



RECRUITMENT PACK

DIRECTOR OF PEOPLE & CULTURE

WELCOME

Dear Candidate,

Thank you for your interest in becoming Norwood's next Director of People and Culture.

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.

We are now seeking an exceptional Director of People & Culture to join our senior leadership team and provide vision, leadership and direction to ensure Norwood achieves its strategic priorities through the development and delivery of a new people strategy. This is an exciting time to join us and there is an outstanding opportunity for a strategic human resources leader to ensure that everyone at Norwood is supported to deliver their best for the people who we support.

Jewish communal values are at the heart of Norwood's services and the 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 needs our support. You need not be Jewish in order to join our team. However, such is the importance of Jewish culture and the Jewish way of life to our organisation, you will need to appreciate this and be open to embracing the Norwood values.

You will be a proven strategic thinker comfortable operating with both senior management and the Board in a complex organisation. With excellent communication and proven ability to lead a diverse team, you will be instrumental in embedding a culture of collaboration across the organisation and will support Norwood in attracting, retaining and developing high calibre staff to ensure the impact of our work. Importantly you will be someone who cares deeply about the wellbeing of the people we serve as well as our employees.

You will work closely 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. If this excites you and you have the skills and attributes we are looking for, we would be very pleased to hear from you.

Yours sincerely,

Naomi Dickson, Chief Executive



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.

We 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 and we run a children and family centre in north-west London.

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**](#).

THE ROLE

Norwood is the largest Jewish charity in the UK supporting vulnerable children and their families, children with special educational needs and people with learning disabilities and autism.

Our Director of People & Culture is a critical role on our senior leadership team, and you will work collaboratively with the Chief Executive and senior colleagues, providing vision, leadership, and direction to ensure Norwood achieves its strategic priorities through the conceptions and delivery of an appropriate People Strategy.

Our recent employee survey has highlighted that people feel valued across the organisation and our friends and family test showed high satisfaction levels. However, there are some key areas for us to focus on in the years ahead including:

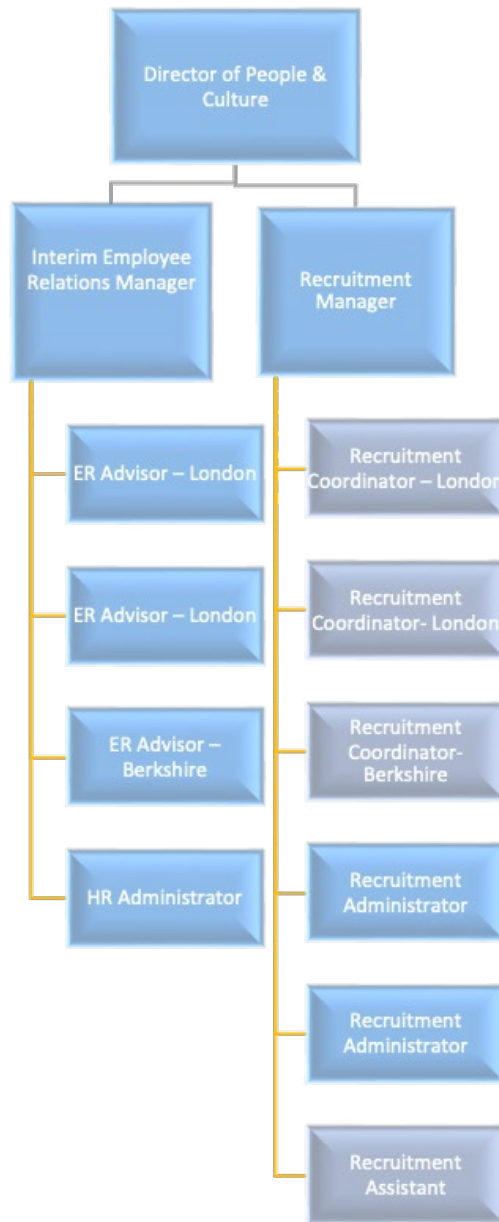
- **Innovation with respect to care staff recruitment and retention:** Norwood is now fully competitive in pay terms, so the next step is to ensure that high calibre staff are attracted, optimally selected and inducted, and well led and professionally developed in their roles.
- **Leadership performance and delivery of results:** through significant recruitment activity the overall calibre of Operational management (first and second tier) is much improved, but there is still much to do to maximise the competence and confidence of leadership across the charity, with particular emphasis on change management and commercial judgement.
- **Strategic input at SLT and Board level:** Norwood is first and foremost a people driven, service provider and so much of the key strategic thinking and execution relates to organisation design, staffing, and reward. A comprehensive and well-articulated People Strategy that is uniformly signed up to is required to cement this together.
- **Staff well-being:** the significant physical and emotional challenges for operational staff and management are well understood, and an improvement in the charity's recognition and response to the well-being needs of all employees was a key requirement in the recent staff survey.
- **Organisation change:** the development of future Adult Services and the growth and diversification of Children & Family Services will have significant consequences for the incoming Director of People and Culture.

You will be instrumental in embedding a culture of collaboration across departments, ensuring that KPIs and outcome measurements across the organisation are aligned with strategic priorities and supportive of the delivery of Norwood's charitable objectives/service delivery.

You will guide, manage and provide all aspects of employee engagement from both an operational and strategic perspective, including the development, approval, and execution of plans, policies and objectives designed to ensure we provide outstanding services, delivered by appropriately skilled, values driven and compassionate staff.



ORGANISATIONAL CHART



JOB DESCRIPTION

Job title: Director of People & Culture
Reports to: Chief Executive
Responsible For: Recruitment, Employee Relations, and Organisation & Leadership Development.

MAIN DUTIES AND RESPONSIBILITIES FUNCTIONAL AND CORPORATE LEADERSHIP

- Develop and implement HR initiatives in line with organisational strategic objectives.
- Be an integral member of the executive leadership team and be accountable for the performance of the HR function and provide strategic counsel on all people matters.
- Contribute to the long-term goals for business and people development, including leadership development and succession planning.
- Work together with the executive leadership team to develop a people strategy that enables our Mission, Vision and Values to be brought to life across the organisation and drives the company's culture.
- Create an employee value proposition to ensure we attract, engage, develop, and retain key talent to drive high performance, through the provision of strategic human resource leadership to both our adult and children's services and to the central support functions.
- Create and manage the HR department's annual budget.

RECRUITMENT

- Lead an effective and efficient recruitment service across all of Norwood's business areas.
- Ensure resource availability in line with operational needs, with a view to minimising agency staff utilisation.
- Ensure that all job descriptions and person specifications are regularly reviewed and updated.

EMPLOYEE RELATIONS

- Ensure the maintenance of a positive employee relations climate through the provision of sound guidance to line management.
- Ensure full adherence to employment law in order to protect the reputation and financial well-being of the charity.

LEADERSHIP DEVELOPMENT

- Lead, motivate and oversee learning and development of all employees and implement an effective career pathway.
- Ensure that a range of exciting and innovative L&D interventions are available to all employees.
- Oversee the effective management of the apprenticeship contract and levy.
- Utilise the expertise and funding available in the sector, including our sector skills body, Skills for Care.

ORGANISATIONAL DEVELOPMENT

- Provide guidance and challenge at executive leadership team level to ensure that the organisational design and resources are aligned to the efficient delivery of objectives.
- Develop and implement an innovative and motivational performance management strategy that links induction, supervision, appraisal, day to day working, and career aspirations.
- Embed the desired Norwood culture across the charity.

GENERAL

- To take all reasonable care of the health and safety of themselves and of other persons who may be affected by their acts or omissions. As regards to any duty or requirement imposed upon the organisation by or under any of the relevant statutory provisions, to co-operate with the organisation as far as it necessary to enable that duty or requirement to be performed or complied with.
- To work at any other Norwood location, as and when required.
- To maintain confidentiality at all times and to ensure respect for, proper observance of and adherence to, Norwood's confidentiality policy for all staff.
- To undertake any other duties which are consistent with the post.

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 service.

PERSON SPECIFICATION

KNOWLEDGE AND EXPERIENCE

ESSENTIAL

- A minimum of 10 years' experience in multi-site, people intensive organisations deploying best in class HR and OD practices.
- A strong track record of working with and developing high-performing multi-disciplinary professional teams.
- Experience of aligning teams and their performance to the vision and core values of an organisation.
- Experience of being part of a senior leadership team and making meaningful strategic contributions.
- Experience of leading change programmes and embedding cultural change.
- Experience in developing/ using databases and recording mechanisms for the collection and analysis of data to drive performance improvement.
- Project management capability.
- Knowledge of relevant regulatory frameworks.
- An up-to-date knowledge of employment law.
- Relevant HR qualification, preferably Member of the Chartered Institute of Personnel & Development (MCIPD) or above.

DESIRABLE

- Experience and knowledge of the care sector and its regulatory framework.
- Knowledge of the Jewish community.

SKILLS AND ABILITIES

- Strong planning and organisational skills.
- Excellent communication, negotiation and interpersonal skills.
- Ability to build good relationships with all stakeholders (i.e., front line staff and the Trustee Board) to maximise service delivery and corporate performance.
- Good project management skills.
- Well-developed coaching and mentoring skills.
- Commercial acumen – able to contribute to strategic decision-making within the organisation as an influencer, able to understand company finances, resource management, and the ultimate aims of the business.
- Demonstrable commitment to advancing the equality and diversity agenda.

STYLES AND BEHAVIOURS

- Passionate about support and care for the most vulnerable in society.
- Unquestionable integrity.
- Innovative and solutions focussed.
- Caring and compassionate.
- A high work ethic.

TERMS OF APPOINTMENT

SALARY

The salary for this role is c£85,000 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 Hannah Chapman at hannah.chapman@starfishsearch.com and we will be happy to arrange a call.

To make an application, please go to <https://starfishsearch.com/jobs/norwood-dir-peo-cul/> 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:	Monday 10th July 2023
Preliminary interviews:	w/c 10th & 17th July 2023
Final Panel interviews:	Late August