



RECRUITMENT PACK

DIRECTOR OF SERVICES & DEVELOPMENT

WELCOME FROM THE CHAIR

Dear Candidate,

Thank you for your interest in becoming Norwood's next Director of Services and Development.

Norwood provides a lifeline to children and families facing challenges due to learning difficulties, or wellbeing issues and 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 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.

As a Director of Services and Development, you will be a proven strategic thinker comfortable operating with both Senior Management and the Board in a complex organisation. You will have management experience in a commercial social care provider organisation and good commercial knowledge, both residential and supported living. The ability to work collaboratively both internally and externally is crucial, and knowledge working with adults with learning difficulty/autism are specified. Excellent communication, strategic thinking and proven ability to lead a team of diverse individuals are a must and, of course, you will also be someone who cares deeply about the wellbeing of the people we serve.

You will work with the Chief Executive, Senior Management colleagues, and the Board of Trustees to determine the forward-thinking direction of the charity, as well as contributing to the development of corporate strategy and policy.

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.

OUR VISION AND MISSION

We believe people should live the life they choose – maximising their potential.

Our mission is to provide the Jewish and wider community with high-quality, responsive services focusing on children and their families facing unique challenges, children and young people with special educational needs, and people with learning disabilities and autism.

OUR VALUES

- Empowering – we empower the people who use our services to maximise their potential.
- Professional – we always maintain professional standards and codes of conduct with all stakeholders and strive to provide excellence throughout the organisation.
- Supportive – we are an organisation that is supportive to all those who turn to us, our workforce and all our stakeholders.
- Honourable – we are honourable in the way we carry out our business.
- Innovative – we will always innovate and find new approaches and practices to benefit the whole organisation and those we support.

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.

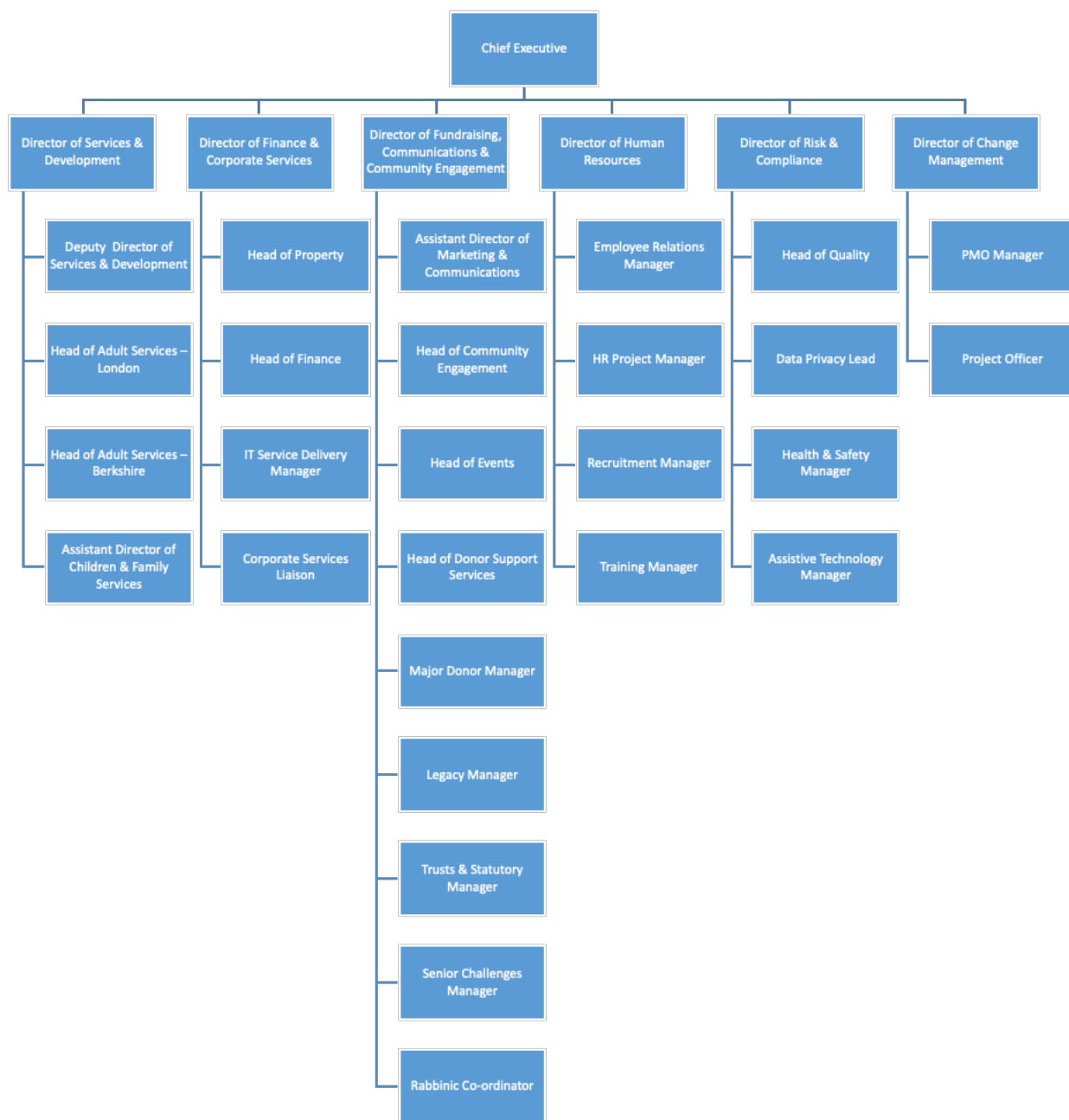
Find out more about our [**Children and Family Services**](#).

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 or supported living homes. 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 CHART



JOB DESCRIPTION

Job title: Director of Services and Development

Reports to: Chief Executive

Responsible For: Deputy Director of Services & Development
Assistant Director of Children & Family Services

MAIN RESPONSIBILITIES

1. To work with the Chief Executive, Senior Management colleagues, and the Board of Trustees in determining the strategic direction of the charity; contribute to the development of corporate strategy and policy formulation.
2. To provide vision, leadership, and direction to the Services & Development function ensuring that all services are delivered to the highest standard, and are consistent with the principles and values of personalisation, independence, enablement, and social inclusion.
3. To play a leading role in the charity's transformation and change agenda, ensuring that a culture of continuous improvement and efficiency is embedded in all service design and delivery.
4. To facilitate and lead senior managers and services staff in their collaboration with other departments, key stakeholders, and users of services; to promote creative and innovative ways to deliver services that meet the needs of the people supported.
5. To design and develop innovative approaches to:
 - a. **Adult LD & Autism Services** – to champion nationally recognised best practice approaches such as inclusion, personalisation and enablement; to ensure the development of excellent stakeholder communication throughout the services, from commissioning representatives to family members; to maximise income opportunities, and promote operating efficiencies.
 - b. **Children & Family Services** – to identify and develop services to address current and emerging needs within the Jewish community that Norwood seek to support; to create a pathway for those with learning challenges from birth through adulthood including creation of a robust transition service to identify and plan for future demand for accommodation services.
6. Oversee the leadership and management of Norwood's day to day operations through the implementation of the strategic plan, ensuring that managers and other staff are equipped with the appropriate resources, advice and knowledge to ensure services comply fully with regulatory requirements and best practice. This includes participation in and assurance of, the out-of-hours arrangements in support of the 24-hour nature of service delivery.
7. To develop and deploy effective management information systems and produce timely and accurate reporting of performance ensuring robust monitoring of the financial performance of all services.
8. To act as an ambassador for the charity, to attend meetings and events, present to external bodies, providing expertise and specialist advice.
9. Within the framework of Health and Social Care legislation, safeguarding procedures, and general good practice, to ensure that all services are safe and of high quality, such that that risks are recorded, mitigated, reviewed, and reported on as required.
10. To understand the Jewish context of Norwood's services and ensure the provision of services meets all related requirements.

1. To maintain confidentiality at all times and to ensure respect for, proper observance of, and adherence to the charity's confidentiality policy for all service users and staff.
2. To attend supervision sessions with the Chief Executive, hold regular team meetings, and undertake relevant training as and when required.
3. To take all reasonable care of their health and safety, and that of other persons who may be affected by their acts or omissions. As regards to any duty or requirement imposed upon Norwood by or under any of the relevant statutory provisions, to enable that duty or requirement to be performed or complied with.
4. To work collaboratively with volunteers to ensure that their contribution enhances quality of service provision and support across the organisation.
5. To undertake any other duties as required, consistent with the seniority and responsibilities of the post.
6. To work at any other Norwood location, as and when required.

This Job Description is not an exhaustive list of duties, responsibilities, and characteristics and is subject to change in accordance with the needs of the charity.



PERSON SPECIFICATION

KNOWLEDGE AND EXPERIENCE

1. Management experience in a commercial social care provider organisation, or good commercial knowledge of the provision of accommodation services (both residential and supported living) for adults with a learning difficulty or autism.
2. Leadership, or instrumental involvement, in the development and delivery of Children & Family services including in a not-for-profit context.
3. Track record of delivering high quality, person-centred care and outcomes with an emphasis on enablement and independence.
4. Experience of growing LD & Autism accommodation services, including contract bidding and tendering; ability to work at a strategic level with local authority and health commissioners.
5. Expert understanding of the challenges in working in a CQC regulated environment; knows what 'Good' and 'Outstanding' looks like and is assured in dealing effectively with safeguarding issues.
6. Knowledge and proven experience of working in partnership with internal and external stakeholders to develop and deliver improved services and performance.
7. Knowledge of successfully managing performance, of setting and monitoring measures that reflect organisational objectives and service users' goals.
8. Knowledge and experience of working with the public sector combined with a firm grasp of the wider policy agenda.
9. Leadership experience within a complex organisation with demonstrable experience of engaging with and motivating multi-disciplinary staff teams.

SKILLS AND ABILITIES

1. Strategic thinker: comfortable operating at Senior Management / Board level; pragmatic and emotionally intelligent.
2. Proven ability to lead a team of diverse individuals through clear and supportive leadership.
3. Innovative by nature and a champion of leading edge care management systems and assistive technology to the benefit of service users, wider stakeholders, and the organisation.
4. Commercially aware with the ability to operate at both a strategic and operational level.
5. Strong in human resource management, team building and people development.

VALUES AND BEHAVIOURS

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

TERMS OF APPOINTMENT

SALARY

The salary for this role is c. £100,000 per annum depending upon experience, on a full-time permanent basis.

LOCATION

Broadway House, 80-82 The Broadway, Stanmore, HA7 4HB

HOURS

35 hours per week – hybrid work pattern

PENSION

5% defined contribution scheme.

ANNUAL LEAVE

21 days annual leave plus UK bank holidays and Jewish festivals and high holy days.

HOW TO APPLY

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 and we will be happy to arrange a call.

To make an application, please go to <https://starfishsearch.com/jobs/norwood-dir-ser/> 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.

Closing date	January 31st 2023
Preliminary interviews with Starfish	w/c 13th February 2023
Final panel meeting	early/mid March 2023