase the quality of life of Britain's seniors, a model we can replicate.

### Governance and financial management

- Work closely with the Board of Trustees to ensure that all legal and regulatory responsibilities are carried out and support strong governance of the organisation.
- In conjunction with the Board, and finance functions, oversee the annual budget and financial planning process to ensure the effective and efficient use of funds.
- Ensure systematic, timely production of accurate management accounts and maintain appropriate financial controls.
- Work with the Finance, Staffing and Risk committee to ensure an effective risk management strategy is in place.

### **Contract management and income generation**

- Lead the charity's income generation plan, proactively seeking out new partnerships and identifying funding opportunities to ensure diverse income streams.
- Maximise the use of the new CRM to evidence Open Age's impact on members' lives and mine that data to optimise our existing funding and access new income streams.
- Ensure a strong and sustainable pipeline across multiple income streams and build excellent relationships with key funders.
- Manage the relationships with existing partners, ensuring effective contract management and negotiation with key commissioners, maximising opportunities for enhanced collaboration and funding.
- Develop Open Age online as a new income stream, working with current and new partners to grow its reach.

### **Service Delivery**

- Maintain the high reputation of Open Age by ensuring the delivery of consistently high-quality services, including regularly demonstrating the impact and value of Open Age's work.
- Work closely with the senior managers to ensure their teams are accountable and empowered to deliver the smooth and effective day to day running of the charity, meeting the delivery of operational plans and longer-term strategy.
- Keep effective data and records with which to plan and underpin service developments and account to funders.
- Ensure that Open Age is able to respond rapidly to emerging opportunities, challenges and risks.



# PERSON SPECIFICATION

## KNOWLEDGE AND EXPERIENCE

- Proven experience in a senior leadership role preferably with experience in service delivery, including online services.
- Strong appreciation of how charitable and public sector services are both commissioned and delivered.
- Strong understanding of governance within the charitable sector and the legal and regulatory requirements involved.
- Demonstrable success in strategic planning and implementation.
- Evident track record in income generation from diverse income streams, including securing funding and managing partnerships.
- Experience in financial management, including budgeting and resource allocation.
- Proven ability to lead, inspire, and manage a diverse team.
- Knowledge of issues affecting older people, and the positive ageing movement is desirable.

## SKILLS AND ABILITIES

- Highly effective communication and interpersonal skills, with the ability to build and maintain strategic relationships.
- Strong advocacy and influencing skills with the ability to represent and promote Open Age's mission and values.
- Ability to think strategically and respond effectively to changing circumstances.
- Creative and entrepreneurial with the ability to spot commercially beneficial opportunities to deepen impact.
- Strong organisational and project management skills.

## STYLES AND BEHAVIOURS

- High level of integrity and professional ethics.
- Commitment to the values and mission of Open Age.
- Adaptable and flexible with a willingness to work in a hybrid environment.



# TERMS OF APPOINTMENT

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## SALARY

The salary for this role is c£75,000 per annum on a full-time permanent basis.

## LOCATION

Hybrid with the expectation of 2-3 days in the office per week.

## PENSION

3% Employer, 5% Employee.

## ANNUAL LEAVE

25 days a year plus bank holidays, and birthday off.

## ADDITIONAL BENEFITS

Sick Days – 20 days full pay in any given 12-month period.  
Statutory maternity/paternity leave.

# HOW TO APPLY

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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 [chris.milo@starfishsearch.com](mailto:chris.milo@starfishsearch.com) and we will be happy to arrange a call. To make an application, please go to <https://starfishsearch.com/jobs/open-age-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.

## RECRUITMENT TIMETABLE

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|--------------------------------|------------------------------|
| <b>Closing date:</b>           | Friday 18th October 2024     |
| <b>Preliminary interviews:</b> | w/c Monday 4th November 2024 |
| <b>Final Panel interviews:</b> | w/c Monday 2nd December 2024 |