



**CEO**

**Candidate Information Pack**

**October 2024**

# Welcome from our Chair

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

Age UK Enfield is a well-respected Charity and has garnered an excellent reputation for the support and services we provide to older people in the Borough.

We have a strong and committed staff and volunteer team who deliver our broad range of services (care, advice, exercise, enabling) reaching around 7,000 older people each year.

We are a forward-looking Charity, constantly evolving to respond to the needs of our clients. Significant progress has been made recently in improving our internal systems, processes and ways of working. We are focused on developing our existing services and our operating model. We are planning to embark on our next phase of development, which will require a move to new premises. This is a significant transformation program.

We are looking to appoint a new CEO who can provide the leadership to achieve the development of the Charity, whilst ensuring the quality of our services is maintained. Importantly the CEO will also be the external face of the organisation – building on existing partnerships and exploring funding opportunities.

Although we are a small organisation, we have a big presence in the environment in which we operate so we need someone who is both “hands-on” whilst also seeing the “big picture” and can work with us, the Board in taking the Charity to the next level.

Thank you again for your interest in Age UK Enfield and in this position. We look forward to receiving your application.

Yours faithfully,

Elaine Adkin

Chair, Board of Trustees

# About Us

Age UK Enfield (originally Age Concern Enfield) has been serving the people of Enfield since 1997. 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.

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 and working within the public and commercial sectors.-The Board has a good understanding and knowledge of the local area.

## **Our Mission**

To improve the lives of older people in Enfield by ensuring they are valued, active, connected and able to live the life they choose.

## **Our Values**

- People-centred – we put people's needs and preferences at the heart of all we do.
- Kind – we are welcoming, respectful and empathetic.
- Inclusive – we celebrate and value the diverse communities of Enfield and the contributions they bring.
- Creative – we work together to find new solutions to challenges facing older people.
- Professional – we are dedicated to delivering the highest quality services and activities.
- Collaborative - we believe teamwork and partnerships are central to achieving our vision.

The Age UK Enfield updated strategic plan 2022 to 2025 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 £1.9 million
- Over 70 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

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 (NCL) Integrated Care Board (ICB) and NCL Integrated Care System (ICS)
- 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.





## The Future

Work has recently commenced on the proposal to create a single building (Destination AUKE) which would enable a range of the Charity's operations and services, the dementia day centre and event facilities to be brought together under one roof. This need has been identified following discussions with Enfield Council who are assessing their estate portfolio.

This is an exciting and challenging opportunity for AUKE which would require significant resourcing and capital funding to see its inception and fulfilment. This is very much in its early stages and an appetite for such a project would be needed.

### **Enfield – the borough**

The borough is 12 miles from the centre of London and covers an area of 31.7 square miles. In the March 2021 census, 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. 88 different languages are spoken. Life expectancy is above the London and UK averages, but health outcomes vary significantly across the borough. It has the highest dementia diagnosis rate in London with 5% of adults over 65 in 2020 having been diagnosed.

Some of the wards are amongst the most deprived in England, while others are relatively affluent.



# Role description: CEO

## Key Information

<b>Location</b>	John Jackson Library Enfield, EN1 1DW – Hybrid working
<b>Contract</b>	Full-time (35 hours), permanent
<b>Salary</b>	Circa: £70,000 – depending on experience
<b>Annual leave</b>	25 days annual leave plus public holidays
<b>Appointment</b>	Subject to receipt of satisfactory references and DBS check and a 6-month probationary period
<b>Benefits</b>	Pension, sick pay, Simply Health (employee benefits policy)
<b>Responsible for</b>	Overall leadership and management of the organisation, staff and volunteers
<b>Accountable to</b>	Chair of Board of Trustees

The new Chief Executive will be joining Age UK Enfield at an exciting time as the Charity explores new opportunities in consolidating its physical operations and dementia centre into ideally a single location and will need to deliver the prerequisite management, structural change and funding that this will entail.

### The Purpose of the Role

- To provide forward looking strategic leadership and management of the organisation and its resources to promote and achieve the objectives of the Charity.
- To manage change and future-proof the Charity ensuring long-term success and resilience in an evolving environment.
- To support the Board in setting the vision, mission, strategic objectives and priorities for the Charity and embedding its philosophy and values.
- To be responsible overall for the financial health of the Charity and to ensure that appropriate financial and auditing systems are in place to protect the Charity's assets and its ability to successfully achieve its charitable goals
- To take the lead in the development and delivery of the business development plan effectively and efficiently

- To lead the organisational development of the Charity in terms of 'Destination Age UK Enfield', this includes moving two sites - our dementia day care centre and offices to ideally one integrated site
- 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 – and in particular, Enfield Council and NHS communities.
- To be responsible for the effective leadership and management of the Senior Management Team and the wider personnel comprising staff and volunteers.
- To ensure the Charity fulfils all its legal, statutory and regulatory responsibilities.

### **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**

- Maintain an open and productive relationship with the Chair and the Board of Trustees, ensuring that discussion and decision-making is based on accurate, timely and clear information and insight.
- 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.
- Ensure administrative support is provided to the Board and Sub-Committees
- Ensure the Charity fulfils all its legal, statutory and regulatory obligations and that major risks are regularly reviewed and systems in place to mitigate these risks.

The above will be delivered in collaboration with the three Sub-Committees - Quality, Operations and Safety; Finance and Audit; and People and Culture.



### **Leadership and management (Part in conjunction with the People and Culture Sub-Committee)**

- Lead the organisation to engage and support the Charity's vision and mission and encouraging a positive organisational culture based on its values.
- Promote innovation and learning and create an environment that attracts, retains and motivates the best people.
- Guide and support the Senior Management Team and ensure arrangements for the effective management and support of all staff and volunteers.
- Ensure all relevant personnel policies and procedures are in place and regularly reviewed and followed.
- 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 (Part in conjunction with the Finance and Audit Sub Committee)**

- Drive an effective business development strategy that aligns with a realistic funding strategy.
- Drive a strong and sustainable fundraising portfolio in line with the Charity's broad and ambitious plans that will safeguard the long-term future of its key services and assets. To include capital funding required for Destination AUKE, directing bid-writing, preparing funding bids, corporate partnership etc.
- 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.
- Ensure 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.
- Be responsible for agreeing legal contracts with all third parties and ensuring compliance with these contracts.

### **Service provision and development**

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

- Identify and record the needs of older people in Enfield and the surrounding area, including those from minority communities, taking into account diversity and equal opportunity legislation, 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**

- Ensure 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.
- 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 relations and partnerships**

- To be the principal contact and spokesperson for the Charity via all communication channels with key stakeholders in order to represent and promote the Charity and the issues and needs of older people.
- Represent and promote the Charity in order to secure further funding to support the Charity's purpose and aims.
- Ensure the Charity acts as a resource and effective source of information for older people, their relatives and carers working, where appropriately, with Integrated Care Partnerships, Primary Care Networks and other relevant health and social care providers across the Borough.
- 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.



# Person Specification

Candidates should have a proven track record of strategic leadership and an appetite for ambition for growth. They should be able to inspire the trust and confidence of the Board of Trustees, the leadership, wider operational teams and key external stakeholders. The ideal candidate will bring a wealth of experience and qualities including the following:

## Knowledge and Experience

- Proven track record of leadership and management across a range of responsibilities at senior level – ideally gained in a Charity or relevant sector context
- Substantial experience of business planning development and delivery
- Financial acumen – experience of financial management and control, including budget oversight and cost control
- Knowledge, experience and understanding of strategic planning and service development planning; including facilitation, review/evaluation and implementing organisational change
- A results-focused individual and motivator
- Track record in driving and supporting fundraising growth, developing networks and working with funding partners
- Demonstration of influencing and developing relationships with key stakeholders and senior opinion leaders including local authority or similar
- Track record as a leader of people, creating positive affirming environments for successful teams and an inclusive organisation
- Understanding of Charity governance best practice and demonstration of effective working with a Board
- Understanding /knowledge of the not-for-profit sector, and social causes and in particular, older people
- Understanding of NHS and Adult Social Care structures and processes

## Personal Attributes and Skills

- An empathy for older people and the variety of economic, social and health issues that affect them – committed to the vision and values of Age UK Enfield
- Ability to think strategically
- Collaborative and supportive leadership style; inspiring and motivating

# How to apply

[Eastside People](#) is supporting [Age UK Enfield](#) in the recruitment for this role. Please [click here](#) to apply by submitting your CV and a cover letter, which should address the points in the Person Specification.

If you would like a call to discuss the role in more detail, please email Melissa Coope at our recruitment partners [Eastside People](#) to arrange a convenient time at [melissa@eastsidepeople.org](mailto:melissa@eastsidepeople.org). Having a call of this kind will not influence the success or otherwise of your application.

We want you to have every opportunity to demonstrate your skills, ability, and potential. Please contact us if you require any assistance or adjustments so that we can help with making the application process work for you.

The closing date for applications is **Monday 4<sup>th</sup> November**. Competency based interviews will take place with Eastside People up until Wednesday 6<sup>th</sup> November.

Formal interviews with Age UK Enfield will be in three stages. A first informal conversation and interview will be mid-November, and final interview early December.





# Eastside People

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Eastside People is the trading name for Eastside Consulting Ltd. Company number: 4958922.