

Dear candidate,

Post of Chief Executive Officer

I am pleased that you are considering applying for the post of Chief Executive Officer (CEO) with Age UK Enfield (AUKE).

In this pack, you will find the following information:

- The advert for the CEO position
- AUKE background
- CEO post background
- The Job Description and the Person Specification.

Separately on our website you will find the Application Form, the Equal Opportunities Monitoring Form and the Criminal Convictions form. If you wish to apply for the position please complete these forms. You can provide additional information on up to 3 sides of A4 continuation pages. Please do not send CVs as they will be disregarded.

Age UK Enfield is a well respected charity and has a reputation for providing professional services that meet our client needs.

- Our services are broad in nature (care, advice, exercise, enabling), and reach around 7000 older people;
- There is a strong staff and volunteer team who have gone the extra mile to provide services during the Covid lock down periods.

Despite the challenges of the past two years, significant progress has also been made in improving our internal systems, processes and ways of working. We are focused on developing our existing services. The Board, which I lead, hopes to appoint a new CEO who can maintain this momentum, and lead our staff and volunteer team. Importantly the CEO will also be the external face of the organisation – building on existing partnerships and exploring funding opportunities.

We are a small organisation, which needs a hands-on CEO, who can lead across all the services we provide. At the same time, we need someone who can see the big picture, position the organisation and work within a strategic framework.

Thank you for your interest in AUKE and in this position. We look forward to receiving your application should you wish to apply.

Yours faithfully,

Elaine Adkin
Chair, Board of Trustees





Chief Executive Officer – £50,000 - £57,000 (dependent on experience), full-time.

We have an exciting opportunity for the right person to lead the Enfield's foremost older people's charity to the next level - reflecting our mission to making an age friendly Enfield where everyone can love later life.

Age UK Enfield is a key and important provider of advice, dementia care and support, day care, information and advice, fitness and frailty support services in the diverse North London borough.

We are looking to appoint someone with values strongly aligned to our own and a passion to support older people.

You will have leadership skills, knowledge of the charitable sector and experience of working in health, social care and/or advice, including preferably with older people.

You will also have excellent communication and business skills in order to engage AUKE's key stakeholders (older people, trustees, staff, volunteers, funders and partner organisations) in further building the charity's position. Experience with finance is also required.

More at www.ageukenfield.org.uk Application is by completed form; no CVs, no agencies.

Closing date: 1 July 2022, 5pm

Interviews: w/c 11 July 2022

Age UK Enfield (AUKE) is the operating name of Age Concern Enfield. AUKE is an Equal Opportunities employer. AUKE is a charity (no. 1063696) and company limited by guarantee (no. 3352062)



Making an age friendly Enfield where everyone can love later life

Background Information

Governance, history, profile

Age UK Enfield has been serving the people of Enfield since 1997. It was originally Age Concern until its national body merged with Help The Aged in 2009. The charity is part of the national Age UK charity and its network of local Age UKs. Notwithstanding these affiliations Age UK Enfield generates its own funding and has the operating name of Age Concern Enfield.

We are acknowledged as the leading charitable organisation helping older people in the Borough and have good endorsement and support from the organisations and bodies with whom we work.

Age UK Enfield's affairs are governed by a diverse and engaged Board of Trustees, who are all volunteers. The current Board comprises people with knowledge and operational experience of working with older people, governance and management experience and knowledge of the local area.

Age UK Enfield updated its strategic plan in 2022, which can be found [here](#). Its key priorities are:

1. Developing our Services
2. Participation and Influence
3. Partnerships and Collaboration
4. Measuring our Impact
5. Developing our People
6. Income Generation and Sustainability

Age UK Enfield's reach and size is demonstrated by the following metrics:

- Turnover of £1.4million
- Around 30 full time equivalent staff
- 60 volunteers
- Supporting around 7000 older people each year.

Age UK Enfield services

As the leading local voluntary and community sector provider of services to older people in the borough, Age UK Enfield's offering includes :

- Information and Advice – on benefits and services
- The Parker Day Centre – supporting people with dementia and their carers
- Home care and support
- Fit for Life – an exercise programme of over 20 classes and walks each week for all abilities
- Navigation services – helping people get services, and navigate the NHS and social care, supporting those with frailty, dementia or at risk of falls
- Pop up social groups like memory clubs, tea and chatter, a dementia choir

Age UK Enfield's turnover is about £1.4million. Money is spent on delivering services through costs of staff wages, premises, volunteer costs (expenses, support and training), telephones/IT, stationery, insurance, audit etc.

Age UK Enfield's main sources of income are:

- Enfield Council grants and contracts
- The NHS – North Central London Clinical Commissioning Group
- Trusts, foundations and other grants
- Older people (or their families) buying services – home care, day care, exercise classes
- Donations and legacies.

More widely, many of Age UK Enfield's services are delivered in partnership with other organisations including Enfield Council, NHS commissioners and trusts, Enfield Voluntary Action, Enfield Disability Action, Enfield Carers Centre, Community Barnet (Enfield Connections), Citizens Advice Enfield, Healthwatch Enfield, Mind in Enfield and Barnet, Attend, Enfield Over 50s Forum, and others.

Enfield – the borough

The borough is 12 miles from the centre of London and covers an area of 31.7 square miles. In 2018, it had an estimated population over 333,000 with a large population of both 0-14s and older people in comparison to the rest of London. A 23% forecast growth in 65+ age group is anticipated by 2025. It is a diverse, multi-lingual place which has welcomed communities from across the world.

Life expectancy is above the London and UK averages, but health outcomes vary significantly across the borough. It has the 2nd highest dementia diagnosis rate in London. Some of the wards are amongst the most deprived in England, while others are relatively affluent. The Council is currently a Labour controlled local authority with 63 councillors, representing 21 wards.

Useful Links

www.ageukenfield.org.uk

www.ageuk.org.uk

www.mylife.enfield.gov.uk/homepage

www.new.enfield.gov.uk/healthandwellbeing/enfields-joint-strategic-needs-assessment-jsna/

www.new.enfield.gov.uk/services/your-council/borough-and-wards-profiles/borough-profile-2019-your-council.pdf

Chief Executive Officer – background to post

Context

This information is to be read in conjunction with the Job Description, Person Specification, and also the general background information (used for all posts).

The CEO post is advertised at an exciting time for Age UK Enfield:

- There is a broad services offer, the organisation is well-regarded, and has a pipeline of funding from statutory sources that is reasonably secure (though tenders and negotiations on contract extensions are normal)
- The organisation has been growing, and has replenished financial reserves

The direct reports of the CEO are:

- Head of Care Services
- Head of Prevention Services
- Finance Director (part-time), who is also the Company Secretary
- Fit For Life Project Manager
- Business Development Manager (part-time).

This direct management role and leadership of the wider team of staff and volunteers are a key aspect of the CEO role.

The other key responsibilities are:

- The external role of the CEO – representing the organisation with key stakeholders and on partnership bodies
- Servicing the Board of Trustees and in particular advising the trustees on strategic direction and key decisions
- Working with older people and older people's organisations to improve and develop AUKE's services, and position the organisation to take advantage of relevant opportunities

Chief Executive Officer – Summary of Conditions of Service

Appointment – is subject to receipt of satisfactory references and DBS check, and a six month probationary period.

Pay - £50,000 to £57,000, with starting point dependent on experience.

Hours – Full-time, minimum 35 hours. Flexibility is required with occasional evenings and very occasional weekend working needed.

Pension – Auto-enrolment scheme with 3% employer contribution, minimum 5% employee contribution from start of employment

Holidays – 25 days per annum plus Public Holidays

Sick Pay – After probationary period, 20 days full pay and 20 days half pay within any 12 month rolling period. Within probationary period - SSP only.

Simply Health – AUKE has an employee benefits policy with Simply Health, which employees can join after the probationary period.

Place of work, mobility – AUKE's main office is currently the John Jackson Library in Bush Hill Park, Enfield. Services are also provided from the Parker Centre in Edmonton. The Charity reserves the right to move its office within the borough. Travel round the borough is required and visits outside Enfield (to other Age UKs, funders and partners) is required from time to time.

Age UK Enfield

Job Description – CEO Post

Role:	Chief Executive Officer
Accountability:	Board of Trustees
Base:	John Jackson Library
Salary:	£50,000 - £57,000
Contract:	Full time, Permanent
Accountable for:	Staff and volunteers
Accountable to:	Chair of Board of Trustees

Key responsibilities

- To be responsible for the effective leadership and management of the organisation and its resources.
- To support the Board in setting the vision, mission, strategic objectives and strategic priorities for the charity and develop its philosophy and values.
- To lead the business development plans for development of the Charity in its purpose of supporting older people. Ensuring a robust Operating Plan is developed, approved by the Board and fully implemented.
- To promote the mission, aims, values and objectives of Age UK Enfield (AUKE) as the public facing representative of the Charity, working effectively with the Charity's stakeholders.
- To provide forward looking strategic leadership and management of the organisation and its resources to promote the objectives of the Charity.
- To ensure the Charity fulfils all its legal, statutory and regulatory responsibilities.

Specific duties

Strategy

- Work with the Board of Trustees to develop AUKE's strategic and operational plans and to lead the implementation of these.
- Ensure that the voice of service users remains at the centre of the Charity's work.
- Develop and maintain good relationships with key stakeholders and develop AUKE's public profile.
- With the Chair, to seek to maintain positive links with national Age UK, Age UK London, the Age England Association and other local Age UKs (brand partners), exploring joint work where feasible.

Governance

- To advise the Board to ensure that the organisation operates within the requirements of its Memorandum and Articles of Association, and the requirements of charity and company law.
- To service the Board and sub-committees via preparation of agendas, reports and ensuring minute-taking.
- To build effective working relationships with the Chair and Board of Trustees. Support the Board in identifying, recruiting, training, retaining and developing Trustees. Promote an awareness of their responsibilities and the need for adequate skills on the Board.

Leadership and management

- With the support and input of the People and Culture sub-committee, lead the organisation in a way that promotes innovation and learning, encourages transparency and creates an environment that attracts, retains and motivates good quality staff
- Provide clear leadership to the Senior Management Team and ensure arrangements (through appropriate staffing, clear roles and policies) for the effective management and support of all staff and volunteers.
- Create an environment of openness and understanding where a diversity of background and ideas is encouraged and respected in order that the Charity can deliver its EDI commitments

Finance and resources

- To drive an effective business development strategy that aligns with a realistic funding strategy.
- Drive fundraising in line with the Charity's strategic plans and funding opportunities including directing bid-writing and preparing funding bids
- Work closely with the Charity's finance function, management team and Finance Sub-Committee to formulate the annual budget for the charity as a whole.
- To ensure that the Board is kept apprised of the financial performance and position of the charity, monitor against budget and forecasts, taking any necessary corrective action.
- Make arrangements for the Charity's insurances to be reviewed. Ensure that the major risks to which the charity is exposed have been reviewed and systems have been established to mitigate these risks.
- Be responsible for agreeing legal contracts with all third parties and ensuring compliance with these contracts.

Service provision and development

- To develop direct service provision for older people and the involvement of older people in decision making.

- To identify the needs of older people in Enfield and the surrounding area, including those from minority communities, taking into account diversity and equal opportunity legislation, and to develop new opportunities to provide effective services.
- To establish effective working relationships with voluntary and statutory organisations whose work concerns the wellbeing of older people within Enfield and the surrounding area, and to represent AUKE and older people to these organisations.
- To utilise data on needs, ideas on service development and best practice to drive funding bids and fundraising.

Quality

- To ensure that all services are delivered to a high standard and are in line with Age UK National quality requirements. Identify, recommend and implement measures to improve the quality of services where necessary.
- To ensure the organisation continues to demonstrate good quality by compliance with the quality requirements of service agreements, and with existing quality marks and accreditations.

External communication and PR

- To be the ambassador and principal spokesperson for the charity via all communication channels with key stakeholders in order to promote the charity.
- Represent and promote the Charity in order to secure further funding to support the charity's purpose and aims.
- Promote and campaign with and on behalf of older people. Promote the needs and wishes of older people. Promote positive attitudes towards ageing in a demographically changing and challenging environment.
- Maintain and develop effective networks with principal stakeholders and supporters, including health and social care professionals and other Age UK organisations.

Additional responsibilities for all Charity staff

- To adhere to all the Charity's policies and procedures and ensure they are regularly reviewed against current best practice.
- To comply with data protection regulations ensuring that personal information remains confidential.
- To be responsible for personal learning and development and to support the learning and development of others and the whole organisation.
- To implement the Charity's health and safety policy and procedures.
- To organise the work to ensure that it is accurate and meets quality targets and reasonable deadlines.
- To undertake any other tasks, duties or projects that may arise from time to time.

This job description is not exhaustive and serves only to highlight the main requirements of the post holder. The Trustees may stipulate other reasonable requirements.

Age UK Enfield

Person Specification – CEO Post

All of the following requirements are essential, unless marked * when they are desirable. Requirements will be assessed from a combination of the information provided on the application form (A), and/or the interview/presentation process (I). Candidates must make it clear on their application how they meet each of the selection criteria marked A. Please also see the job description for competencies.

Core Chief Executive Competencies
Leadership: Giving purpose and direction to ensure high motivation and performance. Empowers others to achieve charity goals. Inspires confidence and leads change. Role models appropriate corporate behaviours. A/I
Values: Demonstrates and articulates a strong client and customer focused value base within a commercially driven business context. An empathy with older people and an understanding of their needs. A/I
Strategic Thinking: Ability to rise above the detail; set direction and see the wider picture in coordinating operations and resources to deliver objectives. Brings a sense of strategic priorities. A/I
Delivering results: Take initiative and consistently drives for high quality service delivery in line with customer needs. Seeks to anticipate future requirements and looks for new and more effective resource management. Emphasis on delivering through others and encouraging customer focused performance. A/I
Getting the best from staff: Promoting high motivation, teamwork and high standards of performance. Encourages team leaders to set objectives and responsibility, review progress and provide support. A/I
Personal impact: Using a range of approaches to build relationships and networks and to communicate with and influence others to get results. Negotiates creatively and effectively. Highly developed sense of personal integrity. A/I
Qualifications, training and knowledge
Educated to degree level or possesses equivalent experience A
Evidence of continuous professional development A
Understanding of NHS and Adult Social Care structures and processes A/I
Knowledge of sources of funding available to charities delivering services to older people and understanding of bidding processes A/I
Knowledge of the voluntary sector and of its relationship with other bodies affecting the welfare and interests of older people* A/I
Knowledge and understanding of government policy and strategic direction in relation to older people's services. A/I
Knowledge of Equal Opportunities and Diversity policies and practice A/I
Experience
Substantial experience, and successful track record, of working at Executive or senior management level A/I
An experienced strategic leader and manager A/I
Substantial experience of effectively managing projects/initiatives and delivering service change to time and budget A/I
Experience of business planning development and delivery. A/I

Experience of developing/delivering corporate vision and strategies in support of organisational objectives. A/I
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Demonstrable achievements in leading and supporting complex organisational and workforce change in a multi-professional environment. A/I
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Experience of developing, performance managing and improving services. A/I
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