



Trustee Information Pack

Welcome

Thank you for considering becoming a Trustee at Norwood.

This document will help you understand who we are, how we are governed and how we operate. More importantly, it will help you see the difference Norwood makes every day to the children, adults and families who rely on us.

Norwood is the UK's oldest Jewish charity and for more than 225 years has evolved to meet the changing needs of our community. Our mission is to empower neurodivergent Jewish people and their families to live fulfilling lives in communities that value them.

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Focused on neurodivergent children and their families, and adults with neurodevelopmental disabilities, we do this through comprehensive adult services, and spWe do this through comprehensive adult services, and specialist, wraparound children and family services, guided at all times by our values of Kindness, Respect, Belonging and Empowerment.

This is a pivotal moment for us. We are one year into delivering our strategy which is committed to ensuring we remain best placed to deliver best-in-class support and services whilst campaigning for positive change within our community.



The social care landscape is challenging with significant funding pressures, whilst there is fast-growing demand for our service. The role of Trustee, therefore, carries both responsibility and opportunity. Your insight, oversight and constructive challenge will help ensure Norwood remains financially strong, well governed and focused on impact.

If, as you read this, you feel aligned with our mission and believe you can contribute to our future, I encourage you to apply. If you would prefer an informal conversation first, please contact Obinna at Obinna.Chijioke@norwood.org.uk, and he will arrange for you to speak with one of our Trustees.

Your leadership could help shape the next chapter of Norwood's story and our community.

With best wishes,



Miles Webber
Chair

A handwritten signature in black ink, appearing to read 'Miles Webber', written in a cursive style.

Why Norwood?

Every day, across our homes, services and community programmes, we help neurodivergent children, their families, and adults with neurodevelopmental disabilities live their best lives as part of their community.

We believe that everyone deserves dignity, choice and the chance to thrive. Norwood's 29 supported living and residential care homes support adults with neurodevelopmental disabilities while our children and family services provide comprehensive, wraparound services to neurodivergent children and families. We work closely with partner organisations across the community and central to our mission is the creation of more inclusive communities for the future.

Trustees play a vital role in making sure the charity remains strong, sustainable and responsive to changing needs. By providing oversight, thoughtful challenge and strategic guidance, Trustees help ensure services are safe, high quality and focused on where they make the greatest difference. Their leadership helps protect public trust and ensures Norwood continues to grow and adapt for the future.



Map of Norwood Services

Norwood Values and Behaviours

As a Norwood Trustee, you are a custodian of our culture.

This means providing constructive challenge with compassion, making decisions that protect dignity and inclusion, and ensuring every action strengthens trust with the people and communities we support. Living our values in governance ensures that Norwood remains safe, ethical, and focused on enabling people to live their best lives.

Kindness טוֹן <i>(Chessed)</i>	Respect כבוד <i>(Kavod)</i>	Belonging ביתנו <i>(Beitenu)</i>	Empowerment חיים <i>(Chayim)</i>
We create environments where everyone can thrive	We respect people's human rights and act with integrity	We pride ourselves on being a Norwood family	We enable people to reach their potential

Our Behaviours

Empathy, we understand diverse perspectives and experiences

Compassion, we are considerate of others and are generous of our time

Supportive, we build and maintain positive relationships

'The world is built with loving kindness'
(Psalms)

Dignity, we value and respect people, recognising their right to choice

Integrity, we do the right thing even though no one may be watching

Fairness, we treat others how we would wish to be treated ourselves

'Who is respected? One who respects everyone they meet.'
(Ethics of the Fathers)

Trust, we build a safe environment for people to flourish

Inclusivity, we value difference and celebrate diverse voices

Collaboration, we connect with others to form a positive community

'All people are responsible for one another'
(Talmud)

Accountability, we make a positive impact and get things done, owning our actions and decisions

Innovation, we encourage people to be curious, take opportunities and learn from experiences

Ambition, we strive for success in everything we do

'Choose life, so that you and those after you may live'
(Deuteronomy)

Board of Trustees

Norwood is governed by a Board of Trustees responsible for ensuring the charity is well governed, financially sustainable and delivering its charitable objectives.

The Board provides strategic leadership, oversight and accountability, ensuring strong governance structures are in place and that organisational risk, performance and impact are carefully monitored.

Board Purpose Statement

Trustees ensure the right governance structures and processes are in place to enable the organisation to achieve its vision through appropriate oversight of the delivery of the strategy while maintaining its core values. Trustees work in partnership with the Chief Executive and Executive team, offering guidance, constructive challenge and independent judgment to support effective decision-making.

The Board is composed of experienced leaders drawn from diverse professional backgrounds including public service, health and social care, law, finance, corporate affairs and community leadership.

Trustees bring a mix of professional expertise and lived experience, helping ensure Norwood remains responsive to the needs of the communities it serves.

Board Responsibilities Include:

- Safeguarding Norwood's mission and charitable purpose
- Setting and overseeing strategic direction
- Ensuring financial stewardship and regulatory compliance
- Monitoring risk, performance and reputation
- Supporting fundraising and stakeholder engagement
- Upholding Norwood's values and governance standards

Trustees share collective responsibility for decisions and act independently in the best interests of the charity.

Norwood Strategy

We launched our new strategy in January 2025 based on four pillars: Open Front Door, Children & Family Services (CFS), Transition Services, and Adult Services.

Pillar 1: Open Front Door



The Open Front Door, will offer a person-centred, needs-based advice and triage service, a 'one stop shop' for children and family care needs within the community and operated in partnership with other community organisations.



Pillar 2: Families with a neurodivergent or neurodevelopmentally disabled child.



CFS will deliver a whole-family, strengths and needs-based model to empower neurodivergent children and their families to lead fulfilled Jewish lives. We are also committed to being a partner and leader in the Jewish neurodiversity and special educational needs and disabilities (SEND) space.

Pillar 3: Our transition support



Transition Services will prepare neurodivergent young people and those with neurodevelopmental disabilities for adult life as early as possible, so that they can seamlessly develop the skills and knowledge they need to exercise choice and control over their lives. As the only Jewish provider with such extensive children's and adult services, we are uniquely placed to provide this vital support.

Pillar 4: Our offer for adults



Adult Services will transform and grow our provision for adults with neurodevelopmental disabilities by further modernising our practices, providing more and better supported living and residential care homes.

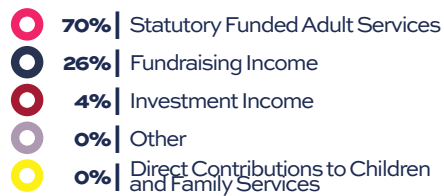
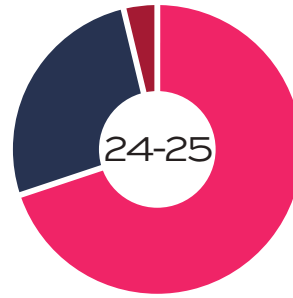
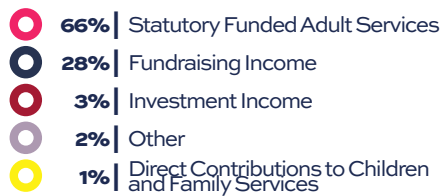
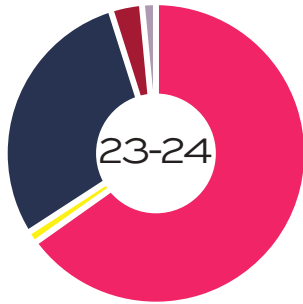


At a Glance: Norwood Financials

Income

Total | 2023-24: £34 | 2024-25: £34.4m

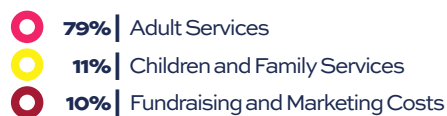
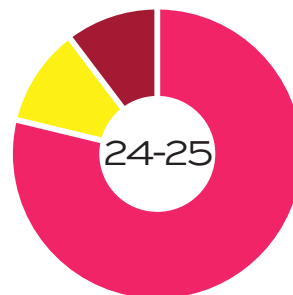
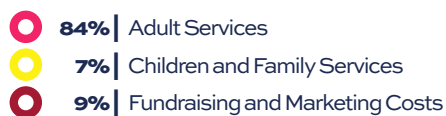
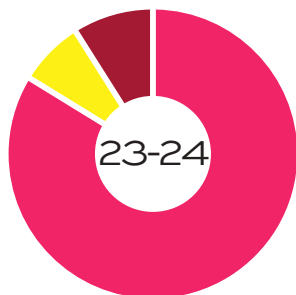
Where Our Money Came From



Expenditure

Total | 2023-24: £33.7m | 2024-25: £32.1m

Where Our Money Was Spent



Governance in Practice

The Board combines strategic oversight with sector expertise to ensure Norwood continues to deliver high-quality services supporting neurodivergent children and their families, and people with neurodevelopmental disabilities.

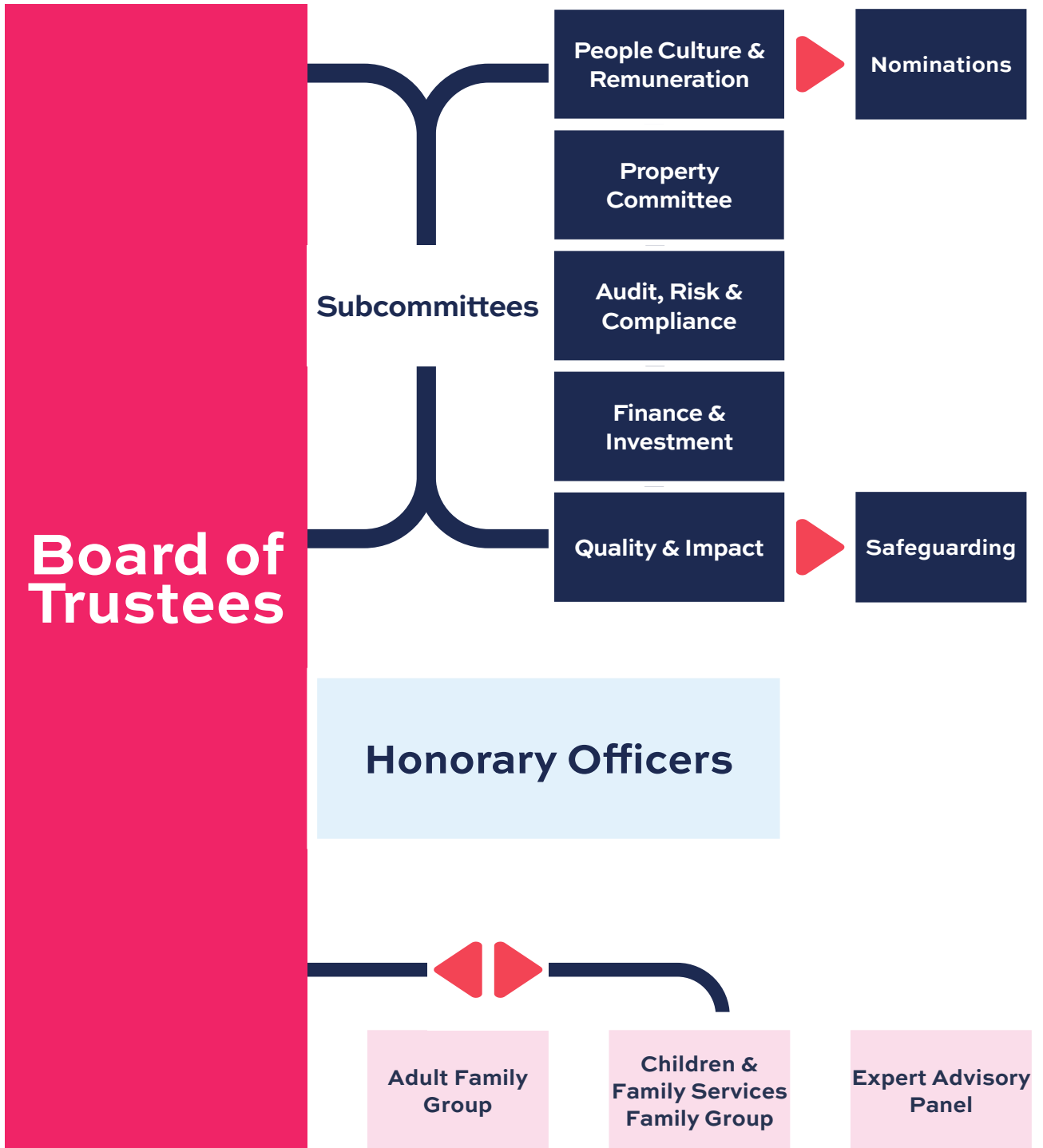
Trustees act as ambassadors for the charity and support its long-term sustainability through stewardship, advocacy and community engagement.

The Board is supported by sub-committees that oversee specific areas of Norwood's operations. Trustees are expected to serve on at least one sub-committee.

The Board is also supported by a team of Honorary Officers, who bring their wisdom and knowledge to Norwood. They are the best of Norwood's ambassadors and offer their advice and guidance on a voluntary basis.

To ensure that the voices of the people we support are represented in our governance framework, we have established two Family Groups that feed directly into the Board as well as an Expert Advisory Panel to help shape the future development of our services, ensuring they remain evidence-led, aligned with best practice, and responsive to lived experience.

Governance Structure



Role Description

Trustees are responsible for the overall governance and strategic direction of Norwood, ensuring the charity is solvent, well-run and delivering its charitable objectives.

Key responsibilities include:

- approving and guiding strategic priorities
- monitoring performance, finances and risk
- ensuring compliance with charity and company law
- overseeing policies, governance and accountability
- appointing and supporting the Chief Executive
- contributing expertise and independent judgement
- acting as ambassadors for Norwood

Trustees must act with honesty, integrity and independence and always in the best interests of the charity.

What we are looking for

We are seeking individuals who bring significant relevant experience, strategic insight, sound judgement and a commitment to strong governance.

We welcome expertise in:

- social care or safeguarding
- finance, audit or risk
- HR, workforce or organisational development
- governance and regulatory compliance
- public policy and influencing
- fundraising and partnerships
- links with Jewish community organisations
- community leadership or lived experience

Personal qualities

We are looking for people who:

- demonstrate integrity, independence and good judgement
- share commitment to Norwood's values
- think strategically and contribute constructively
- respect confidentiality and governance boundaries
- support collective decision-making
- act as ambassadors for the charity

Trustees should be prepared to contribute time and insight to support the organisation's success.

Time Commitment

- Four Board meetings per year (face-to-face)
- Participation in at least one sub-committee (Teams)
- Preparation for meetings and ongoing engagement
- Occasional attendance at events or representation opportunities

This is an unpaid voluntary role. Reasonable expenses are reimbursed.

How to Apply

To express interest, please submit:

- a supporting statement outlining your interest and relevant experience, and
- a CV or professional profile.

Closing date: 13th April, 2026

Interviews: From week commencing 20th April, 2026

Safe Recruitment: Norwood is committed to safeguarding and promoting the welfare of the children, young people, and adults we support. This role is subject to safer recruitment checks in line with CQC Regulation 19, and appointment is conditional upon satisfactory background checks, including Right to Work in the UK and a DBS check appropriate to the role.

For an informal conversation, or to arrange to speak with one of our Trustees, please email:

Obinna Chijioke,

Obinna.Chijioke@norwood.org.uk

NORWOOD

Taking on life together



Norwood.org.uk



Patron HM King Charles III |
Registered Charity No. 1059050