

Annual Review 2006 - 2007

Review

Preview

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Our Honorary Solicitors are Solomon Taylor and Shaw, and Ingram Winter Green, to whom we are indebted for their continuing support.

The photographs used in the Annual Review are representative of the adults, children and their families who rely on Norwood's services and are used with the subjects' permission. In order to protect confidentiality, names may have been changed and do not necessarily relate to the personal histories or service divisions where they are featured.

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NORWOOD
CHILDREN & FAMILIES FIRST

NORWOOD
CHILDREN & FAMILIES FIRST



Annual review

Welcome to Norwood's review of the year 2006-2007

This Annual Review offers a snapshot of our work at a particular point in time, and allows us to take a step back and look at what has changed over the last 12 months, highlight achievements and flag up new initiatives.

We are pleased to report continued innovation and good progress in several areas of Norwood's work over the last year. The Young People's Focus Group initiative was recognised by the Big Lottery Fund with a grant of £132k (see page 6). We identified an opportunity to develop an integrated nursery school at the Kennedy Leigh Centre (see page 6). We completed the Wellbeing at Bearsted project (see page 10) and finalised plans for the construction of two capital projects at Ravenswood Village: the Tager Autism Centre and the Pamela Barnett Centre (see page 14).

One of the unique benefits of Norwood is that people can come into contact with us at any point in their lives and receive our support if they need it. Our increasingly linked-up approach to service delivery means that if anyone requires more than one Norwood service, we can anticipate their need and refer them on to the appropriate team, often based under the same roof. So our services form a network of support

at various stages of the life-cycle – baby, child, adult – rather than separate departments – reflecting the way people themselves might think about their own needs. This focus is reflected in the structure of this review.

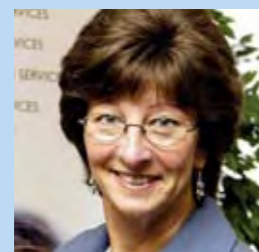
We are putting our service users at the centre of our thinking and our operations. The introduction of Person Centred Planning, placing people in control of their own development and life-plan, will ensure that users have a stake in the service they receive – because that is what we are providing: a service. From our Young People's Focus Group, to residents' committees, we are involving service users in staff recruitment and their further involvement will become embedded in our planning and delivery of services in future.

As evidence that we are on the right track, our services are now regularly achieving excellent reports from their relevant inspection bodies. We welcome these reports as they enable us to verify the quality of our work, show

how we are constantly driving up our standards and learn about areas for improvement.

Our voluntary fundraising activities remain essential for us to maintain our current services and develop new ones. Once again we achieved record levels of income through an exciting range of community events, sporting challenges and patronage initiatives. Our voluntary income exceeded £9m for the first time and we also received £1.8m towards the capital cost of new services. The funding of social care provision remains under pressure, but by carefully controlling costs we were able to extend our services and generate a modest surplus for the financial year.

In all of this, we depend upon our staff, volunteers, donors and supporters to enable us to deliver the services of which we are so proud. We are grateful for all these contributions and welcome the chance to put the spotlight on our work in this review.



Norma Brier
Chief Executive



Michael Teacher
Chairman



Richard Desmond
President

OUR VISION

We believe that regardless of disadvantage or disability, everyone should receive the support they need to reach their potential and enjoy life to the full.

Our Purpose

Norwood provides appropriate services primarily to disadvantaged Jewish children and their families, and children and adults with learning disabilities, so that they can achieve their personal goals in life. Wherever possible Norwood includes service users from the wider community.

Norwood promotes

- Services that are based upon listening and responding to our service users and their families and carers.
- Excellence in every aspect of our activities.
- Services that are culturally appropriate for Jewish service users and respect service users of other cultures.



Children and young people



Binoh has changed my child from one who was really unhappy to one who can't wait to go to school in the morning. Mendi attends Binoh twice a week, getting help with basic subjects such as English and Maths, and participating in creative activities too. Most of all, he receives encouragement.

Parent of a Binoh service user

Norwood provides a holistic service to support toddlers, children and young people with learning and physical disabilities and social or behavioural problems.

We assess needs, make connections and refer children to the appropriate specialist team – often dealing with a problem before it becomes a crisis. Few other providers can do this. People value Norwood for the quality and integrity of our work and the reassurance that we are always here for them.

SPECIAL EDUCATION - BINOH

Binoh is Norwood's special education service, supporting children with learning, emotional and behavioural difficulties, and their parents and schools, through a range of therapies, teaching support, advice and training.

Binoh is a service in great demand. In a typical month last year it handled 200 ongoing cases, 13 assessments and 36 training sessions or consultations. Many of these cases involve children struggling in mainstream schools, and often it is only through Binoh's intervention that their school place can be maintained. This is why Binoh is a highly-valued service.

Last year Binoh...

• Launched a screening service for toddlers whose parents are unsure about their child's speech, language, social or motor development.



• Started a reading recovery programme, training school staff to identify children aged 4-6 years who are struggling to read. The children's reading age has improved by an average of two years.

• Opened an Occupational Therapy clinic at the Somers Children & Family Centre in Hackney for children with sensory integration issues.

What's next? Binoh will...

- Launch an art therapy group for children with emotional issues to help them unlock and address their problems.
- Expand its service to support the Redbridge community.
- Employ a Transition Tutor to strengthen the link between Binoh's staff and the schools attended by Binoh service users.



We encountered only the highest professionalism, flexibility and accessibility at Binoh. Thanks again!

Parent of a Binoh service user



SPECIAL EDUCATION - SCHOOL

The Annie Lawson School is located at Ravenswood Village, Norwood's residential community for people with disabilities in Berkshire. The school provides education for residential and day pupils aged 11-19 years with complex and profound learning disabilities, and a Further Education programme for students aged 16-19 years.

Norwood is currently working with the JCoSS Trust on plans for a new secondary school, supported by the Department for Children, Schools and Families. This will be based in the London Borough of Barnet, bringing our service right into the heart of the community, making it much more accessible both for pupils and their families.

Children and young people

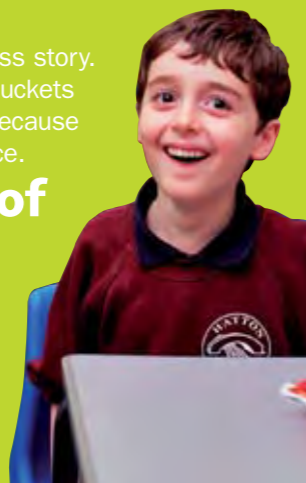
RESPIRE CARE - BUCKETS & SPADES LODGE

Buckets & Spades Lodge is Norwood's respite care service for children with learning and physical disabilities. It offers residential stays from one to seven nights, in a large, friendly, superbly-equipped house with round-the-clock professional care and a range of stimulating activities. Crucially it provides respite for parents, as bringing up a child with disabilities can be extremely demanding, both physically and emotionally.

Buckets & Spades is a great Norwood success story. Increasingly, local authorities are turning to Buckets & Spades to meet their respite care needs because they know that it offers an outstanding service.

In 2006 the number of users increased 30%

and Buckets & Spades was fully-booked at weekends and holiday times throughout the year. Children, parents, social workers and statutory bodies talk about it in glowing terms.



Last year...

- Children from Buckets & Spades joined Norwood's Young People's Focus Group, which provides feedback on the quality of our services and plans future events.
- Buckets & Spades provided work placements for several student nurses.
- A DVD guide to Buckets & Spades was produced to give children an idea of the experience they would have when staying there.

What's next? We will...

- Organise a traditional Jewish Sabbath weekend so that children from very orthodox backgrounds can have a familiar Sabbath experience.
- Hold an Open Day for parents to provide feedback to help us further improve our service.
- Acquire a specially-adapted bus, provided by a generous Norwood supporter, which will enable children to go on more outings.



If we didn't have respite available to us, our family would be in severe emotional crisis by now.

Parent of a Buckets & Spades service user



The provision is outstanding. Children and young people's abilities are recognised at Buckets & Spades. Utilising these is encouraged by staff.

Excerpt from Ofsted report, on 'Helping children achieve well and enjoy what they do'



Yossi has Tuberos Sclerosis, suffers from epilepsy and has Attention Deficit Hyperactivity Disorder. He has now been using Buckets & Spades for 10 years, as well as our Unity recreational service, which gives his family additional respite every week.

Yossi displays extremely challenging behaviour most of the time and has to be monitored constantly. He loves spending time at Buckets & Spades and, while he is there, staff take him out to visit museums and restaurants. He also loves being taken on train rides.

Yossi's funding package from the London Borough of Barnet gives him 34 nights a year at Buckets & Spades – during which time his parents can refresh themselves and look forward to welcoming him home. They say it has made a huge difference to their lives and they have real peace of mind knowing that he is in safe hands at Buckets & Spades.



CHILDREN'S SERVICES

The Somers Centre, the Kennedy Leigh Centre & Pears Wing for Children and the Leonard Sainer Centre, based in Hackney, Hendon and Redbridge respectively, are vital resources for their local communities.

Last year...

Norwood's summer scheme at the Somers Centre in Hackney attracted

80 children a day

who, with their mothers, came to play and learn in a safe environment. Activities included visits from the Fire Brigade and an animal sanctuary, puppet shows, arts and crafts and an adventure playground on site.

- A five-day residential holiday for children with learning and physical disabilities was run near Southampton. Qualified instructors provided kayaking, canoeing, rafting and other activities. This afforded the parents some welcome respite whilst the children enjoyed themselves in a child-friendly environment.
- The Somers Children & Family Centre in Hackney ran a number of support groups – including Rav Tov, a mother and toddler drop-in group, Migdal, an after-school club for children with special needs, Honey Bear, a parent and toddler group, and Under the Apple Tree, a twins and triplets group.
- Norwood was awarded a Big Lottery Fund grant of £132,438 over three years to fund the expansion of the Young People's Focus Group, made up of young Norwood service users with learning and physical disabilities. The young people on the group represent the voice of their peers and provide feedback on their views in order to shape the way that Norwood's services are run.
- Norwood, in partnership with Camp Simcha, held a special event for parents of children with allergies. A panel of medical and health experts gave general advice and specific guidance relating to kosher foods and labelling.
- Norwood launched a support group for children with immune deficiency, enabling them to receive therapy, meet other children with similar health challenges and explore their feelings about their condition.

What's next?

- The Somers Centre in Hackney will open on Sundays for the local community.
- A project for 16-25-year-olds will support young people as they make the transition into adulthood. It will act as a bridge between Unity and Links, our recreational services for children and adults respectively.
- A new integrated nursery for children aged two and over who have disabilities and those who do not have any special needs will open in September 2008 at the Kennedy Leigh Centre in Hendon.
- The Young People's Focus Group will provide feedback to the Directorate and ultimately inform the strategic direction of the organisation. They will also receive interview training to enable them to sit on interview panels and become more involved in staff recruitment for their specific services.



A most fantastic place in every way with excellent staff for which we are very grateful! The children wait all year for this summer programme.

Parent of a Somers Centre service user



I can't begin to tell you what a difference [Migdal] has made to our whole family.

Parent of a Somers Centre service user



Families



Norwood's fostering service continues to provide good quality support to the fostered children, young people and their foster carers. The service has an excellent track record of finding foster care placements that meet the Jewish ethnic, cultural and religious needs of the children and young people.

Commission for Social Care Inspection report on Norwood's fostering service, January 2007

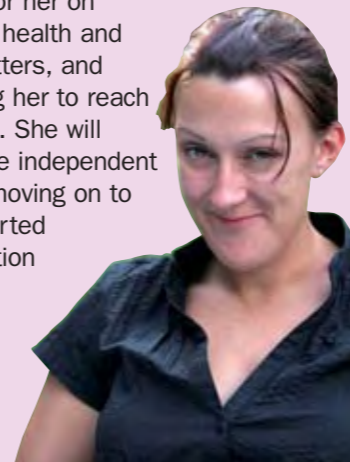


Norwood's existence is founded on a belief in the value, integrity and strength of the family as a social unit. We support families, offering practical help to prevent breakdown when there is a crisis.

FOSTERING & ADOPTION

Sometimes it is impossible to prevent the break-up of a family. At that point we try to secure the best alternative for the child, either a permanent adoptive family or foster carers for short and long-term support. Local Authorities fund Norwood to place Jewish children with Jewish families. We are also one of five approved UK voluntary organisations authorised to provide full inter-country adoption services. We serve the whole community, from the secular to the strictly orthodox. Without Norwood there would be no dedicated Jewish service meeting Jewish children's cultural and religious needs.

Deborah has learning difficulties and was placed with a foster carer by Norwood when she was 18. Her carer has helped enormously in her development, advocating for her on educational, health and financial matters, and really helping her to reach her potential. She will soon become independent and will be moving on to live in supported accommodation provided by Norwood.



Last year we...

- Received positive reports on both our domestic fostering and adoption services and our inter-country adoption service from the Commission for Social Care Inspection. The fostering report awarded Norwood the highest possible rating.
- Placed five children in foster care.
- Placed five children with learning or physical disabilities in respite foster care (overnight or weekend stays once a month).
- Completed seven domestic adoption assessments.
- Made three domestic adoption placements.

Completed 31 inter-country adoption assessments.

- Made 13 inter-country placements.

What's next? We will...

- Explore partnerships with other fostering organisations specialising in the areas of special needs and training for carers.
- Develop links with Russia for inter-country adoption.
- Develop our service to accommodate harder-to-place children, including sibling groups and children with mixed-heritage backgrounds.

Families



You helped me a lot with friends and family. You also made me feel confident in myself. I liked the way you used games to see how I feel.

Child service user



SOCIAL WORK

Norwood's social work teams are based at the three Children & Family Centres and offer a culturally sensitive, preventative service, supporting families and children of all ages.

Our teams deal with issues such as domestic abuse, parental separation and its impact on children, child abuse and bullying at school. They advocate on behalf of families with children with disabilities, and for adults on issues such as benefits, housing and education. They help families access financial support for food, housing, clothing, or holiday activities for children. They also support young people with learning disabilities in the transition to adulthood.

Their work is holistic, with a range of professional staff at the same location that are able to make an assessment, undertake individual work with a child and spend time with a family, for example looking at parenting issues.

Last year...

- Our Somers Centre team (Hackney) set up a support group for single mothers, working on the practical and emotional side of single parenting. They developed strategies to help the mothers improve their communication with children, gain confidence in issues such as contact arrangements with fathers and reduce their sense of isolation.
- Our Leonard Sainer Centre team (Redbridge) ran a support group for 10-year-olds to build their confidence and improve their social skills. This enabled the children to articulate their feelings, increase their self-esteem and assertiveness and develop a new circle of friends.
- Our Redbridge team provided counselling services for Ilford Jewish Primary School, King Solomon High School and Clore Tikva School, working with up to six children a week at each school.

FAMILY SERVICES

Each of Norwood's three Children & Family Centres in Hackney, Hendon and Redbridge, provide a range of family services under one roof, responding to the needs of the local community.

Last year we...

- Completed the Wellbeing at Bearsted project at the Somers Centre in Hackney in conjunction with City and Hackney Primary Care Trust and the Woodberry Down Children's Centre. It provides parents and children in the orthodox Jewish community with an integrated health-based service, including immunisation, newborn screening, health reviews and hearing clinics.
- Set up Butterflies, a bereavement support group at the Kennedy Leigh Centre. This service, for new parents who have lost a close relative, offers vital support during an extremely stressful time.

What's next?

- Redbridge will run a parenting course in partnership with Clore Tikva School.
- The Kennedy Leigh Centre (Hendon) will employ a full-time worker to support the transition to adulthood for children with learning disabilities.



Adult services



The home, by working consistently and professionally with the service users in partnership with other care professionals, is able to support the service users to make significant progress with their personal development.

Excerpt from 2007 CSCI inspection report on a Norwood home based in London



Adults with learning disabilities are encouraged to live as independently as possible at our homes in North and East London and at Ravenswood Village, our residential community in Berkshire.

In London we provide residential care homes and supported housing for more than 100 adults, while Ravenswood Village is home to 150 adults with learning disabilities. These homes are supported by some 400 professional care workers.

Last year in London we...

- Recruited more full-time workers from overseas, thereby reducing our dependency on agency staff.
- Created the new post of Employment Co-ordinator to support service users in finding paid employment.
- Ran a pilot project for service users with weight problems. A dietician gave advice on healthy eating and a sports trainer worked on motivation, diet and exercise.

What's next? We will...

- Develop more supported living accommodation in London.
- Open a new supported housing unit in Harrow, offering seven residents independent flats with 24-hour support.
- Implement a quality-monitoring mechanism that judges our services through the eyes of the people who use them.
- Make Person-Centred Planning (PCP) a priority. PCP puts the service user at the centre of the planning for their own development and activities, recognising each individual as unique, with their own interests, needs and aspirations.
- Arrange for service users to sample different types of work prior to paid employment.
- Appoint a job coach to support service users who are starting employment.



Last year at Ravenswood Village...

- A residents' committee was established to consult and provide feedback on Ravenswood Village matters.

11 staff

were studying for foundation degrees in learning disability at Winchester University.

- Residents of the Village were trained in the recruitment and selection of staff.
- Employment opportunities were created for service users to work as gardeners for Go Gardeners, a company providing contract services for clients including Ravenswood Village.

What's next? We will...

- Aim to have 24 Village residents working in part-time employment, undertaking a range of roles, including receptionist, coffee shop assistant and stable hand.
- Continue work on our two new capital projects: The Tager Autism Centre and the Pamela Barnett Centre for people with profound and multiple learning disabilities. Both homes are planned to open in September 2008 and will cater for 16 service users in each unit.
- Work with Wokingham Borough Council to develop the Karten Centre, a specialist learning centre that provides computer-led education to people with disabilities of all kinds. This will include a £20,000 refurbishment of computer equipment.



Making it happen

NORWOOD STAFF

Well-qualified and highly-motivated staff are crucial to the delivery of effective services. That is why Norwood invests in ongoing professional training and management support. The consistency of our staff team ensures stability for our service users and cost effectiveness for the organisation.

Last year...

- Through our continuing National Vocational Qualifications (NVQ) programme, staff in all our services were on target to meet the required number of NVQs.
- 81% of care staff completed their training, or were in training, for NVQ Levels 2, 3 and 4. (The legal requirement is 50%).
- Our staff turnover was only 13%, a remarkably low figure in an organisation of over 1200 employees and a significant reduction from 19% the previous year. In our residential services the figure was reduced from 16% to 5.5%. Our continuing policy of overseas recruitment for care workers made a significant impact in an area of notoriously high turnover.

Ayson Marcos comes from Baguio City in the Philippines and is one of many care workers recruited from South East Asia. He came to Norwood four years ago as a care worker with a Diploma in Nursing, underwent training in working with service users and obtained industry recognised NVQs in care services. Ayson has been promoted twice, and is now a senior support care worker.



The skills I have gained at Norwood have been invaluable. Norwood has opened up so many doors for me – I would recommend it to anyone who wants to see real career progression in the care service industry.

What's next? We will...

- Launch a new management development programme to help managerial staff improve their human resource, finance and performance monitoring skills.
- Accelerate our induction process to help staff understand the organisation's mission, objectives and services right from the start of their employment.

NORWOOD VOLUNTEERS

Our volunteers play a vital role in helping us to deliver all of the services that have been highlighted in this review. Their contributions directly enhance our service users' quality of life and the effectiveness of our administration.

They work across all of our service divisions and their varied roles include acting as befrienders, support workers or drivers for service users, helping out in our shops or working within our finance, fundraising and office services teams.

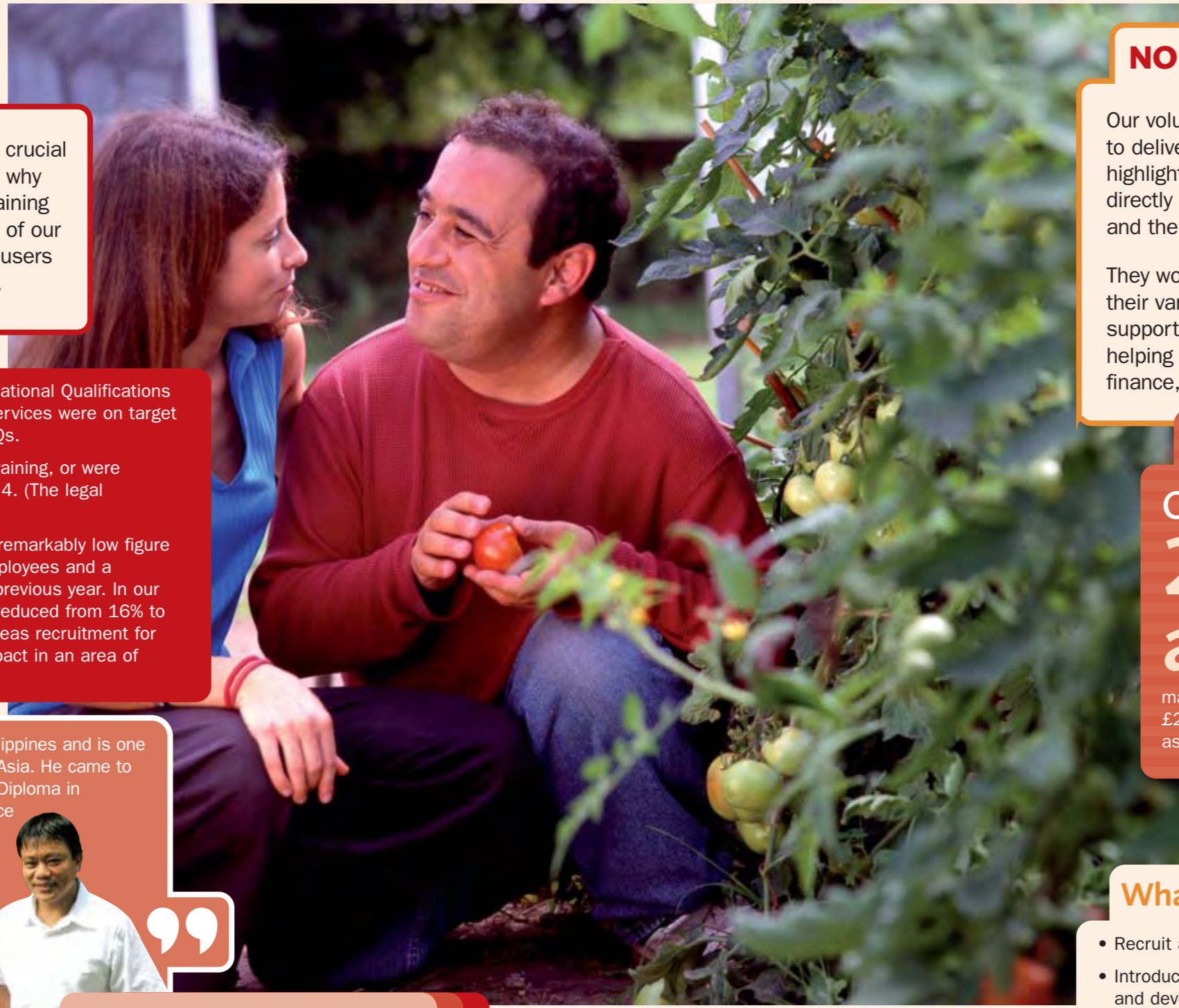
Last year...

Our volunteers gave around 2000 hours a month,

making their contribution worth between £150,000 and £250,000 a year – adding value to our services as well as freeing up staff time and saving money.

What's next? We will...

- Recruit additional volunteers.
- Introduce a comprehensive volunteers' training and development scheme.
- Train staff to make the best use of volunteers.



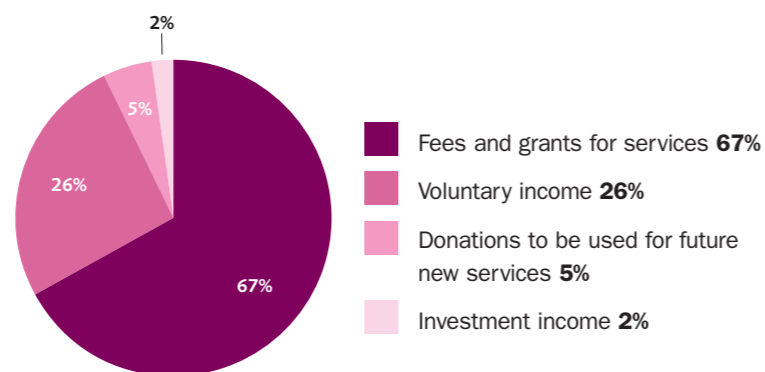
Summary Financial Information

Income and Fundraising

We raised £32.6m during the year to pay for the services provided – 10% more than last year. This came from local authorities and health authorities, companies, individuals, trusts and foundations. We also received £1.8m towards the construction of buildings to be used for future new services and £0.6m on income from our investments.

Voluntary income is vital to Norwood, both to fund current services and to develop the range and quality of our services for the future. Voluntary income to support current services increased 36% to £9.1m.

Where our £35.0 million income came from in the year 2006/07

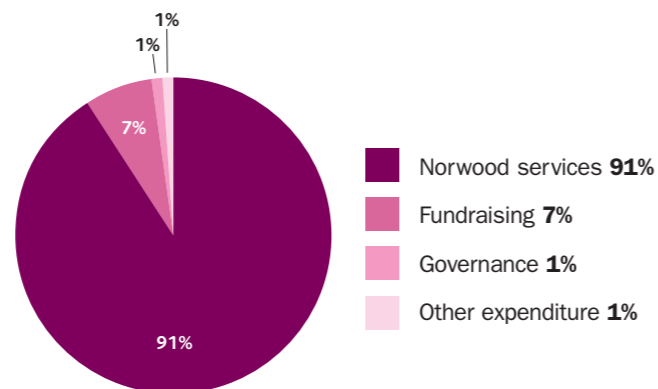


Expenditure and Costs

91% of everything spent was on current Norwood services – an increase of 7% to £29.4m.

£2.3m was spent on fundraising – 7% of total expenditure. With tight cost control and a large rise in our voluntary income, the proportion spent on raising that income fell from one third to one quarter. We also spent £0.6m on governance and other items.

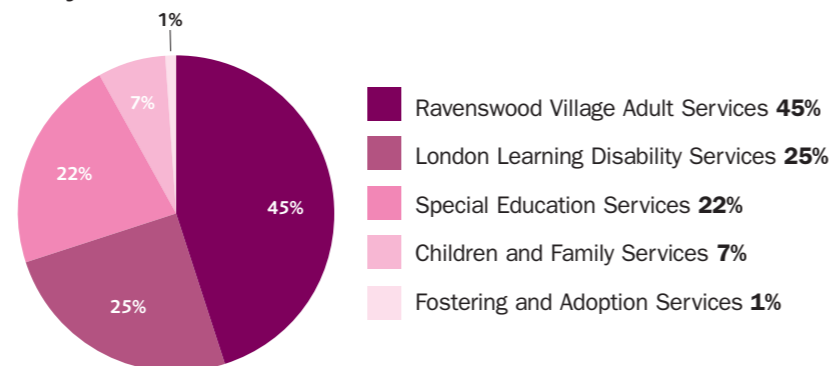
How we spent £32.3 million in the year 2006/07



Assets and Reserves

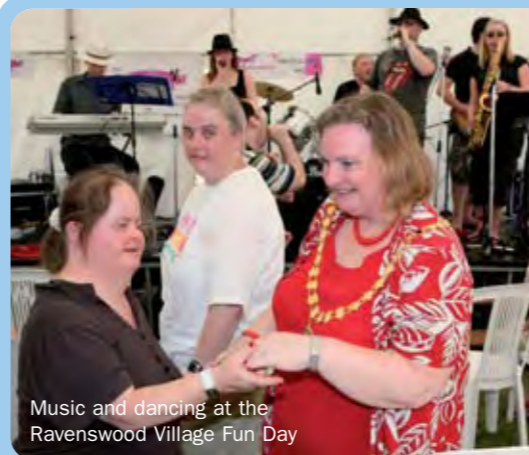
Investments provide income to support our services and these grew by £2.0m. This growth, together with £0.5m put aside for next year and the £1.8m received towards the construction of buildings to be used for future new services, contributed to an increase in funds of £4.7m.

We spent £29.4 million on Norwood services in the year 2006/07 like this:



About this information: The summary financial information above has been extracted from the statutory Trustees' Annual Report and Financial Statements for the year ended 31 March 2007, on which an unqualified audit report has been issued. Copies can be obtained from Norwood's Head Office or from our website at www.norwood.org.uk.

Spotlight on the year



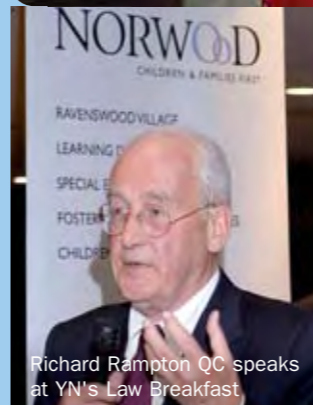
Music and dancing at the Ravenswood Village Fun Day



Harvey Weinstein of Miramax at Norwood's Annual Dinner



Norwood Director David Harris presents service user Talya Jacobson with an award for outstanding achievement



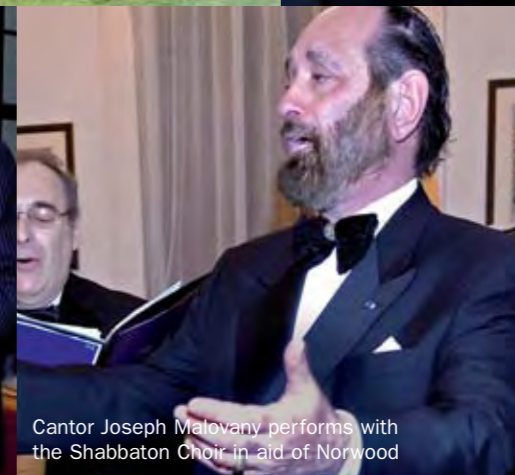
Richard Rampton QC speaks at YN's Law Breakfast



The Ravenswood Village tandem team on the Israel Bike Ride



Stars of the Apprentice Series 2 speak at an exclusive Norwood event



Cantor Joseph Malevany performs with the Shabbaton Choir in aid of Norwood



The Right Hon. Ann Widdecombe MP at the Ladies Lunch



Sir Henry Cooper at the Bank of Ireland Norwood Golf Day



Stuart Rose of M&S at the Business Breakfast



Norwood Director Judith Katzler (centre) receives a prestigious Third Sector award for Best Annual Review

Benefactors

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What's on?

As well as being a leading charity, Norwood can meet your social and cultural needs too! We have a whole range of entertainment and sporting events for supporters. You can find out more by clicking on www.norwood.org.uk. Here's a taster of what's on offer:

BUSINESS BREAKFAST

Friday 1 February 2008
Claridge's, London, W1
T: 020 8420 6922 or
lisa.coffer@norwood.org.uk

YN PROPERTY RECEPTION

With David Pearl and Ian Marcus
interviewed by Giles Barrie
Tuesday 26 February 2008
T: 020 8420 6832
sara.parish@norwood.org.uk

THE BIG VOICE

Sunday 9 March 2008
The Artsdepot, Finchley, N12
Tickets: Artsdepot Box Office:
020 8369 5454 or artsdepot.co.uk
For more information,
visit www.norwood.org.uk/thebigvoice

ENTERPRISE PRESENTS JUST A MINUTE WITH NICHOLAS PARSONS

Wednesday 12 March 2008
T: 020 8420 6886 or
michelle.lassman@norwood.org.uk

YN N-JOY LATIN FEVER

Latin-style party with Salsa dancing
Thursday 27 March 2008
Tabby Cat Lounge, London NW3
T: 020 8420 6823 or
melissa.klein@norwood.org.uk

LONDON MARATHON

Sunday 13 April 2008
T: 020 8420 6834 or
www.norwood.org.uk/challenges

WATERSIDE WALK

Sunday 11 May 2008
Virginia Water
T: 020 8420 6834 or
www.norwood.org.uk/challenges

THE SPORTS COMMITTEE PRESENTS BINGO BONANZA

June 2008
Hasmonean High School,
Hendon, NW4
T: 020 8420 6898 or
candice.mendesdacosta@norwood.org.uk

PROPERTY LUNCH

Friday 6 June 2008
The Intercontinental, London, W1
T: 020 8420 6832 or
sara.parish@norwood.org.uk

GOLF AID

Thursday 12 June 2008
T: 020 8420 6834 or
www.norwood.org.uk/challenges

JUNIOR BIKE RIDE

Sunday 22 June 2008
T: 020 8420 6834 or
www.norwood.org.uk/challenges

THE BANK OF IRELAND NORWOOD GOLF DAY

Wednesday 2 July 2008
Dyrham Park, Herts, EN5
T: 020 8420 6832 or
sara.parish@norwood.org.uk

THE FOOD & THOUGHT COMMITTEE PRESENTS READY STEADY COOK

Monday 7 July 2008
The Radlett Centre, Herts, WD7
T: 020 8420 6898 or
candice.mendesdacosta@norwood.org.uk

CAPITAL TO COAST – THE LONDON TO HOVE CHARITY BIKE RIDE

Sunday 13 July 2008
T: 020 8420 6944 or
www.capitaltocoast.org.uk

AMALFI COASTAL TREK

Sunday 14 – Friday 19 September 2008
T: 020 8420 6834 or
www.norwood.org.uk/challenges

ISRAEL BIKE RIDE

Saturday 13 – Sunday 21 September 2008
T: 020 8420 6834 or
www.norwood.org.uk/challenges

SOUTH AFRICA BIKE RIDE

Saturday 25 October –
Monday 3 November 2008
Saturday 1 November –
Monday 10 November 2008
T: 020 8420 6834 or
www.norwood.org.uk/challenges

ANNUAL DINNER 2008

Monday 17 November 2008
The Grosvenor House, London W1
T: 020 8420 6822 or
adele.breslauer@norwood.org.uk

ACONCAGUA CLIMB, ARGENTINA

Sunday 21 December 2008 –
Saturday 10 January 2009
T: 020 8420 6834 or
www.norwood.org.uk/challenges