



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 and partners to deliver a wide range of services, including residential and supported living, short breaks, family support and community services. As the UK's oldest Jewish charity, we are proud to have held Royal Patronage since 1815.

In 2024, we launched a new organisational strategy that strengthened our commitment to delivering excellent services while increasing our ambition to be a sector leader and advocate for wider social change. Our people are fundamental to achieving that ambition.

Over the past 18 months, Norwood has benefited from a successful period of interim leadership within People and Culture. During this time, we have developed a new People Strategy and established clear priorities for how we support, engage and develop our workforce. This provides strong foundations for our next permanent Director of People and Culture to build upon.

As our Director of People and Culture, you will be a key member of the Senior Leadership Team, taking forward the People Strategy and ensuring it continues to evolve alongside Norwood's ambitions. You will provide strategic leadership across our people agenda, strengthening organisational capability, leadership and culture while ensuring our People function provides high quality, responsive and well governed support across the organisation.

Working closely with me, the Board of Trustees and colleagues across the Senior Leadership Team, you will have the opportunity to influence organisational strategy and lead the next phase of our people and culture journey. You will help us embed the progress already made while continuing to strengthen how we attract, develop, engage and retain talented people who share our values and commitment to the people we support.

We are looking for an experienced and credible People leader who can combine strategic thinking with strong operational judgement. You will be comfortable operating at Executive and Board level, leading through change and building trusted relationships across a diverse and complex organisation. Above all, you will understand how a strong people culture enables outstanding services.

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, you do not need to be Jewish to join our team. Every new colleague receives Jewish cultural awareness training as part of their induction, helping them understand our heritage, community and values.

This is an exciting time to join Norwood. With a clear People Strategy in place and strong foundations to build upon, our next Director of People and Culture has the opportunity to lead its delivery, shape its future development and make a lasting contribution to Norwood and the communities we serve.

If this opportunity excites you and you have the leadership, experience and ambition we are looking for, we would be delighted to receive an application from you.

Naomi Dickson
Chief Executive

WHY NORWOOD

Following a successful 18 month period of interim leadership, Norwood is now seeking to appoint a permanent Director of People and Culture who can build upon the strong foundations established and lead the next phase of our organisational development.

Every day, across our homes, services and community programmes, we support neurodiverse children, their families and people with neurodevelopmental disabilities to live their best lives as part of their community. We believe everyone deserves dignity, choice and the opportunity to thrive. Across more than 30 locations in London and Berkshire, our residential, supported living, children's and family, transition and community services make a meaningful difference to thousands of people every year.

As Director of People and Culture, you will play a pivotal role in enabling that impact. By leading our People Strategy, strengthening organisational capability and fostering an inclusive, values led culture, you will ensure Norwood continues to attract, develop and retain exceptional people. Working closely with the Chief Executive, Senior Leadership Team and Board of Trustees, you will help shape the future of the organisation and create an environment where colleagues and volunteers can deliver outstanding support to the people and communities we serve.

NORWOOD VALUES AND BEHAVIOURS

As Director of People and Culture, you will foster an environment where our values are reflected in every aspect of the colleague experience, from how we attract and develop talent to how we support, recognise and empower our people. By leading with integrity, compassion and accountability, you will help ensure Norwood remains an inclusive, ethical and high performing organisation, enabling our colleagues to deliver life changing support to the people and communities we serve.

Kindness (Chessed)	Respect (Kavod)	Belonging (Beitenu)	Empowerment (Chayim)
We create environments where everyone can thrive	We respect peoples human rights and act with integrity	We pride ourselves on being a Norwood family	We enable people to reach their potential
Empathy, we understand diverse perspectives and experiences	Dignity, we value and respect people, recognising their right to choice.	Trust, we build a safe environment for people to flourish	Accountability, we make a positive impact and get things done, owning our actions and decisions
Compassion, we are considerate of others and are generous of our time	Integrity, we do the right thing even though no one may be watching	Inclusivity, we value difference and celebrate diverse voices	Innovation, we encourage people to be curious, take opportunities and learn from experiences
Supportive, we build and maintain positive relationships	Fairness, we tread other how would wish to be treated ourselves	Collaboration, we connect with other to form a positive community	Ambition, we strive for success in everthing we do
<i>'The world is build with loving kindness' (Pslams)</i>	<i>'Who is respected? One who respectes everyone they meet.' (Ethics of the Fathers)</i>	<i>'All people are responsible for one another' (Talmud)</i>	<i>'Choose live, so that you and those after you may live' (Deuteronomy)</i>

NORWOOD STRATEGY

We launched our new strategy in January 2025 based on four pillars: Open Front Door (OFD), Children & Family Services (CFS), Transition Services, and Adult Services.

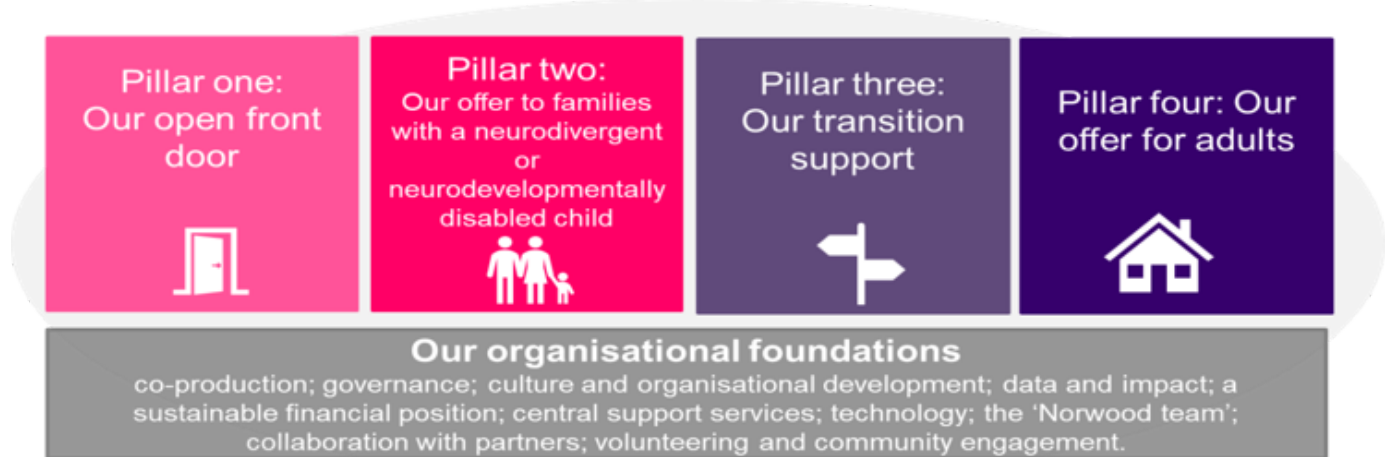
The OFD, now called We Connect Families (WCF), offers a person-centred, needs-based advice and triage service, a 'one stop shop' for social care needs within the community and operated in partnership with other community organisations.

CFS delivers a whole-family, strengths and needs-based model to empower neurodivergent children and their families to lead fulfilled Jewish lives. We are also committed to being a partner and leader in the Jewish neurodiversity and special educational needs and disabilities (SEND) space.

Transition Services prepares neurodivergent young people and those with neurodevelopmental disabilities for adult life as early as possible, so that they can seamlessly develop the skills and knowledge they need to exercise choice and control over their lives.

We are uniquely placed, by virtue of being the only Jewish provider with such extensive children's and adult services, to provide this vital service.

Adult Services transforms and grows our provision for adults with neurodevelopmental disabilities by further modernising our practices, providing more and better supported living and residential care homes.



OUR SERVICES

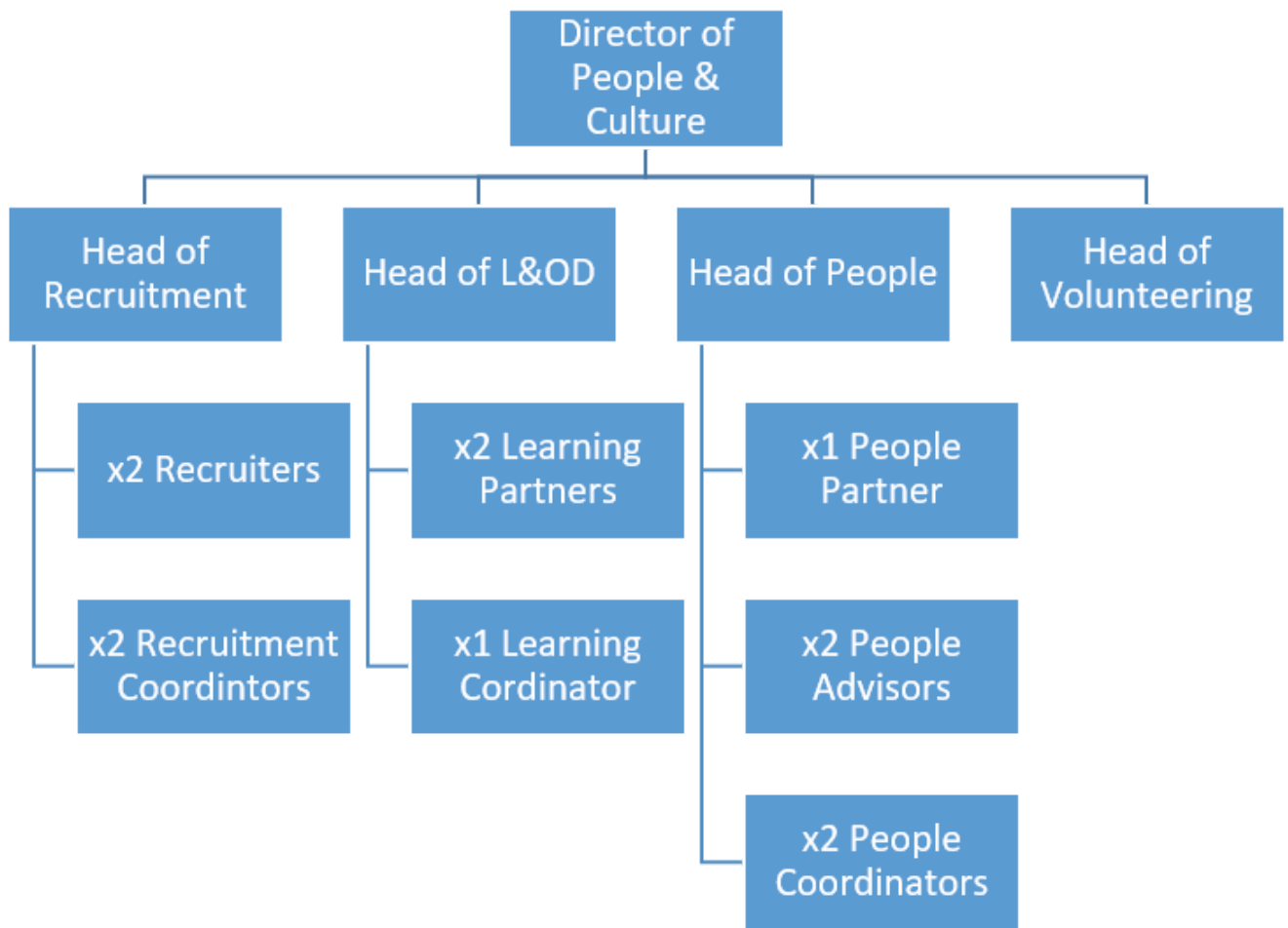
Norwood's sector-leading services celebrate our Jewish culture and are run in accordance with Jewish values but are open to all who need our support. While our head office is in Stanmore, we support individuals living in more than 30 homes across London and Berkshire and we run a children and family centre in north-west London.

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](#)



People and Culture Function: The Director of People and Culture leads a multidisciplinary function responsible for attracting, developing, supporting and retaining the people who enable Norwood to deliver outstanding services.

The function brings together four key areas:

Recruitment: Leading attraction, talent acquisition, and employer branding, ensuring Norwood attracts high quality, values led people through fair, efficient and compliant recruitment processes.

Learning and Organisational Development: Supporting colleagues and leaders to develop the skills, knowledge and behaviours needed to deliver excellent services, while strengthening organisational capability, improving our workplace culture, developing our leaders and staff engagement.

People Partnering: Providing strategic and operational people advice across Norwood, managing employee relations, organisational change, wellbeing, performance and people planning, underpinned by strong governance and compliance.

Volunteering: Leading the organisation's volunteering strategy and supporting the recruitment, engagement and development of volunteers who make a significant contribution to Norwood's services and community impact.

THE OPPORTUNITY

This is an exciting opportunity to join Norwood at a pivotal point in our journey.

We're now looking for a permanent Director of People and Culture to build on that momentum. Reporting directly to the Chief Executive and as a key member of the Senior Leadership Team, you will play a central role in shaping the next chapter of Norwood's people and culture journey.

This role offers the opportunity to influence far more than the People function. You will help shape organisational strategy, work closely with the Board of Trustees and Executive Team, and ensure our people, leadership and culture continue to enable outstanding services for the people and communities we support.

Leading Recruitment, Learning and Organisational Development, People Partnering and Volunteering, you will inspire a multidisciplinary team while strengthening organisational capability across Norwood. You will have the opportunity to build on a clear strategic direction, embed meaningful change and create an environment where colleagues and volunteers can thrive.

We're looking for an authentic and inspiring leader who combines strategic vision with operational credibility. You will be comfortable influencing at Executive and Board level, leading through change and building trusted relationships across a diverse and complex organisation.

Most importantly, you will recognise that exceptional people practices are fundamental to delivering exceptional care.

If you are motivated by purpose, enjoy leading change and want to make a lasting difference through the people who deliver our services every day, we would be delighted to hear from you.



JOB DESCRIPTION

Job title:	Director of People & Culture
Reporting to:	Chief Executive
Responsible for:	Recruitment, Learning & Organisational Development, People Partnering and Volunteering

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 conception and delivery of an appropriate People Strategy.

You will be instrumental in embedding a culture of collaboration across departments, ensuring that KPI's 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.

KEY ACCOUNTABILITIES:

Functional and Corporate Leadership

- As a member of the senior 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 all staff, including compliance with specific social care regulations
- Ensure resource availability is in line with operational needs, with a view to minimising agency staff utilisation

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

- 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

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 is 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

- Relevant HR qualification, preferably Member of the Chartered Institute of Personnel & Development (MCIPD) or above
- 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 change programmes and embedding cultural change
- Experience in developing a performance framework with key performance indicators for a people function with expertise in the analysis of data to drive performance improvement
- Project management capability
- An up-to-date knowledge of employment law
- Extensive knowledge of best practice in people management and employee relations

Desirable

- Experience and excellent knowledge of the care sector and its regulatory compliance framework
- Knowledge of relevant regulatory frameworks
- Knowledge of the Jewish community.

Skills and abilities

- Strong planning and organisational skills
- 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 £95,000 -100,000 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 applying. To make an application, please click [here](#) 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 18th September 2026

Preliminary interviews: w/c 28th September 2026

Final Panel interviews: w/c 12th October 2026

