



Inspiring Individuals and Communities
to age and live well in Later Life

Candidate Brief

Chief Executive Appointment

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Welcome

Dear Candidate,

Thank you for your interest in becoming the next Chief Executive of Age UK Cornwall & The Isles of Scilly. For more than fifty years, our organisation has worked alongside older people across Cornwall and the Isles of Scilly, helping them remain independent, connected and able to live later life with dignity, purpose and confidence.

Today, we are recognised as one of Cornwall's leading charities and an important partner within the wider health, care and voluntary sector. Every year our dedicated staff and volunteers support well over 150,000 people financially stable organisation with an excellent reputation, committed colleagues, dedicated volunteers and strong relationships across the county.

Like every charity, we operate within an increasingly complex environment. Demand for services continues to grow as Cornwall's population ages, public finances remain under pressure and expectations around partnership working continue to evolve.

These challenges also create significant opportunities.

Following the planned retirement of our Chief Executive in March 2027, we are seeking an exceptional leader to build on strong foundations and guide the charity through its next stage of development.

Our next Chief Executive will inherit a financially stable organisation with an excellent reputation, committed colleagues, dedicated volunteers and strong relationships across the county. They will work with an ambitious Board to shape the future of our services, strengthen our influence, diversify our income and ensure Age UK Cornwall continues to play a leading role in improving later life across Cornwall and the Isles of Scilly.

We are looking for someone who combines strategic vision with operational credibility; someone who is compassionate, commercially aware and collaborative, and who can inspire confidence amongst colleagues, volunteers, partners, funders and the communities we serve.

If you share our belief that everyone should have the opportunity to enjoy a fulfilling later life as I do, we would be delighted to hear from you.

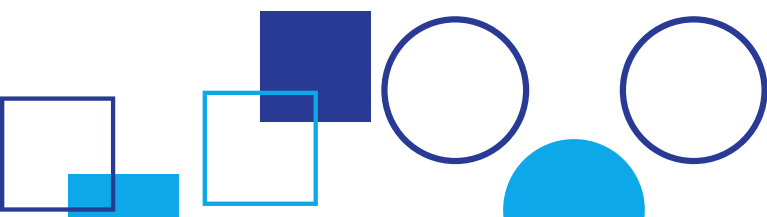
We hope this pack provides an insight into our organisation and the opportunity ahead.

Yours sincerely, Kim.



Kim Carey

Chair of Age UK Cornwall



Who we are

Age UK Cornwall & The Isles of Scilly is the county's leading independent charity dedicated to supporting older people to live well, remain independent and stay connected within their communities.

We believe later life should be a time of opportunity rather than isolation. Originally established as Age Concern Cornwall in 1972, the organisation became Age UK Cornwall in 2011 following the merger of Age Concern England and Help the Aged. Today we remain an independent local charity whilst benefiting from being part of the nationally recognised Age UK network.

This enables us to combine deep local knowledge with the strength of a respected national movement, drawing on national policy, campaigns, learning, partnerships and brand recognition while continuing to respond to the unique needs of older people.

We believe later life should be a time of opportunity rather than isolation. Everything we do is focused on enabling older people to remain independent for longer, access the support they need, maintain meaningful social connections and exercise greater choice and control over their lives.

Through our dedicated workforce, extensive volunteer network and strong partnerships across health, social care and the voluntary sector, we provide practical support alongside trusted information, advice and advocacy.

Our services reach every part of Cornwall and the Isles of Scilly, from larger towns to some of England's most rural and isolated communities.

As one of Cornwall's largest charities, we are proud to combine local knowledge with national credibility, enabling us to respond flexibly to local need whilst influencing wider policy and practice affecting older people.

Our Vision

A Cornwall and Isles of Scilly where every older person can enjoy a fulfilling, independent and connected later life.

Our Mission

To inspire and enable people in later life to live well through practical support, trusted advice, community connections and services that promote independence, dignity and choice.

Our Values

Everything we do is underpinned by our shared values.



CARING

We place people at the heart of everything we do and respond with empathy, kindness and compassion.



RESPECT

We recognise the value, dignity and individuality of every person and champion the contribution older people make to society.



INTEGRITY

We act honestly, transparently and responsibly, building trust with those we support, our colleagues and our partners.



COLLABORATION

We believe lasting change comes through working together with communities, volunteers, partners and public services.



INNOVATION

We continually look for better ways of supporting people and responding to changing needs.



EXCELLENCE

We strive for high-quality, safe and effective services that make a meaningful difference.

Our impact

Making a difference

Each year, Age UK Cornwall & The Isles of Scilly supports over **150,000** people through a diverse range of services designed to improve wellbeing, reduce isolation and enable independent living.

Last year, we had a significant impact throughout Cornwall and the Isles of Scilly, these are just a few highlights:

- More than **64,000** advice and information calls were answered.
- **Over £1 million** in previously unclaimed benefits was secured for older people.
- Nearly **4,000 hospital and home support sessions** were delivered.
- Hundreds of people avoided unnecessary hospital admission through proactive support.
- More than **76,000 transport journeys** enabled people to access healthcare and remain connected to their communities.
- Over **61,000 contacts** were made through Community Gateway.
- Hundreds of people received personalised support through health and wellbeing programmes.

Behind every statistic is an individual whose quality of life has improved through practical help, trusted advice or simply knowing someone was there when they needed support.

These links (right) shine a spotlight on two people who we supported to improve emotional health, physical and mental wellbeing.



[Lynda's Journey
a Social Prescribing Success Story](#)



[Amy's Support for Mary: A
Journey to Improve Emotional
Health and Wellbeing](#)

OUR 2025/26 Services

Our work spans a broad range of interconnected services designed to support people throughout later life. **These include:**

Community Gateway Services

Alongside our dedicated phonenumber, we've increased face-to-face support and home visits, making it easier to access free advice, practical help and local services.

By taking the time to understand what matters most to each person, Community Gateway connects people with the right support at the right time, helping them stay independent, confident and connected to their community. Our lines are open 08:00-20:00, 7 days a week, 365 days a year.

*The latest impact infographic - **link right** - provides further insights into this service.*



*A difference maker for
Cornwall - The Community
Gateway*

Community Hubs

There are three Age UK Cornwall & The Isles of Scilly Active Living Hubs - based in **St Austell, Falmouth and Newquay**. We also offer services in Truro & the surrounding areas.

Each hub provides a warm welcome and a wide range of services, activities to improve physical, emotional, and mental wellbeing - wrapping support around the person. Transport to and from our hubs can also be arranged.

OUR 2025/26 Services

Step into Wellness

This is a FREE programme designed around the NHS 5 steps to mental wellbeing. It incorporates conversation-based sessions available face-to-face, or online, where we explore different ways we can help people achieve their goals.

Together, we look at ways to widen connections and friendships or improve health and self-confidence. These sessions are also an opportunity to talk about things that might cause anxiety.



Active Living Support

Active Living Support enhances and enriches the lives of older people. It does this by offering a high-quality service that is tailored to a person's needs.

This service includes aspects of **home support, shopping, carer support, gardening, social activities, companionship, and administration.**

We pride ourselves in supporting older people and their families to alleviate stress, anxiety, and loneliness. By using a wealth of knowledge and a comprehensive training programme, our staff can deliver a safe and caring service with an emphasis on promoting independence, health, and wellbeing.



OUR 2025/26 Services

Community Transport Services

Age UK Cornwall provide a community car scheme that arranges door-to-door transport for people who have difficulty accessing other forms of public transport.

We specialise in social trips & outings, meeting friends, shopping excursions, and non-emergency appointments. We also provide Minibus Hire throughout the County and have 7 Electric Vehicles based in **Penzance, Camborne, Truro, Falmouth, Newquay, Lanivet & St Austell**. These are perfect for community trips, social outings, and group bookings.

Our latest 3-month transport impact infographic provides a snapshot of the wider support we provide.



[Transport Impact
Summer 26](#)

Benefit Support and Advice

The Age UK Cornwall Benefits Team provide an Information and Advice service to assist people with benefit support and entitlements. Our advisors are trained to help you on the following topics.

Social care – such as help finding a care home or sourcing help at home and in the garden. We partner with many different charities in Cornwall and can refer on for services.

Your income – including free benefits checks and help with attendance allowance and blue badge applications.

Your home – information on staying warm at home, home adaptations and how to prevent falls



OUR 2025/26 Services

Public Health Budgets/Household support

We take immense pride in having administered funds that not only facilitate hospital discharges but also create pathways for individuals to remain or return home and provide a range of practical support, services, and products that enhance health and wellbeing.

The Impact Infographic ([link right](#)) has been co-designed based on feedback from our clients whom we have supported over the past two years.

Since 2024, we have assisted over 1,000 individuals in accessing more than £1.1 million in Personal Health Budget funding.



[PHB Impact Infographic](#)

Social Prescribing

We have a team of dedicated, professional Link Workers based within GP surgeries, offering confidential, 1:1 support to patients referred from their GP or health care professional.

The idea behind social prescribing is to help people have more control over their own health and wellbeing, by finding ways to improve how they feel in a way that suits their needs.

Studies show that people with social prescriptions often get better and feel better faster than those treated with medicine alone.



OUR 2025/26 Services

Free Will Services

Last year, we partnered with expert estate planners, Octopus Legacy, so people can write or update their will for **FREE***. The cost of a will is now covered by us up to £150 – so individuals can write or update a simple will for free or get a will with trust at a discounted rate. While many supporters choose to include a gift in their will to Age UK Cornwall and the Isles of Scilly, there's no obligation to do so when using this service. More can be found out about this service on our website.

www.ageuk.org.uk/cornwall/get-involved/leave-a-lasting-legacy/

Stronger Together

Stronger Together is a comprehensive and tailored initiative centered around a “What matters to you” philosophy. This *10-week free program* offers weekly sessions lasting 60 to 90 minutes, delivering valuable information on enhancing your health and wellbeing. Participants can look forward to engaging discussions, activities, and goal-setting, creating a wonderful opportunity to connect with others.

The course addresses several challenging areas that individuals often face, including mobility issues and falls, nutrition and malnutrition, hydration and dehydration, mental wellbeing, and physical health.



Important note

Increasingly, our role extends beyond delivering individual services. We act as a trusted connector, helping people navigate complex systems and ensuring they receive the right support at the right time.

Our Finances

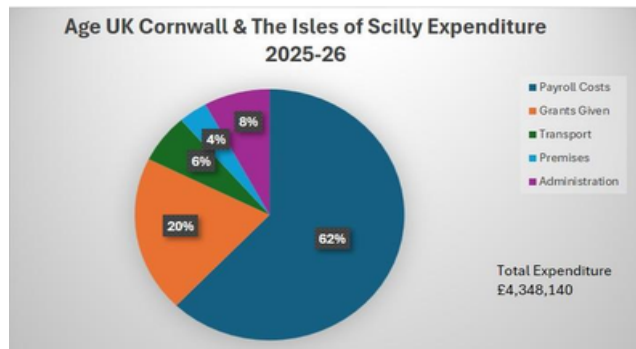
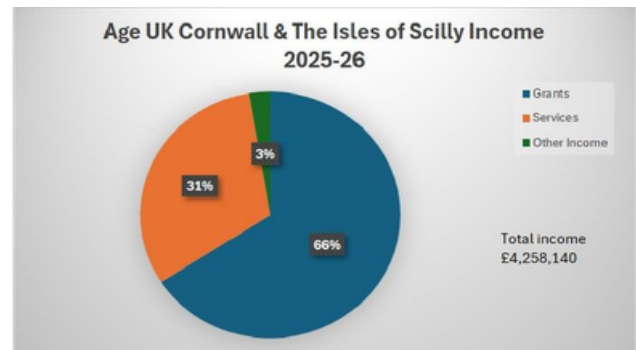
These figures below are not the audited statutory accounts of Age UK Cornwall, they represent a summary of information relating to income and expenditure.

Age UK Cornwall & the Isles of Scilly Finance Summary for 2025-26

<u>Income</u>	<u>2025/26</u>	<u>2024/25</u>
	£	£
Grants	2,803,085	2,735,818
Services	1,342,179	1,208,504
Other	112,876	103,538
Total Income	4,258,140	4,047,860
<u>Expenditure</u>	<u>2025/26</u>	<u>2024/25</u>
	£	£
Payroll Costs	2,702,953	2,499,798
Grants Given	876,166	617,736
Transport	273,924	113,704
Premises	151,529	120,684
Administration	343,568	468,857
Total Expenditure	4,348,140	3,820,779
Net Incoming Resources for the year	(90,000)	227,081
Unrealised Gain (Loss) on Investments	1,066	2,001
Movement in funds	(88,934)	229,082
Fund Balance 31 March 2025	3,119,852	2,890,770
Fund Balance 31 March 2026	3,030,918	3,119,852

Summarised Balance Sheet

	<u>2025/26</u>	<u>2024/25</u>
	£	£
Net Assets	3,030,918	3,119,852
Represented By:		
Unrestricted Funds:		
Designated Funds	764,996	858,749
General Funds	1,135,283	1,162,762
Restricted Funds	1,130,431	1,098,341
Revaluation Reserve	208	
Fund Balance 31 March 2026	3,030,918	3,119,852



The figures behind this summary have been compiled with regard to proper accounting practice. In order to provide a more simplified and summarised information some figures have been combined. We can provide a full set of audited accounts on request.

The future

Looking ahead

As the organisation continues to evolve, so too does the nature of its leadership. Age UK Cornwall & The Isles of Scilly is increasingly operating as an interconnected system rather than a collection of individual services.

Alongside delivering excellent services, the organisation is playing a growing role in influencing the wider health and care landscape, shaping partnerships, demonstrating impact and helping to design future models of support for older people.

The next Chief Executive will therefore inherit an organisation with strong foundations and significant capability, whilst also leading the next stage of its evolution. Success will be less about personally holding every answer and more about creating the conditions for others to thrive, strengthening distributed leadership, embedding strategic capability across the organisation and ensuring that evidence, learning and continuous improvement become part of everyday decision making.

Success will also depend upon building strong relationships across the wider Age UK network, nationally and regionally. The Chief Executive will represent Age UK Cornwall & The Isles of Scilly nationally, ensuring the charity both contributes to and benefits from national learning, policy development, funding opportunities and collaborative initiatives, whilst championing the needs and experiences of Cornwall and the Isles of Scilly at a national level.

The organisation is ambitious to become increasingly recognised not only for the quality of the services it delivers, but also for the insight, expertise and leadership it brings to the wider Cornwall and Isles of Scilly system. The next Chief Executive will play a pivotal role in helping to realise that ambition by strengthening influence, building partnerships and ensuring Age UK Cornwall remains a trusted and respected voice in shaping later life services across the county.

The Role

More than a CEO

It is an opportunity to shape how people experience later life across Cornwall and the Isles of Scilly. We are looking for a leader who believes that ageing well is everyone's business, someone who will inspire others to think differently about growing older and who will continue to grow and develop a charity that is ambitious, influential and deeply connected to the communities it serves. You will empower people to thrive, enable the organisation to grow, and champion partnerships that create lasting change for older people.

As the Chief Executive, you will:

Inspire leadership

- Provide inspiring leadership to the charity, ensuring that our people, our partners, and our communities continue to be united behind a shared vision.
- Embrace an environment where staff and volunteers are trusted, supported, and challenged to be the absolute best they can be. You will continue to build a culture of curiosity, accountability, and kindness, where people have the confidence to innovate and the freedom to be effective.
- Influence and shape the evolving community and neighbourhood infrastructure, creating opportunities to integrate services differently, continually adapting to strengthen and change the expectations of the VCSE, the charity, and older people.

Deliver a sustainable legacy

- Deliver quality services, understanding the impact of our work, and telling the stories that make a difference. Based on this, you will secure the long-term sustainability of the charity by developing new opportunities, strengthening relationships with Age UK national, local, and national funders and commissioners, ensuring we remain financially resilient while never losing sight of our purpose.
- Work with the Board of Trustees to ensure governance, compliance and quality are enablers – providing the Trustees with sufficient understanding, data, and knowledge to make the right decisions for the future of the charity.

Promote ageing well

- Be a visible ambassador, bringing together partners across the voluntary sector, to ensure that the Community Gateway is embedded as the simple point of contact for adults across Cornwall.
- Work with health, social care, local government, business, and the voluntary sector, you will influence thinking, shape services, and improve the lives of older people throughout Cornwall and the Isles of Scilly.
- Help change the conversation about ageing—championing the strengths, aspirations and contributions of older people and ensuring their voices influence decisions at every level.

Influence and innovate

- Understand the evidence and data to understand our services and the impact they make, and to explore new approaches to ageing well, for example transport, digital, AI, affordability, inclusivity.
- Influence decision-makers so that older people's voices shape policy, services, and communities.
- Create a culture where training, mentoring, reflective practice, learning, collaboration, and continuous improvement are part of everyday practice.
- Represent the charity with authenticity, credibility, and passion, building confidence amongst partners, funders, and the communities we serve.
- Ensure every decision reflects our values and delivers meaningful impact for older people.

Your measures of success:

- Empowering staff and volunteers to achieve their potential through coaching, trust, and inclusive leadership: measured through staff surveys, recruitment, retention, appraisal feedback, and engagement.
- Enabling the charity to grow by developing sustainable income, strong governance, and innovative opportunities: measured through income streams, trustee awareness, assurance processes, innovation, growth, and development.
- Building partnerships that deliver greater impact than any organisation could achieve alone: measured through the inclusivity of the Community Gateway, the network and strength of VCSE and community partnerships and engagement with commissioners and stakeholders.

We are looking for

Someone who:

- Inspires people through purpose rather than hierarchy.
- Creates clarity rather than controls.
- Builds leadership capacity, rather than becomes the source of every decision.
- Trusts expertise.
- Removes barriers.
- Knows when to challenge and when to step back.
- Is comfortable as a system leader, operating in the space between organisations.
- Brings people together around a shared ambition.
- Sees opportunities where others see barriers.
- Is politically aware, emotionally intelligent and values led.
- Understands data and impact.
- Listens deeply before acting.
- Gives people confidence, ownership, and belief.
- Is courageous enough to challenge the status quo while remaining collaborative and respectful.
- Believes that great organisations succeed because their people succeed.
- Can shine a light on the charity's strength as an organisation that builds the ecosystem, not just responds to it.

Job Context

Our goal is inspiring individuals and communities to age well. We recognise that each person is an individual and we put them and their lifestyle needs at the forefront of all that we do. We believe that, by enabling a person to live the life they want, to the best of their abilities, using their own motivation to achieve their chosen lifestyle, they will attain a greater sense of well-being. This, in turn, is shown to have a positive impact on their health, reducing their dependency on formal health and social care, and helping them feel more connected to the people and activities in their local community.

Every volunteer and staff member within Age UK Cornwall & The Isles of Scilly is expected to uphold and promote these values in every aspect of their role, positively influencing and challenging attitudes and practice to enable others to adopt the same values.

The above description is correct as of August 2026. The postholder is expected to undertake duties relevant to the role, some of which may develop and change over time. Therefore, this job description will periodically be reviewed and amended in consultation with the post holder.

Salary & Benefits

- **Salary – up to £67,626**
- **Full time – 5 days per week**
- **30 days holiday pro-rata for your first year which includes the bank holidays plus 1 day for your birthday (or nearest workday) and 2 days to take between 1st December and 31st January. Your holiday entitlement increases 1 day a year up to a maximum of +8 days pro-rata**
- **3% employer pension contribution**
- **Healthy Workplace Scheme (search Healthy Cornwall for more information)**
- **Health Benefits Scheme**
- **Cycle and Tech Scheme**
- **Blue Light Card Rewards**
- **Age UK discounts app**

Travel is an essential part of the role, the post-holder will therefore be required to travel independently to various venues and locations within the community in order to fulfil the requirements of the role.

The postholder will be required to adhere to the organisations Code of Conduct and demonstrate commitment to our organisational values.

Why Join Us?

This appointment offers far more than leading a successful charity. It's an opportunity to influence how Cornwall supports its ageing population.

You will lead an organisation with:

- a trusted and respected reputation
- committed staff and volunteers
- strong governance
- stable finances
- significant community impact
- ambitious plans for the future
- meaningful partnerships across Cornwall's health and care system.

Few leadership roles offer the opportunity to improve the lives of so many people whilst helping shape the future of an entire county's approach to later life.

How to Apply

For a confidential conversation in advance of your application, please contact our recruitment partner Anna Jay, MD of Public Leaders Appointments:

anna@publicleadersappointments.com

Your application should consist of a CV or bio, supported by a covering letter outlining your motivations for applying and highlighting how your skills, knowledge and experience meet the requirements of our new trustees. We recommend that each document should be no more than three pages. Please also provide contact details for two professional references who will not be contacted without your prior consent.

Applications should be sent to applications@publicleadersappointments.com **with reference 'AGEUK'**. The deadline for submissions is Midday, 20th October 2026. As part of Public Leaders Appointments' commitment to inclusive recruitment, we invite candidates to complete a short, confidential equality monitoring questionnaire. Participation is voluntary and the information is kept separate from the selection process. It is used only for anonymised reporting and to help us evaluate the reach and inclusivity of our recruitment work.

Please use Code: **AGEUK-CEO-26**

Equality monitoring: [PLA Diversity Insights – Equality Monitoring – Fill in form](#)

Timetable

- Deadline for applications: **Midday 20th October 2026**
- Interviews, Stakeholder and Team Panels (Newquay): **5th / 6th November 2026**

Age UK Cornwall is committed to equality, diversity and inclusion and welcomes applications from candidates from all backgrounds and communities.

As a values-led organisation, we are committed to creating an inclusive culture where everyone can thrive.

