



**helps children  
communicate**



## **Interim HR Advisor**

Candidate Recruitment Pack  
September 2019

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## Letter from the Director of Corporate Services

Dear Candidate,

### **INTERIM HR ADVISOR RECRUITMENT**

Thank you for your interest in this opportunity.

We are looking for an interim HR Advisor to cover upcoming maternity leave due to start in November this year. We are a small HR team servicing around 180 employees in three main locations, as well as an increasing number of home workers.

This means the successful candidate would have a client base, as well as a small number of projects and functional lead areas. Ideally, you will have both HR advisory experience, along with some experience in the fields of learning and development and performance management. The role includes the ability to work from home on occasions and the requirement for limited travel outside of London.

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 embarking 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.

In the last financial year (2018/19) we succeeded in outperforming our income target by £1m and raised £8m, so there is much to build upon. Our plan is to exceed this target in this 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.

The post is part of a multi-disciplinary team of 16 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 and implement a root and branch pay review.
- Start delivering a new management development programme.
- Improve the way we recruit.
- Introduce three new internal communication channels. One has recently been introduced.
- Complete a three-year review of employment policies.
- Review the appraisal system in early 2020.
- Focus on supporting HR initiatives in our two schools.
- Embed good mental health in the workplace practices.

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 can juggle the day to day work with a small number of HR improvement initiatives and projects. A big agenda ahead but one where we work with a small number of associates, so we are not alone!

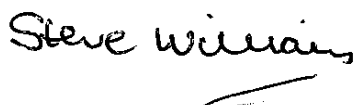
You will be someone who enjoys variety but also a number of regular and more routine responsibilities.

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.

I very much look forward to hearing from you!

Warm Regards,



Steve Williams  
Director of Corporate Services

# Who we are

I CAN is the leading children's communication charity in the United Kingdom founded in 1888.

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 Mission

No child should be left out or be left behind because of difficulty speaking or understanding.

## Our Vision

A world where all children have the communications skills they need to fulfil their potential.

## Our Values

Child-centred,  
Communication, Expert,  
Innovative, Involving &  
Transparent

# Why we exist

It's important to look at the statistics around speech and language to understand what we do:

<ul style="list-style-type: none"><li>• Language disorder is seven times more prevalent than Autism<sup>1</sup>.</li></ul>
<ul style="list-style-type: none"><li>• More than 1.4 million children and young people in the UK have speech, language and communication needs (SLCN)</li></ul>
<ul style="list-style-type: none"><li>• SLCN is the most common type of need reported in schools</li></ul>
<ul style="list-style-type: none"><li>• As many as 50% of children in some areas of deprivation start school without the language they need for learning<sup>2 3</sup>.</li></ul>
<ul style="list-style-type: none"><li>• Good language, particularly vocabulary at 13, is a strong predictor of better outcomes at GCSE. <sup>4</sup></li></ul>
<ul style="list-style-type: none"><li>• Only 18% of children with a language difficulty achieved expected level in reading, writing and Maths at the end of primary school compared with 64% of their classmates.<sup>5</sup></li></ul>
<ul style="list-style-type: none"><li>• 45% of young people referred for mental health services have communication difficulties.<sup>6</sup></li></ul>
<ul style="list-style-type: none"><li>• 40% of children with language difficulties struggle to make friends.<sup>7</sup></li></ul>
<ul style="list-style-type: none"><li>• At least 60% of young offenders have delayed language issues.</li></ul>
<ul style="list-style-type: none"><li>• Language disorder alone is one of the most common disorders of childhood; affecting nearly 10% of all children and young people, rising to 50% in areas of social disadvantage.</li></ul>

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.

<sup>1</sup> Norbury et al (2016) The impact of nonverbal ability on prevalence and clinical presentation of language disorder: evidence from a population study. *Journal of Child Psychology and Psychiatry*

<sup>2</sup> Locke, A., Ginsborg, J. & Peers, I. (2002) *Development and Disadvantage: implications for early years IJLCD* Vol 37:1

<sup>3</sup> The Communication Trust (2012) Evaluation of Talk of the Town

<sup>4</sup> Spencer, S., Clegg, J., Stackhouse, J., & Rush, R. (2017). Contribution of spoken language and socio-economic background to adolescents' educational achievement at age 16 years. *International Journal of Language & Communication Disorders*, 52, 2, 184-196

<sup>5</sup> DfE KS2 SATS results 2018

<sup>6</sup> Cohen, N. Farnia, F. And Im-Bolter, N. *Higher order language competence and adolescent mental health* *Journal of Child Psychology and Psychiatry* 54:7 (2013), pp 733-744

<sup>7</sup> Durkin K. And Conti-Ramsden G (2007) *Language, Social Behavior, and the Quality of Friendships in Adolescents With and Without a History of Specific Language Impairment* *Child Development* 78 (5)

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.

## What we do

**Run two Ofsted 'Outstanding' residential special schools to support children and young people with the most severe and complex language needs.**

Click on below links for more information:

[Meath School](#)

[Dawn House school](#)

**Develop and distribute interventions to support children with delayed language – currently implemented in over 5,000 nurseries, children's centres and schools.**

Click below to visit our online shop:

[I CAN shop](#)

**Support 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 and access to our online portal.**

Click below to know more:

[I CAN Talking Point](#)

**Manage and lead The Communication Trust; a consortium of over 50 charities with a responsibility for supporting children with SLCN.**

Click below to know more:

[The Communications Trust](#)

**Provide 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.**

Click below to know more about our work:

[Bercow Ten Years On](#)

**Work in partnership with other organisations, campaigning for better information, advice and improved services to many children and their families not receiving the speech, language and communication support they need.**

**Deliver speech and language programmes aimed at the nation's workforce responsible for the education and care of children with SLCN.**

Click below to visit our website:

[I CAN](#)

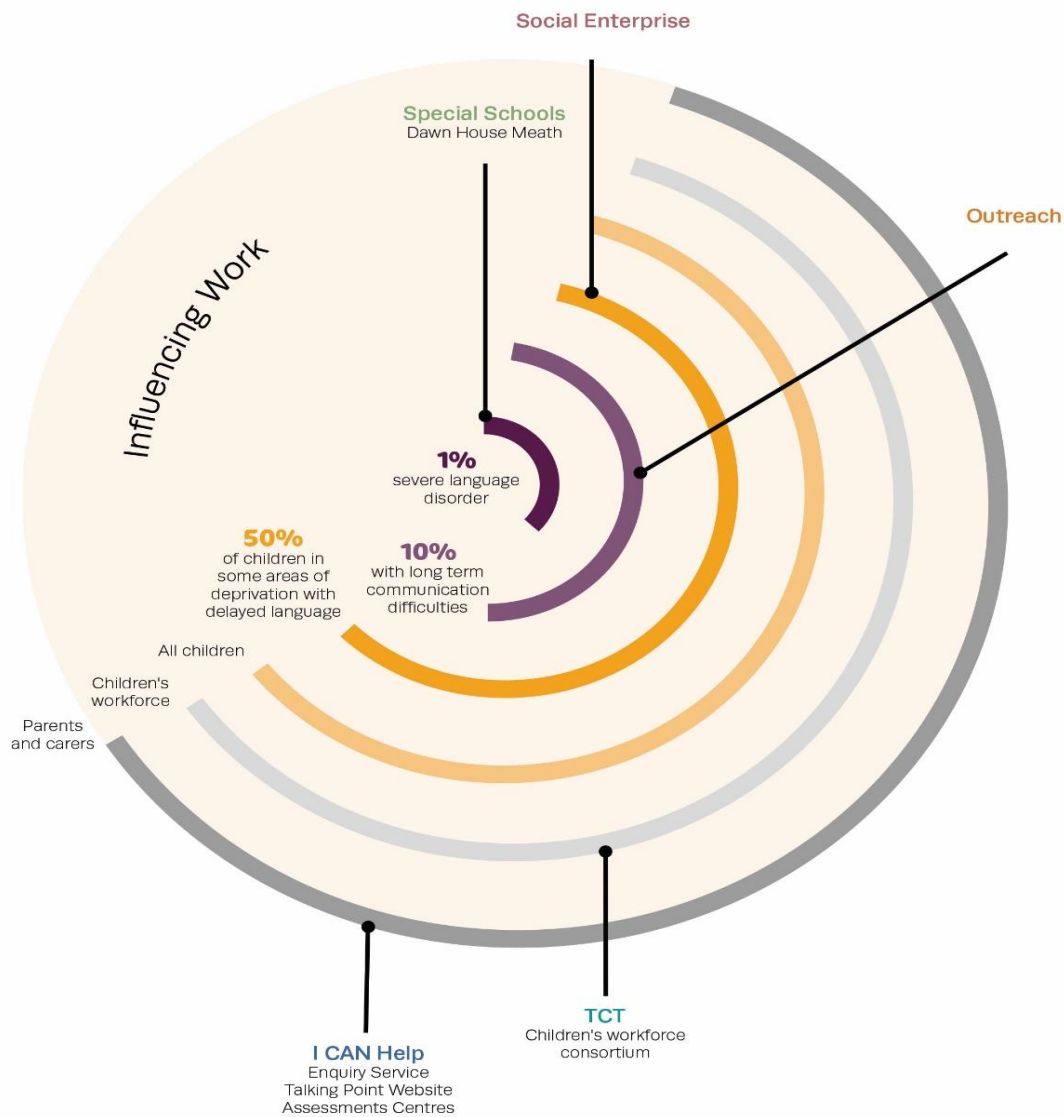
Our 180-strong staff across three locations work together to achieve and exceed our objectives. It's an exciting time to join us when we embark on our ambitious three-year plan taking us to March 2023.

# Our objectives

Our organisational plan for 2019/20 is built around four key themes:

<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 emphasis on parents, health visitors, early years professionals and schools</li> <li>• Conducting a needs analysis to digitise our Talk Boost tracking system to provide better insights on the impact on children</li> <li>• Setting up a new research centre.</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>• Preparing a new grant-giving programme for next year</li> <li>• Increasing income by 15-20% based on our income target for 2018/19</li> <li>• Starting the process of 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>

# How are three-year plan is supporting 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. Here are some of the benefits in place.

<p><b>Good benefits</b></p> <p>We have a range of benefits in place</p> <ul style="list-style-type: none"> <li>• <b>Salaries</b> regularly benchmarked against market rates</li> <li>• 25 days <b>annual leave</b> plus 3 days at Xmas</li> <li>• <b>Travel expenses</b> paid on claiming</li> <li>• <b>Employee assistance programme</b> providing a confidential helpline</li> <li>• Supportive and paid <b>sick leave</b>, if needed</li> <li>• <b>Free flu jab</b> in the Winter</li> <li>• Contributory <b>pension</b> scheme</li> <li>• <b>Life assurance</b> cover in the pension scheme</li> <li>• Enhanced <b>maternity and paternity leave</b></li> <li>• Free <b>eye test</b></li> <li>• Interest-free <b>annual season ticket loan</b></li> </ul>	<p><b>Access to over 270 exclusive discounts</b></p> <p>We also provide our employees with access to our Perkbox employee benefits programme</p> <ul style="list-style-type: none"> <li>• Free <b>mobile phone insurance</b></li> <li>• Free <b>coffee</b> once a month</li> <li>• Discounted <b>gym membership</b></li> <li>• Discounted <b>cinema tickets</b></li> <li>• Discounted <b>holiday deals</b></li> <li>• Opportunities to <b>reduce grocery bills</b></li> </ul>
<p><b>Working together</b></p> <p>We value collaboration so that the whole can be better than the sum in parts</p> <ul style="list-style-type: none"> <li>• <b>Flexible working hours</b> and access to flexible ways of working</li> <li>• <b>Clear objectives</b> and <b>organisational plans</b> – we know where we're going!</li> <li>• Regular <b>performance development reviews</b> providing clarity and support</li> <li>• A structured <b>induction programme</b>, including visits to each of our schools</li> <li>• Employees trained in <b>first aid</b></li> <li>• Structured <b>cascade briefings</b> once a month</li> <li>• Respect for <b>privacy</b> in our dealings with you</li> <li>• <b>Business partnering</b> and <b>collaborative working</b> philosophy</li> </ul>	<p><b>Room for personal growth</b></p> <p>Things are developing rapidly, so we need our people to do the same. We adopt the 70/20/10 model of learning and development. Namely:</p> <ul style="list-style-type: none"> <li>• 70% through <b>on the job experience, challenging assignments</b> and <b>applying learning in real situations.</b></li> <li>• 20% from <b>developmental assignments</b> such as <b>mentoring, coaching</b> and <b>professional networks.</b></li> <li>• 10% from <b>structured programmes, courses, e-learning, seminars</b> and <b>masterclasses.</b></li> </ul> <p>We see <b>development</b> as <b>owned by our employees</b> and <b>supported by their line managers.</b></p>

For our candidate privacy notice, please go to <https://www.ican.org.uk/media/1235/i-can-candidate-privacy-notice.pdf>

# 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.
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.

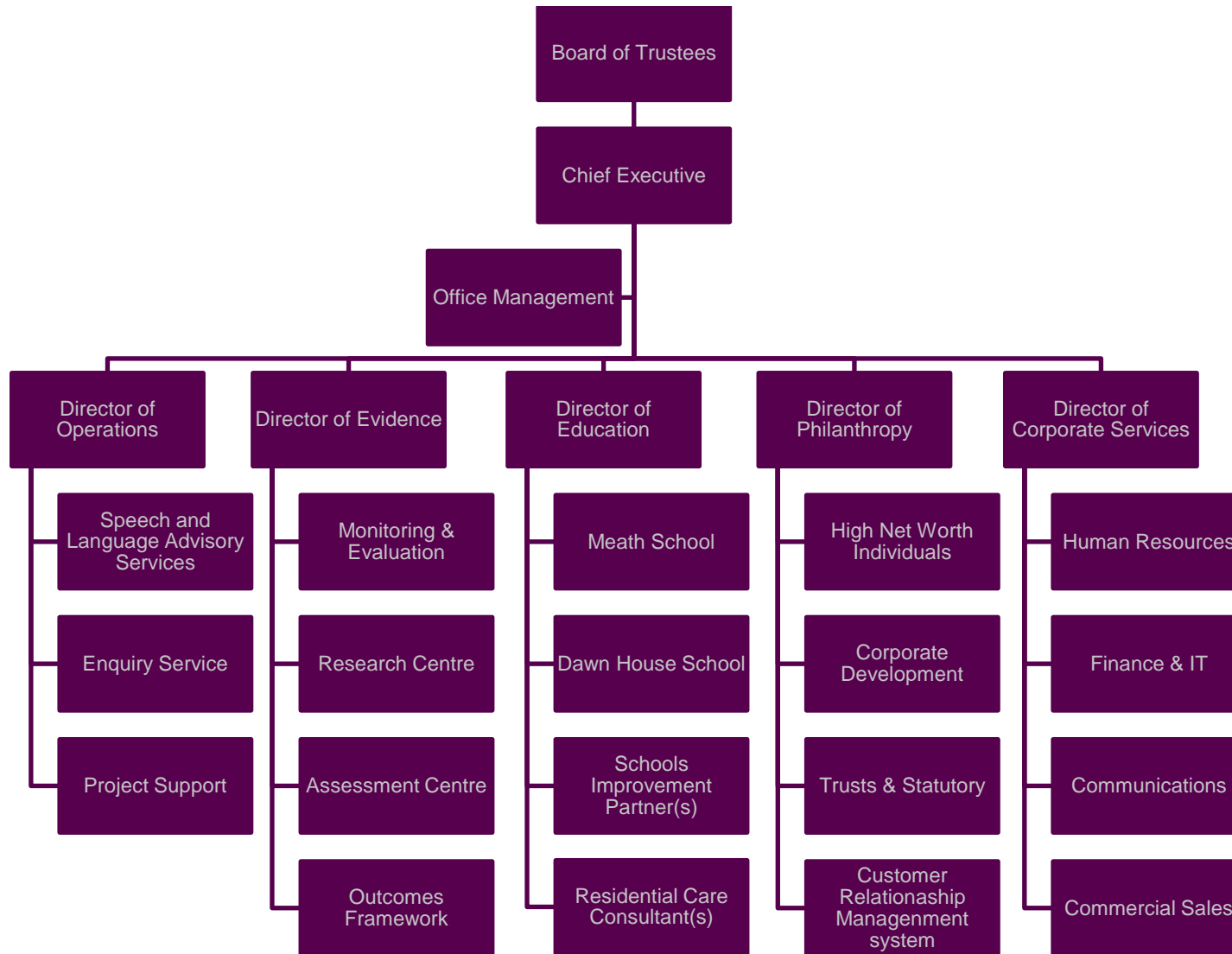
# Person specification

## 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 suppliers 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>	

**To Apply: Send in your CV and supporting statement to [jobs@ican.org.uk](mailto:jobs@ican.org.uk) before the closing date.**

# Our organisation



# Corporate services

