



Chief Executive



# Welcome from the Chair

Dear Candidate,

Thank you for your interest in becoming Norwood's next Chief Executive.

Norwood provides a lifeline to children and families facing challenges throughout their lives. We also provide lifelong support for people of any age with learning disabilities or autism. We believe that every child, whatever their ability or circumstance, deserves the best start in life and we also believe that people with learning challenges have an equal right to enjoy independent, meaningful and inclusive adult lives. Norwood transforms lives to enable thousands of people from diverse and mixed backgrounds to grow, learn and reach their full potential.

Jewish communal values are at the heart of Norwood's services and the depth of Norwood's work in the community is truly unique. Our sector-leading services celebrate our Jewish culture and are run in accordance with Jewish values but are open to all who need our support.

This is a pivotal time for us as we look to reshape our strategy, transform our services and grow our impact. We are ambitious for the people we support and are looking for a future focused, strategic leader who will inspire all those who work and volunteer with us as well as everyone who uses our services. You will be an outcomes focused leader who can both design and execute meaningful strategy to deliver high quality services in an innovative, commercially viable and sustainable way.

Although you need not have been a chief executive before, you will be a proven strategic leader of both services and people, in a complex organisation. You will join a strong and dedicated leadership team committed to delivering excellence across the organisation. The ability to work collaboratively both internally and externally is crucial, and you will drive change and improvement, building and developing effective relationships with all our staff and stakeholders. Excellent leadership, communication and team-building skills are a must and, of course, you will also be someone who cares deeply about the wellbeing of the people we serve.

Our work is vital in supporting thousands of people and their families to achieve more than they ever thought possible. This role offers you the opportunity to do the same. If this excites you, we look forward to hearing from you.

Yours sincerely,

Neville Kahn  
Chair of Trustees

# About us

## Who we are

Norwood supports thousands of vulnerable children and their families, children with special educational needs and people with learning disabilities in London and the South East. We are dedicated to enabling them to live fulfilling and active lives, taking their rightful place as valued members of society.

From a small Mile End boarding school for poor Jewish children, we now provide support to thousands of people and their families every year. We help people take control of their lives to live as they choose, no matter what their challenges or disability. Our services are delivered to the Jewish community by a workforce made up of around 700 staff and hundreds of dedicated volunteers.

Beyond this vital frontline work, Norwood also advocates and campaigns on behalf of the incredible people we support. We do this because we believe that, regardless of the challenges they face, everyone has the right to have their experiences valued and their opinions heard.

Norwood has had over 200 years of Royal Patronage and remains the only Jewish charity to have Her Majesty the Queen as its the Royal Patron.

## Our vision

A community that works for everyone.

## Our mission

Enabling individuals with learning disabilities &/or autism and children and families experiencing challenges to live a fulfilling life.

## Our values

- Acting with Integrity - Honest, Open, Consistent
- Empowering - Every voice matters
- Being Wholehearted - Embracing everyday with passion
- Acting Responsibly - Owning your actions
- Working Together - Achieving more together





# Our services

Norwood's sector-leading services celebrate our Jewish culture and are run in accordance with Jewish values but are open to all who need our support. While our head office is in Stanmore, we support individuals living in more than thirty homes across London and Berkshire, we run a family centre in north-west London with hubs in both Hackney and Redbridge. This is to ensure that we can continue to provide localised and bespoke care and support.

Our services fall into two main categories namely: children and families facing challenges, and anyone with a learning disability or autism.

## 1. Children and Family Services

When supporting a child or young person with a learning disability or special educational needs, Norwood doesn't just consider the individual's needs but the whole family, because we recognise the impact disability can have on every member. Here at Norwood, we have a multi-disciplinary team of practitioners and a family of services designed specifically to support vulnerable children and their families, and children with special educational needs.

Find out more about our [Children and Family Services](#).

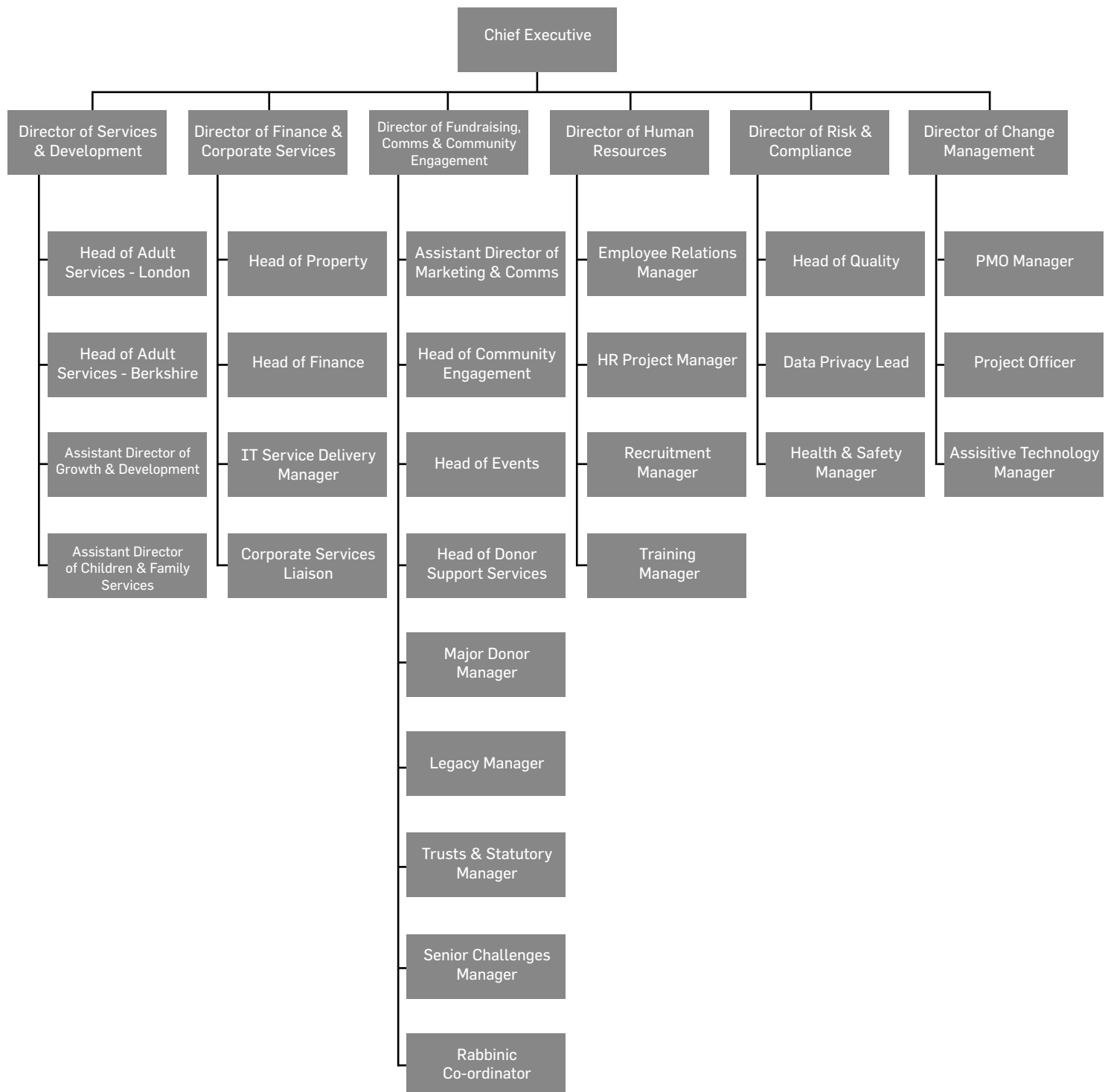
## 2. Adults Services

Within our services for adults with learning disabilities, we provide a range of accommodations to enable people to live the life they choose. Anyone aged 18 and upwards who has a learning disability and is eligible for social care support may live in one of Norwood's residential care homes, or supported living services. We can also provide outreach support to those who live in their own homes.

Find out more about our services for [Adults with Learning Disabilities](#).



# Organisational structure



# Job description

**Job title:** Chief Executive

**Reports to:** Board of Trustees

## Main responsibilities

1. The Chief Executive must hold the organisation's registration with the Care Quality Commission for all Norwood's adult services and to do that must satisfy HMRC's fit and proper person test.
2. In partnership with the Trustee Board, develop and subsequently lead the implementation of a clear, focused and financially sustainable long-term strategy for Norwood to meet the future needs of service users from across the Jewish community and beyond.
3. Ultimate responsibility for budgetary and financial management.
4. Provide inspirational leadership to the team of Directors, Norwood's workforce and lay leaders.
5. Represent the organisation externally to key stakeholders.
6. Provide operational leadership for the whole organisation, including services.
7. Ensure compliance with legal and regulatory requirements.
8. With the Chair and Trustees, ensure that Norwood's reputation is nurtured and sustained.

## Strategy and Business Planning

- Working with the Trustees and senior leadership team, develop Norwood's short and medium term strategy with clear directions of travel for both Children's and Adult services.
- Working with the senior leadership team, develop sustainable business plans to execute the strategy.
- Ensure that the business plans are performance managed through a series of KPIs and regularly reported to the Board with remedial actions where necessary.
- Ensure that all risks within the business plans are identified and mitigated where possible.
- Keep up to date with regulation and legal changes and assess the impact of government policies, including green and white papers.

## Financial Management

- Ensure that financial planning and budget management are key to the organisations business, providing leadership with the Director of Finance and Corporate Services.
- Work with Directors to assess the impacts of external changes e.g. from government, HMRC, legislation, local government, market forces or regulators.
- Develop a close working relationship with the Joint Treasurers for strategic financial planning and monitoring of management accounts.
- Ensure that all in year spend over and above the agreed budgets is scrutinised and challenged and discussed with the Joint Treasurers in advance of spend.

## Leadership and Influence

- The Chief Executive is the figurehead for the workforce and therefore must be visible, accessible and inspirational, leading all organisation wide programmes.
- Clear and directional support for the senior management team.
- Command the respect and support of the Board.
- Develop beneficial working relationships with all key stakeholders including local government, local authorities, communal organisations, care sector providers, lay leaders, donors and foundations and the press.
- With the Chair, draft Trustee agendas and ensure that clear and concise papers are presented to the Board to enable informed decision making.
- Keep the Board and lay leaders informed of significant developments and concerns, or anything whereby they may be asked questions by any stakeholders or the public.
- Managing and owning the expectations from a variety of stakeholders which may all be very different.



## External

- Represent the organisation when asked which will include with government, local authorities, communal events, parents and family committees, communal organisations, visiting government and charities from overseas.
- Represent the organisation in cross-communal and cross-organisational work.
- Attend CE fora at the Jewish Leadership Council, Board of Deputies, Voluntary Organisations Disability Group and Anthony Collins briefings.

## Operational

- Manage the operations of the organisation through the senior management team, ensuring that clear expectations and KPIs are in place and performance managed.
- Ensure that the identification of risk and mitigation are at the forefront.
- Ensure that appropriate processes, procedures and policies are in place to provide for good governance and compliance.
- Be watchful that all Board sub-committees are kept fully informed of all aspects of operations that fall within their remit and that sufficient information is clearly presented to enable decision making.
- Provide regular supervision, leadership and mentoring to direct reports.

## General

- To maintain confidentiality at all times and to ensure respect for, proper observance of and adherence to Norwood's confidentiality policy for all staff.
- To attend regular supervision sessions with the Chair.
- To take all reasonable care of the health and safety of yourself and of other persons who may be affected by your acts or omissions. As regards to any duty or requirement imposed upon the organisation by or under any of the relevant statutory provisions, to co-operate with the organisation as far as it necessary to enable that duty or requirement to be performed or complied with.
- To report to the Health and Safety Manager either serious risks or concerns over safety issues.
- To work collaboratively with volunteers to ensure that their contribution enhances quality of service provision and support across the organisation.
- To maintain a standard of dress that is appropriate to role and in accordance with the organisation's dress policy.
- To work at any other Norwood location, as and when required.
- To undertake all and any other duties which are consistent with the post including out of hours, weekends and public holidays.



## Knowledge and experience

- A trusted and respected leader with a strong and successful track record of leadership in a comparable organisation, ideally as Chief Executive or Executive Director.
- Demonstrable experience of influencing and developing partnerships with a range of senior external stakeholders to deliver impact.
- A strong track record of leading and developing high-performing multi-disciplinary professional teams.
- Experience of working with a Board and of developing and maintaining robust governance, including risk strategy and management, and financial management. Charity governance experience would be desirable.
- Experience of public speaking, including media appearances and comfortable in front of the camera, on a stage and at events.
- A record of innovative achievements in partnership and joint working with external bodies, business and the communities.
- Demonstrable track record of setting and leading organisational strategy and making key decisions with an eye for detail.
- Evidence of accountability for complex budgets with strong commercial and financial acumen.
- Understanding of the role of data and digital in driving organisational developments and particularly in relation to supporter engagement with an ability to effectively lead this as CEO.
- An understanding of income generation and fundraising, with direct experience of building high value alliances that secure financial and wider support across commercial and fundraised income sources.

## Desirable

- Experience of working in local authorities, the NHS or the voluntary sector.
- Masters or professional qualification.

## Skills and abilities

- Proven ability to create and maintain a high performing partnership with Trustees and senior volunteers, characterised by mutual trust and respect and with high levels of support and challenge.
- Highly effective leadership skills – able to develop and implement organisational vision and strategic plans effectively and inspire cultural and behavioural change.
- Ability to effectively lead to financial sustainability, and able to make sound use of financial controls and metrics in support of this goal.
- A digital champion able to harness the opportunities created by social and technological advances to deliver outstanding impact for our stakeholders.
- Creativity to develop new ideas for delivering our work and championing our voice.
- Exceptional stakeholder skills with the sensitivity and care to work across a diverse stakeholder community.
- Collegiate and collaborative, with the ability to build a strong team committed to our purpose.
- Demonstrable commitment to advancing the equality and diversity agenda.

## Desirable

- Relationship management and collaboration with national/local government, donors, Jewish communal organisations.
- Knowledge of learning disability, SEND, social care or autism.
- Knowledge and understanding of the Jewish community.

## Styles and behaviours

- An understanding and sensitivity towards people with special educational needs and learning disabilities.
- An inclusive leadership style – self-aware, grounded, energetic and pragmatic.
- Sound judgement and cultural sensitivity; demonstrates emotional intelligence and is empathetic in approach to others.
- The personal authority and credibility to command wide respect and confidence, internally and externally.
- Evidence of a positive and proactive attitude, motivated and intellectually sharp.
- Strong personal commitment to the mission, values and priorities of Norwood.



# Terms of appointment & How to apply

## Salary

The salary for this role is £120,000 - £130,000 per annum depending upon experience on a full-time permanent basis.

## Location

Hybrid working. The role is based in Broadway House, Stanmore.

## Pension

10% defined contribution scheme.

## Annual leave

25 days annual leave plus Jewish holy days and UK bank holidays.

**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](mailto:juliet.brown@starfishsearch.com) and we will be happy to arrange a call. To make an application, please go to <https://starfishsearch.com/jobs/norwood-ce/> 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 also 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.

Please let us know if you have any special requirements which we might need to consider in relation to any aspect of the selection process – any requests will not be taken into account in the selection process. Please let us know if you would like to receive this information in a different format.

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|----------------------------------------------|-------------------------------|
| <b>Closing date:</b>                         | Friday 19th August 2022       |
| <b>Preliminary interviews with Starfish:</b> | w/c 22nd and 29th August 2022 |
| <b>Interviews with Norwood:</b>              | w/c 12th September 2022       |