



CANDIDATE PACK FOR THE DIRECTOR OF PEOPLE & CULTURE

WELCOME

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

Norwood supports and empowers neurodiverse children, their families and people with neurodevelopmental disabilities to live their best lives. We work with local authorities to deliver a wide range of services, from residential and supported living accommodation and short-breaks facilities to a range of support groups aimed at the whole family, not just the individual. As the oldest Jewish charity in the UK, we are proud to have held Royal Patronage since 1815.

In 2024, we launched a new strategy that not only strengthens our commitment to delivering excellent services but also expands our role as a sector leader and advocate for wider social change.

As our Director of People and Culture, you will play a critical role on the senior leadership team, providing vision, direction, and strategy to ensure Norwood achieves its strategic priorities through a high quality People Strategy. You will guide and manage all aspects of employee engagement, from strategic planning through to operational delivery, ensuring we provide outstanding services, delivered by appropriately skilled, values driven and compassionate staff.

We are seeking a strategic thinker, comfortable working with both Senior Management and the Board, contributing both to organisational culture and the development of corporate strategy and policy underpinned by robust HR operations and governance. With excellent leadership and communication skills, you will foster a culture of collaboration across the organisation and support Norwood in attracting, retaining and developing high-calibre staff, to ensure the impact of our work.

Our work is vital in supporting thousands of people and their families to achieve more than they ever thought possible. Whilst Jewish communal values are at the heart of Norwood's services, you need not be Jewish to join our team. Every new member of the team receives Jewish cultural training as part of their wider induction to ensure they feel supported, integrated, and aligned with our values.

If this role excites you and you have the skills and experience, we are looking for, we would be delighted to hear from you.

Naomi Dickson
Chief Executive



WHO WE ARE

Norwood supports and empowers neurodiverse children, their families and people with neurodevelopmental disabilities to live their best lives. Our services are delivered to the Jewish community by a workforce made up of around 700 staff and hundreds of dedicated volunteers.

OUR VISION AND MISSION

Our vision is of a world where Jewish people of all ages with neurodevelopmental disabilities and neurodiversity can:

- Live fulfilled, ordinary Jewish lives
- Enjoy sustained, positive physical and mental wellbeing
- Participate as valued members of the Jewish and wider community
- Live as independently as possible in a place that feels like home

Our mission is to empower Jewish people of all ages with neurodiversity or neurodevelopmental disabilities, along with their families, to lead fulfilled lives in communities that value them.

OUR VALUES

Underpinning everything we do are our values of:

- Kindness
- Respect
- Belonging
- Empowerment

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 30 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 suite 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. Adult Services

Within our services for adults with learning disabilities, we provide a range of accommodation 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 Adult Services](#)

OUR STRATEGY

Norwood has a unique position as one of the largest Jewish providers of support of all ages with a neurodevelopmental disability and neurodiversity.

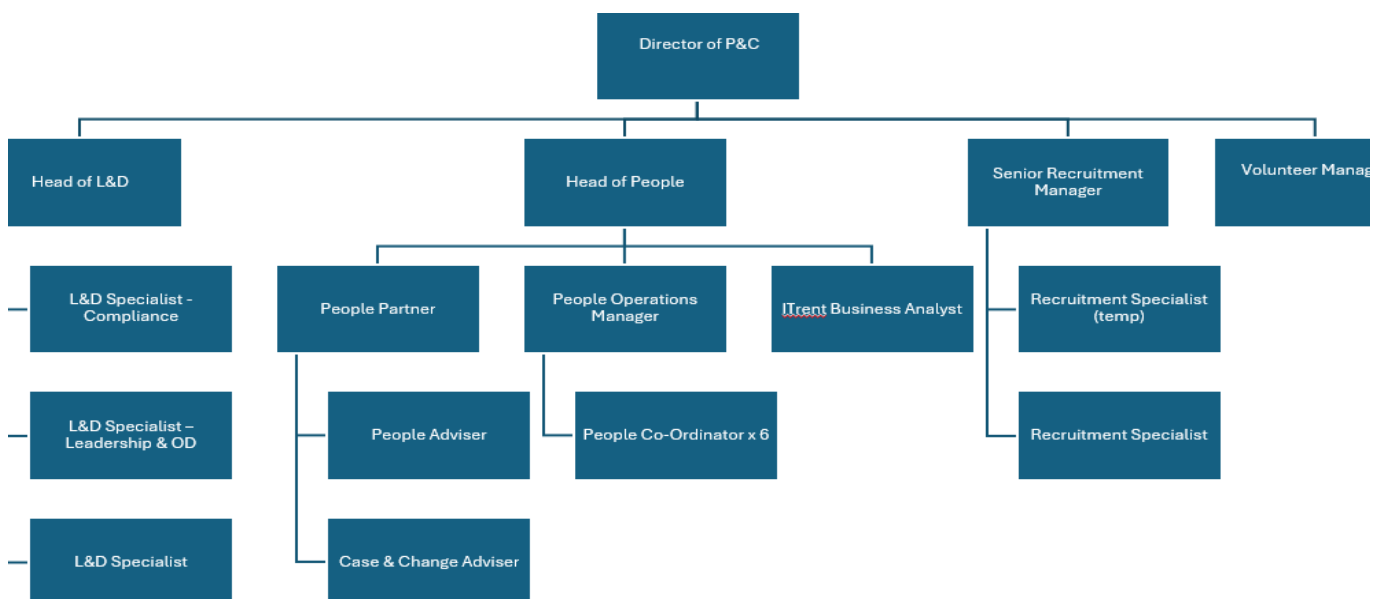
We are both a modern provider of social care to many people, and a charity with a long legacy of serving the Jewish community. We are proud to do both.

Our strategic plan for 2024 to 2027 is based on 4 pillars of service:



Underpinning these delivery pillars, we must shore up our organisation foundations – the culture, infrastructure, systems and policies that make Norwood the most dynamic, well-led organisation it can be.

PEOPLE AND CULTURE: TEAM STRUCTURE



JOB DESCRIPTION

Job title: Director of People & Culture

Accountable to: Chief Executive

Responsible for: All aspects of the employment of staff and use of volunteers throughout the organisation. Leading the development of organisational culture, underpinned with our commitment to equity, diversity, inclusion and belonging.

ROLE PURPOSE:

The Director of People and 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 design and delivery of an appropriate People & Culture Strategy.

You will be instrumental in embedding a culture of collaboration across departments, ensuring that KPI's and outcome measurements throughout the organisation are aligned with strategic priorities and supportive of the delivery of Norwood's charitable objectives/service delivery. You will take a lead role in ensuring our commitment to equity, diversity, inclusion and belonging are meaningfully implemented in practice.

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.

KEY ACCOUNTABILITIES:

Functional and Corporate Leadership

- As a member of the executive leadership team, contribute to the development of the organisation's strategy and its implementation
- Be accountable for the performance of the People and Culture function
- Act as a trusted adviser to the Board and SLT on all people related matters involving trustees and senior leaders
- Work together with the executive leadership team to develop and implement a people strategy that enables our Mission, Vision and Values to be brought to life across the organisation and drives the company's culture
- Develop and implement HR initiatives in line with organisational strategic objectives
- Provide strategic and operational HR leadership to both our adult and children's services and to the central support functions.
- Be accountable for the People and Culture budget and for its management, ensuring best possible use of available resources
- Establish agreed key performance indicators in relation to all aspects of the volunteer and paid workforce and use these to monitor performance and objectives within the People and Culture strategy

Recruitment

- Design and implement an Employer Value Proposition for Norwood to attract the best available talent to drive performance
- Lead an effective and efficient recruitment service across all of Norwood's business areas.
- Ensure that Norwood is legally compliant in respect of the employment of foreign nationals
- Ensure resource availability is 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 and Engagement

- Create a climate within the organisation where staff and volunteers feel well valued, supported in their roles and their wellbeing at work is taken care of
- Ensure that we have robust HR policies in place which meet legal and best practice requirements in respect of performance, conduct, ill health and capability
- Ensure that employee performance is managed effectively through the provision of sound guidance to line management
- Ensure full adherence to employment law, best people practice and Norwood's values to protect the reputation and financial well-being of the charity and to ensure its employees are treated fairly and equitably
- Develop employee forums and other mechanisms to ensure the employee voice is heard and contributes to the development of plans and policies throughout the organisation

Leadership Development

- Design, lead and implement appropriate learning and development for all employees based on role and organisational needs and the needs of the people we support
- Take the lead in developing clear policies for mandatory training, ensure delivery of that training to a high standard and ensure compliance in line with Skills for Care Certificate requirements
- Develop and implement a programme of learning in management and leadership for all those in Norwood undertaking leadership roles
- Oversee the effective management of the apprenticeship contract and levy and use the expertise and funding available in the sector, including via Skills for Care

Organisational Development

- Lead on the development and implementation of an appropriate organisational culture for Norwood, including an inclusive and motivational leadership style
- Take the lead in the design and implementation of organisational structures and ways of working to support the efficient delivery of the organisation's strategic aims and objectives
- Develop and implement an innovative and motivational performance management strategy that links induction, supervision, appraisal, day to day working, and career aspirations
- Take a lead on developing and embedding the desired Norwood culture across the charity
- To oversee the recruitment and management of volunteers to enhance the lives of the people we support

EDI

- Take the lead on developing and implementing a workforce EDI strategy
- Ensure that equity, diversity, inclusion and belonging considerations are at the heart of all people practices and policies

Learning & Development

- Design an organisation-wide learning strategy in line with regulatory requirements
- Develop leadership learning opportunities for managers at all levels throughout the organisation
- Ensure compliance with required mandatory training requirements
- Create a continuous learning culture

Reward

- To design and implement a Reward strategy incorporating pay, conditions of service and benefits which positions Norwood in the labour market as competitive and is affordable and fair
- To establish mechanisms to recognise the successes and achievements of staff and volunteers

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 always maintain confidentiality 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

- Substantial HR experience in multi-site, people intensive organisations
- 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 organisational change programmes and embedding cultural change
- Experience in developing a performance framework with key indicators for a people function and with expertise in the analysis of data to drive performance improvement
- Project management capability
- Knowledge of relevant regulatory frameworks
- An up-to-date knowledge of employment law
- Experience of putting EDI policies and principles into practical application
- Extensive knowledge of best practice in people management and employee relations
- Relevant HR qualification, preferably Member of the Chartered Institute of Personnel & Development (MCIPD) or above

DESIRABLE

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

SKILLS AND ABILITIES

- Excellent communication and engagement skills
- Strong planning and organisational skills
- Ability to manage complex employee relations cases
- Ability to build good relationships with all stakeholders (i.e., front line staff and the Trustee Board) and to act as a trusted adviser to the senior team and Trustees
- 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 and experience of advancing the equality and diversity agenda with organisations

PERSONAL ATTRIBUTES

- Able to build strong and effective working relationships with all stakeholders
- Passionate about support and care for the most vulnerable in society
- Unquestionable integrity
- Innovative and solutions focussed
- Caring and compassionate
- Committed to Norwood's values

TERMS OF APPOINTMENT

SALARY

The salary for this role is c £92k 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 chris.milo@starfishsearch.com and we will be happy to arrange a call. To make an application, please go to <https://starfishsearch.com/jobs/norwood-dir-people-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 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.

Closing date: Friday 7th November 2025

Preliminary interviews: w/c 17th November 2025

Final Panel interviews: 10th December 2025 in person at Norwood's Stanmore office

