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**HR Advisor**

**Candidate Recruitment Pack**



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Dear Candidate,

## HR ADVISOR RECRUITMENT

First of all, thank you for your interest in this opportunity. We are currently an £8m turnover children's communication charity with aspirations to grow and you would be joining us at a very exciting time. In short:

- We are about to embark on developing a new three-year plan.
- We are investing in our influencing work, using our *Bercow: 10 Years On* work as our key influencing campaign.
- Our schools are consistently recognised as Ofsted 'Outstanding'!
- We are growing our speech and language advisory work and are currently delivering a range of workforce development and parent support programmes.
- We are investing in our support services.

The last financial year (2018/19) has just come to a conclusion and we have succeeded in outperforming our income target by around £0.8m, so there is much to build upon. Our plan is to deliver £8.55m of income in this new financial year.

You can read all about who we are, why we exist, what we do, how we are structured, why we think this is a great place to work and our reward proposition in this pack. In addition, you will find more detailed information about the role we are filling.

This post is newly-created to reflect the growing nature of our organisation. It is part of a multi-disciplinary team of fifteen people responsible for delivering support services, selling our children's communication interventions and the marketing, press relations, and social media interventions of the charity. In addition, we are starting our thinking on digital, organisational transformation and public affairs, so a really exciting time to join us

A summary of our business plan for 2019/20 is detailed as part of this pack.

Our people plan for 2019/20 is to:

- Conduct a root and branch pay review.
- Start delivering a new management development programme.
- Improve the way we recruit.
- Introduce three new internal communication channels.
- Complete a three-year review of employment policies.
- Review the appraisal system in early 2020.
- Focus on supporting HR initiatives in our two schools.

In addition, business as usual activity around managing payroll, supporting employee relations casework and managing recruitment campaigns means that this is a busy role suited to a good HR generalist who is able to juggle the day to day work with a small number of HR improvement initiatives



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and projects. A big agenda ahead but one where we work with a small number of associates, so we are not alone!

You will be someone who enjoys variety but also a number of regular and more routine responsibilities.

I am a qualified HR professional myself, so ensuring we have a contented and productive workforce is something I am passionate about. So, do look at this pack carefully and decide whether you would be interested in being part of our journey.

Application is by CV and a covering statement of no more than two sides of A4 aligned to the recruitment advertisement. We are looking to interview on 13 and 15 May 2019. If you are not available on these dates and you meet the criteria, we will do our utmost to see you but we cannot guarantee this.

I very much look forward to hearing from you!

Warm Regards,

Steve Williams  
Director of Corporate Services



## WHO WE ARE AND WHY WE EXIST

I CAN is the leading children's communication charity in the United Kingdom and we were originally formed in 1888.

Our mission is that no child should be left out or be left behind because of a difficulty speaking or understanding.

Our vision is a world where all children have the communications skills they need to fulfil their potential.

Our values reflect that language skills are vital for children to survive and thrive, since language is the foundation for all relationships and learning. Our values are child-centred, communication, expert, innovative, involving and transparent.

Our objectives in our Three-Year Plan (2017-2020) are to:

- Double the number of children I CAN reaches through its schools and social enterprise.
- Use our expertise, evidence base and workforce programmes to demonstrate how children's lives can be improved, thereby influencing government and other organisations to increase and enhance services to thousands more children and their families across the UK.

Communication is crucial. The most fundamental life skill for children is the ability to communicate. It directly impacts on their ability to learn, to develop friendships and their life chances.

Speech, language and communication skills are vital to every person: for brain development in the early years and our attachment to others, for expressing ourselves and understanding others, for thinking and learning, for social interaction and emotional wellbeing, in school, as part of society and in the workplace. Yet the importance of these skills sadly continues to be underestimated.

More than 1.4 million children and young people in the UK have speech, language and communication needs (SLCN). Language disorder alone is one of the most common disorders of childhood; affecting nearly 10% of all children and young people. In areas of social disadvantage this number can rise to more than 50%. Poor understanding of and insufficient resourcing for SLCN means that too many children and young people receive inadequate, ineffective and inequitable support, impacting on their educational outcomes, their employability and their mental health.

In March 2018, we published *Bercow: 10 Years On* which has provided I CAN with the strongest influencing platform it has produced in several years. The report, developed in partnership with the Royal College of Speech and Language Therapists (RCSLT), provided a state of the nation analysis of the level and quality of support children are receiving. We are continuing to work to influence public policy.

So, what are the statistics telling us?

- Just 26% of young children with SLCN made expected academic progress in the Early Years Foundation Stage compared with 69% of all children.



- Just 15% of pupils with identified SLCN achieved the expected standard in reading, writing and mathematics at the end of their primary school years compared with 61% of all children.
- Only 20% of pupils with SLCN gained grade 4/C or above in English and Maths at GCSE compared with 64% of all pupils.
- 81% of children with emotional and behavioural disorders have unidentified language difficulties.
- Young people referred to mental health services are three times more likely to have SLCN.
- Children with poor vocabulary skills are twice as likely to be unemployed when they reach adulthood.
- At least 60% of young offenders have delayed language issues.

Sadly, there are now untold millions of people who are navigating their way through life with unidentified and unsupported SLCN. Many of these people struggle to find work, experience debilitating mental health issues and disproportionate numbers end up in the justice system. With severely limited life chances, people with SLCN are being marginalised and neglected by society. This is why I CAN exists as a charitable organisation.

Join us and help up to make a real difference here!



## WHAT WE DO

Our key activities include:

- Running two Ofsted 'Outstanding' residential special schools to support children and young people with the most severe and complex language needs.
- The development and distribution of interventions to support individual children and groups of children with delayed language – currently implemented in over 5,000 nurseries, children's centres and schools.
- Direct support to over 1,300 parents of children with SLCN each year through a dedicated telephone and skype enquiry service where they receive advice from a qualified speech and language therapist, as well as access to our online portal, I CAN Talking Point.
- The management of The Communication Trust; a consortium of over 50 charities with a responsibility for supporting children with SLCN.
- The provision of clear and robust evidence from our work to government and policy makers to influence practice and policy across the UK, in support of all children who have language difficulties.
- Working in partnership with other organisations, campaigning for better information, advice and improved services to the hundreds of thousands of children and their families not receiving the speech, language and communication support they need.
- The delivery of speech and language programmes aimed at the nation's workforce responsible for the education and care of children with SLCN.

Supporting our front-line workforce, we have a Trustee Board, a Senior Management Team, two School Leadership Teams and a range of professional functions in the areas of income generation, sales, marketing, monitoring and evaluation, communications, project management, finance, office management, health and safety, cleaning and catering, and human resources. All of us aim to improve the life changes of children with SLCN.

We employ approximately 160 staff, and growing, across three main sites in Central London, Surrey and the East Midlands, as well as several home-based workers.

We are about to embark on an exciting new three-year plan taking us to March 2023 and beyond, so this is a really exciting time to join us.

There are a number of websites where you may find some useful information about us.

Our general I CAN website	<a href="https://www.ican.org.uk/">https://www.ican.org.uk/</a>
Our Shop website	<a href="https://www.icancharity.org.uk/">https://www.icancharity.org.uk/</a>
The Communication Trust website	<a href="https://www.thecommunicationtrust.org.uk/">https://www.thecommunicationtrust.org.uk/</a>
I CAN's Talking Point website	<a href="http://www.talkingpoint.org.uk/">http://www.talkingpoint.org.uk/</a>
The Bercow Ten Years On website	<a href="https://www.bercow10yearson.com/">https://www.bercow10yearson.com/</a>
Meath School website	<a href="https://www.meathschool.org.uk/">https://www.meathschool.org.uk/</a>
Dawn House school website	<a href="https://www.dawnhouseschool.org.uk/">https://www.dawnhouseschool.org.uk/</a>



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There are lots of interesting resources on each of these websites, which we are in the process of overhauling, so do have a look through and download any information you would find helpful.

Our organisational plan for 2019/20 is built around four key themes of **supporting children with SLCN, bringing about changes to services, building strong partnerships and collaboration** and **building a high performing and agile organisation**.

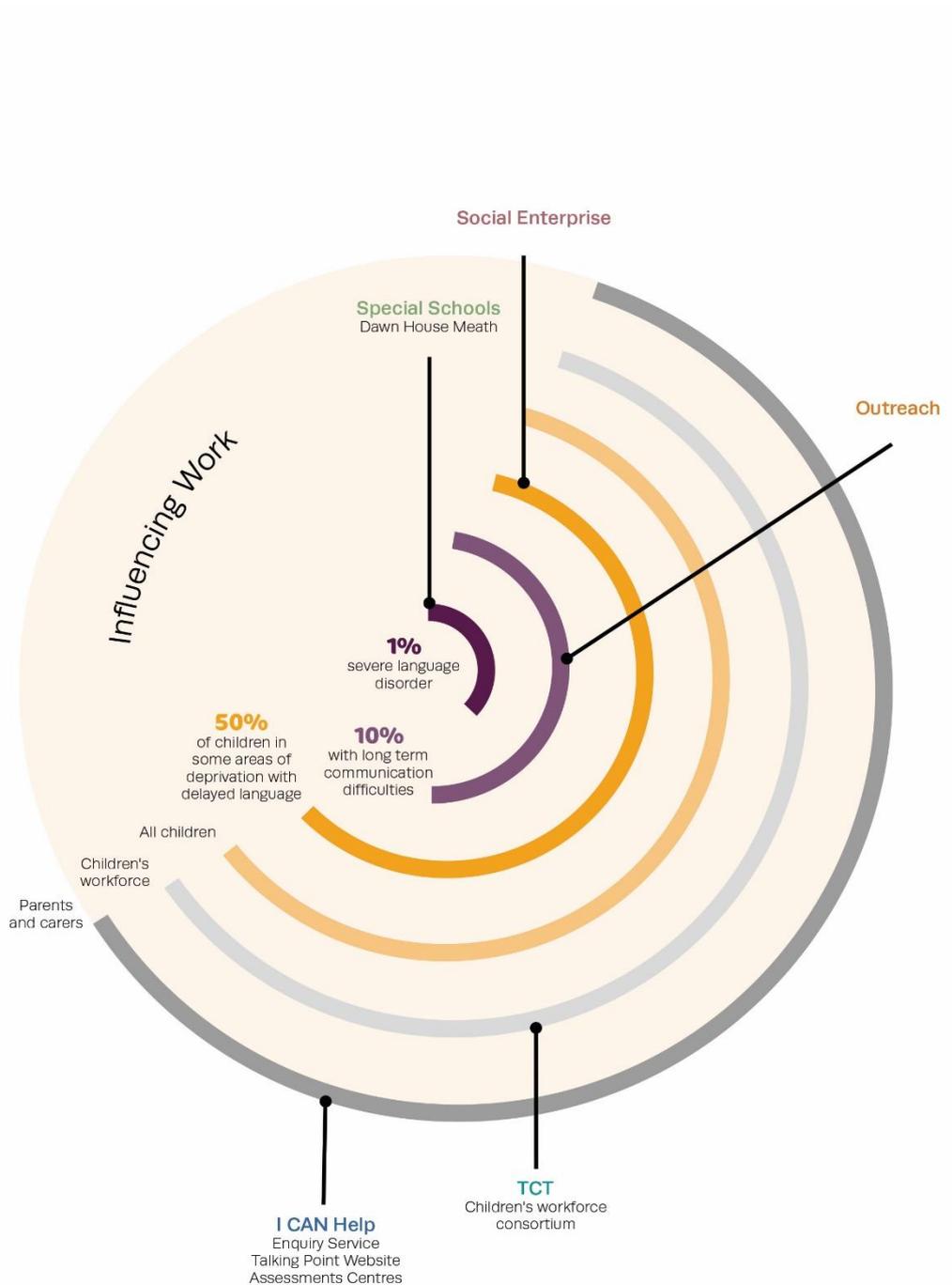
Below is a brief summary around how we will do this in 2019/20.

<p><b>SUPPORTING CHILDREN WITH SLCN</b></p> <p>We will achieve this through:</p> <ul style="list-style-type: none"> <li>• Doubling our reach to children</li> <li>• Maintaining an outstanding/good Ofsted rating in our schools against the new Ofsted framework</li> <li>• Further developing our provision for children with significant needs in our East Midlands school</li> <li>• Investing in the assessment centre in our Surrey school</li> <li>• Piloting a new technology-based therapy services for parents</li> <li>• Reviewing and marketing our school residential services</li> </ul>	<p><b>BRINGING ABOUT CHANGES TO SERVICES</b></p> <p>We will achieve this through:</p> <ul style="list-style-type: none"> <li>• Delivering our Bercow influencing plan</li> <li>• Delivering our contractual obligations to bring about changes to the way we deliver services with a particular emphasis on parents, health visitors, early years professionals and schools.</li> <li>• Digitising our Talk Boost tracking system to provide better insights on the impact on children</li> <li>• Setting up a new research centre operating in both schools</li> </ul>
<p><b>BUILDING STRONG PARTNERSHIPS AND COLLABORATION</b></p> <p>We will achieve this through:</p> <ul style="list-style-type: none"> <li>• Launching a new grant-giving programme</li> <li>• Increasing income by over 20% based on our income target for 2018/19</li> <li>• Developing a capital appeal</li> <li>• Developing robust pipelines of key funds to support service changes</li> <li>• Developing plans to scale up our Place Strategy</li> <li>• Continuing to market and sell our Talk Boost products with new customers</li> </ul>	<p><b>BUILDING A HIGH PERFORMING AND AGILE ORGANISATION</b></p> <p>We will achieve this through:</p> <ul style="list-style-type: none"> <li>• Developing a new Three-Year Plan</li> <li>• Developing proposals for our Central Office</li> <li>• Delivering an employee recruitment and retention plan.</li> <li>• Ensuring our schools have effective staffing structures and processes</li> <li>• Reviewing our Social Enterprise business model</li> <li>• Delivering an IT and digital roadmap</li> <li>• Delivering a new outcomes framework</li> <li>• Delivering a healthy financial surplus</li> <li>• Preparing for Brexit</li> </ul>



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## HOW OUR THREE YEAR PLAN SUPPORTS CHILDREN





## WHY WORK HERE

I CAN is changing day by day so there's never been a more exciting time to join us. We need talented individuals to help shape our future and truly make a difference in the lives of children and young people with communication difficulties.

### **A great working environment**

Whether you are in our central office in London, part of one of our schools in Surrey or the East Midlands or work from home, we all share a passion to help children and young people with SLCN and collaborate together to reach our aspirations for children with communication difficulties. There's never a dull moment!

### **Room to develop**

Things are developing rapidly, so we need our people to do the same. If you believe in the art of the possible and you're ready to learn, we'll be with you all the way. We adopt the 70/20/10 model of learning and development. Namely:

- 70% through on the job experience, challenging assignments and applying learning in real situations.
- 20% from developmental assignments such as mentoring, coaching and professional networks.
- 10% from structured programmes, courses, e-learning, seminars and masterclasses.

We see development as owned by our employees and supported by their line managers and we are passionate about learning from projects and our day-to-day work as we are keen to engender a culture of continuous improvement and learning.

### **Freedom to explore**

We believe people do their best when they feel stimulated, challenged and inspired, so we will do our utmost to ensure you do. With so much change, there's certainly plenty of freedom here to explore new ideas and push boundaries.

### **Our Rewards**

Our aim is to offer a reward proposition which keeps pace with the employment market in schools and charities whilst operating within the realms of what is affordable. We review our salaries every September.

Included in the reward package is access to a defined contribution pension scheme (with teachers having access to the teachers' pension scheme), life assurance cover, annual free flu vaccination and a range of employee benefits providing hundreds of exclusive perks for staff ranging from discounts on shopping, entertainment and gifts, to gym membership, confidential employee assistance and over 150 e-learning perks.

We also offer a generous annual leave package, for those who are not on term-time employment packages, of 28 days per annum, including 3 days taken between Christmas and New Year when we



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close our offices in addition, of course, to public holidays. Annual leave is pro-rata should you be part-time or only here for part of the year. Our annual leave year runs from April to March.

### **Respect for Equality and Diversity**

As an organisation, we campaign for children and young people with SLCN for equal chances in life. Equality and diversity is therefore central to the way we work. We therefore celebrate difference and promote fairness and opportunity to both the people we serve and the people we employ.

### **Clear Leadership**

We have an organisation-wide senior management team in place (see diagram on page 14) and both schools have senior teams in place. There are clear organisation wide plans, including school development plans, and we are about to embark on a new Three-Year Plan, so you would be joining us at an exciting time. We have regular updates, including a monthly cascade briefing to help you to understand the bigger picture and how you contribute to this. We also agree objectives with you and regularly review these to support you to succeed. When you join us, you will have probationary objectives agreed with your line manager.



## **JOB DESCRIPTION**

**JOB TITLE:** HR Advisor

**REPORTS TO:** Director of Corporate Services

**LOCATION:** Islington, London

### **JOB PURPOSE**

To support the achievement of organisational objectives by providing a customer-focused human resource management service for the designated customer base, assisting line management and employees through professional, sensitive, commercial and pragmatic HR advice and support.

Client base, activities and projects are split between the two HR Advisors.

### **MAIN RESPONSIBILITIES**

1. To provide professional and confidential HR advice, support and administration across the full range of HR activities, including terms and conditions of employment, and policies and procedures.
2. To handle issues such as conduct, under-performance, grievances, absence management, change management and appeals in a professional manner identifying any potential risks to the business.
3. To coordinate and deliver learning and development initiatives, including delivering management development interventions and evaluating learning needed.
4. To operate as a partner to the business having regular meetings with the line managers in order to better understand their needs and challenges.
5. To maintain accurate employee information and ensure regular deliveries of management information and key performance indicators.
6. To ensure the timely and accurate processing of our payroll and production of relevant HR correspondence and contractual documentation.
7. To be responsible for developing and maintaining employment policies and procedures.
8. To get involved with the management of recruitment campaigns, wherever necessary.
9. To evaluate jobs and benchmark salaries, wherever appropriate.



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10. To lead on specific professional areas including recruitment, pay, volunteering, learning and development and payroll management.
11. To undertake around two HR related projects per year, as well as general HR improvement work.
12. To oversee our approach to volunteering in the organisation.
13. To undertake other reasonable tasks, as delegated by the Director of Corporate Services.

#### **Additional Requirements**

14. Ensure that all policies and procedures relating to the protection of children in I CAN's schools and services are followed at all times.
15. Safeguard at all times confidentiality of information relating to children, staff and I CAN's work.
16. Abide by all I CAN Policies and Procedures.

This list of duties and responsibilities is by no means exhaustive, and the post-holder may be required to undertake other relevant and appropriate duties as requested.

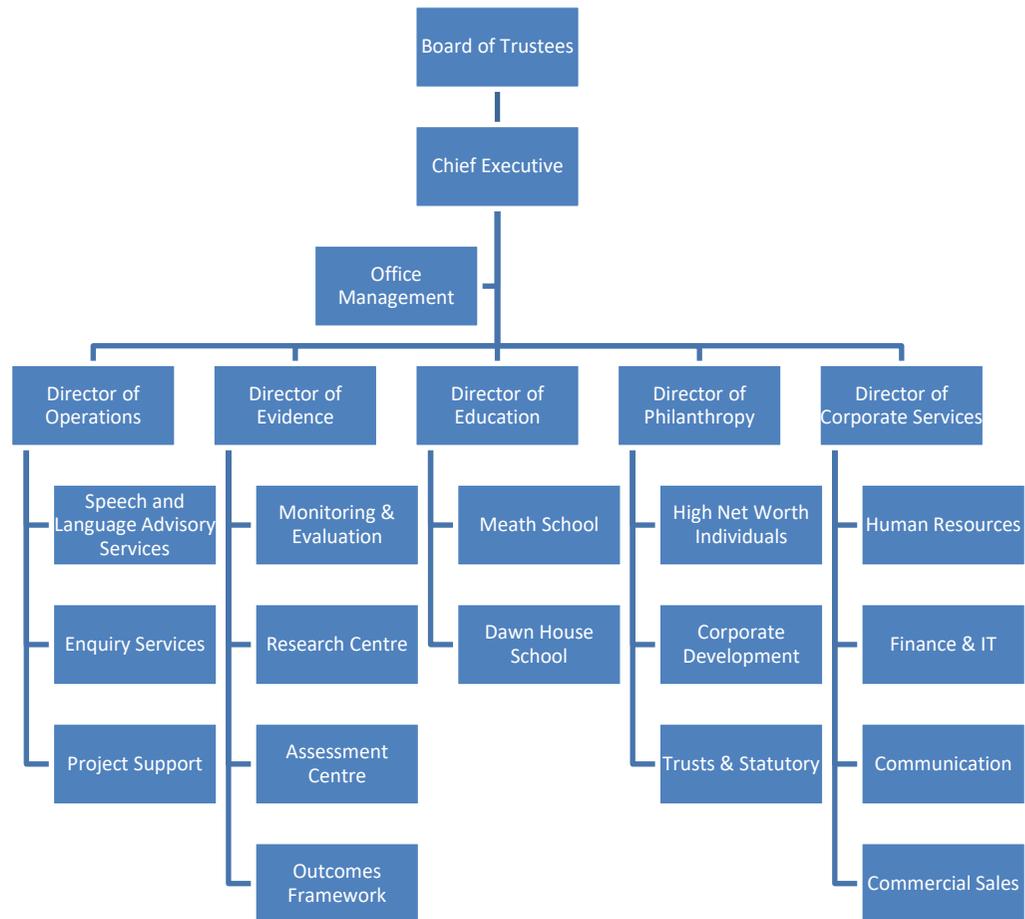
This job description is subject to review and appropriate modification.

## PERSON SPECIFICATION

### HR Advisor

CRITERIA	ESSENTIAL	DESIRABLE
Qualifications	<ul style="list-style-type: none"> <li>▪ Educated to degree level or qualified through experience</li> </ul>	<ul style="list-style-type: none"> <li>▪ CIPD qualification</li> </ul>
Experience	<ul style="list-style-type: none"> <li>▪ Experience as an HR generalist in a busy, thriving office</li> <li>▪ Experience of HR improvement initiatives</li> <li>▪ Experience in three or more of the following: Recruitment, Learning and Development, Payroll administration, Pay and benefits, HR management information, Employee Relations and/or HR policy development</li> <li>▪ Experience of using HR/payroll databases</li> </ul>	<ul style="list-style-type: none"> <li>▪ Experience in the charity sector</li> <li>▪ Experience in an educational setting</li> </ul>
Skills and Knowledge	<ul style="list-style-type: none"> <li>▪ A good working knowledge of employment law in England and Wales</li> <li>▪ Proven knowledge of business partnering concepts</li> <li>▪ Ability to communicate information clearly and tactfully, and of supporting managers in managing their teams</li> <li>▪ Strong IT and numeracy skills</li> </ul>	<ul style="list-style-type: none"> <li>▪ Experience in developing, delivering and evaluating learning and development interventions</li> <li>▪ Experience in managing external supplies such as payroll companies, recruitment agencies and training companies</li> <li>▪ Knowledge of HR issues facing the charity and educational sectors</li> <li>▪ Knowledge of safeguarding and safer recruitment</li> </ul>
Other Factors	<ul style="list-style-type: none"> <li>▪ Committed to the overall aims of I CAN and to developing and delivering I CAN's Vision and Strategy.</li> <li>▪ Ability to work across a wide range of activities and projects simultaneously.</li> <li>▪ Ability to work with colleagues who have differing levels of HR knowledge and expertise</li> <li>▪ High standards of personal and professional integrity.</li> <li>▪ Understanding and commitment to equal opportunities and empowerment</li> <li>▪ Ability to balance and manage high workload</li> <li>▪ The ability to travel to other I CAN sites with notice</li> </ul>	

## OUR ORGANISATION



## CORPORATE SERVICES

