

Head of People: Candidate Information Pack

This candidate information pack provides an overview of Norwood, the Head of People opportunity, the impact of the role and the experience we are looking for in our next People leader.

Welcome from Vicky Greig

Thank you for your interest in the role of Head of People at Norwood.

This is an exciting opportunity to join a charity with a long and proud history of supporting neurodiverse children, young people, adults and families to live fulfilling and independent lives.

At Norwood, our people are at the heart of everything we do. We are committed to creating an inclusive, values-led culture where colleagues feel supported, empowered and able to thrive. As we continue to evolve and strengthen our services, we are looking for a compassionate, commercially aware and forward-thinking People leader who can help shape the next chapter of our People & Culture journey.

The Head of People will play a key role in translating strategic priorities into meaningful operational delivery across people performance, employee relations, organisational change, wellbeing, systems and leadership support. This role offers the opportunity to influence culture, strengthen organisational capability and help ensure our people practices continue to support safe, effective and high-quality services.

We are looking for someone who combines strategic thinking with operational credibility, and who is passionate about creating positive employee experiences whilst supporting people performance and accountability.

If you are motivated by purpose, collaboration and the opportunity to make a meaningful impact, we would be delighted to hear from you.

Vicky Greig

interim Director of People & Culture



About Norwood

Founded in 1795, Norwood is the oldest Jewish charity in the UK. We support and empower neurodiverse children and their families and people with neurodevelopmental disabilities to live their best lives.

At Norwood, you will make a real difference every day. You will be part of a supportive and inclusive team where kindness is shown in how we care, respect shapes how we work together, belonging ensures everyone feels valued, and empowerment enables people to thrive.

We invest in your growth, care about your wellbeing, and give you the pride of knowing your work changes lives.

Our Values & Behaviors

<i>Kindness (Chessed)</i>	<i>Respect (Kavod)</i>	<i>Belonging (Beitenu)</i>	<i>Empowerment (Chayim)</i>
We create environments where everyone can thrive	We respect people's human rights and act with integrity	We pride ourselves on being a Norwood family	We enable people to reach their potential
Our Behaviours,			
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 others how we would wish to be treated	Collaboration, we connect with others to form a positive community	Ambition, we strive for success in everything we do
<i>'The world is built with loving kindness' (Psalms)</i>	<i>'Who is respected? One who respects everyone they meet.' (Ethics of the Fathers)</i>	<i>'All people are responsible for one another' (Talmud)</i>	<i>'Choose life, so that you and those after you may live' (Deuteronomy)</i>

These values guide how we support people, work together and lead across the organisation.

About this Opportunity

As part of the senior People & Culture leadership team, you will help shape a culture where colleagues feel supported, valued and empowered to do their best work, while ensuring people practices remain commercially informed, operationally effective and aligned to organisational priorities.

This role is suited to a values-led people professional who can balance empathy with accountability, and strategic thinking with practical delivery. Someone who understands how strong people leadership supports performance, service quality and sustainable change.

Working closely with leaders across London and Berkshire services, you will build trusted relationships, influence decision-making and help create a positive, inclusive and high-performing culture across Norwood.

The role combines strategic leadership with operational delivery and will lead key areas including:

- People Partnering
- Employee Relations
- Pay & Reward
- People MI, Analytics and Reporting
- Organisational Change and Transformation
- Governance, Compliance and Safer Recruitment

You will play an important role in strengthening leadership capability, improving people systems and insight, supporting wellbeing and engagement initiatives, and embedding a culture of continuous learning across Norwood.

Why Join Norwood

Joining Norwood means being part of a charity where purpose and impact are at the centre of our work. We invest in our people, value collaboration and create opportunities for colleagues to grow and make a meaningful difference every day.

At Norwood, purpose and impact sit at the heart of everything we do. Whether supporting frontline services, enabling change or strengthening people capability, every colleague contributes to helping the people we support live their best lives.

**“At Norwood,
everything starts
with people”**

We are committed to creating an inclusive, supportive and values-led culture where colleagues feel respected, empowered and able to thrive. We recognise the importance of investing in our people and creating an environment where collaboration, learning and continuous improvement are encouraged.

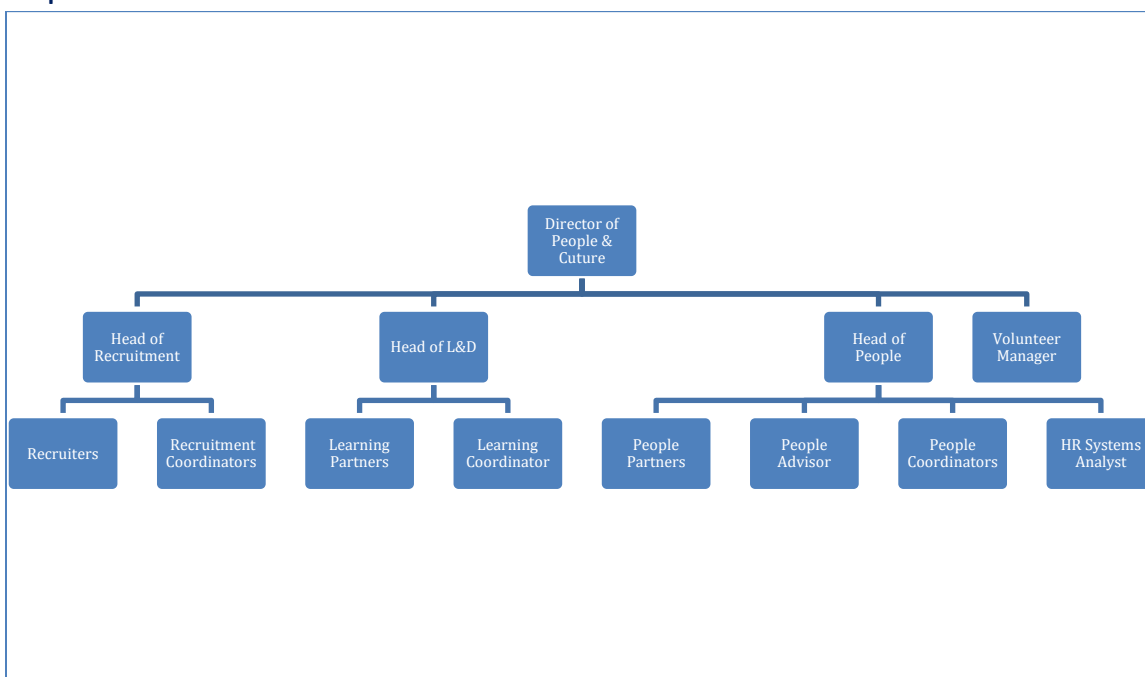
As Head of People, you will have the opportunity to shape culture, influence leadership capability and help drive the continued development of a modern, responsive and people-focused charity. This is a role where strategic thinking and operational delivery come together to create meaningful impact.

In return, Norwood offers:

- A purpose-driven and values-led working environment
- The opportunity to influence culture and people strategy
- Collaborative and supportive leadership teams
- Opportunities for professional growth and development
- The chance to contribute to meaningful change across services and communities
- A culture focused on kindness, respect, belonging and empowerment

This is more than a leadership role in People & Culture. It is an opportunity to help shape the experience of colleagues and the future direction of an organisation that changes lives every day.

People Structure



Recruitment Process

The recruitment process is designed to provide candidates with the opportunity to demonstrate both strategic leadership capability and operational delivery experience. We hope you will apply.

The process includes:

- Application: Personal statement and CV



- First stage interview
 - Stakeholder panel interview
 - Presentation assessment, followed by panel interview

Closing Date: 7th June, 2026

Interview Date: 18th June, 2026 (face to face)

Norwood is committed to inclusive and fair recruitment practices and welcomes applications from candidates from all backgrounds and communities.

Job Description & Person Specification

Position: Head of People

Reports To: Director of People and Culture

Levelling Framework: 2A

Salary Range: £60,000 to £66,000

Contract: Permanent

Hours Per week: 35

Accountable for: People Partners, People Advisors, People Coordinators and HR Analyst

DBS Level: Standard

Our Values and Behaviours

To act in accordance with “Our Values and Behaviours” at all times when delivering your role, ensuring that “Kindness”, “Respect”, “Belonging”, and “Empowerment” are fundamental to your behaviour.

<p>Kindness</p> <p>We create an environment where everyone can thrive.</p> <p>Our behaviours: Empathy – We understand diverse perspectives and experiences. Compassion – We are considerate of others and are generous with our time. Supportive – We build and maintain positive relationships.</p> 	<p>Respect</p> <p>We respect people's human rights and act with integrity.</p> <p>Our behaviours: Dignity – We value and respect people, recognising their right to choice. Integrity – We do the right thing even though no one may be watching. Fairness – We treat others how we would wish to be treated ourselves.</p> 	<p>Belonging</p> <p>We pride ourselves on being a Norwood Family.</p> <p>Our behaviours: Trust – We build a safe environment for people to flourish. Inclusivity – We value difference and celebrate diverse voices. Collaboration – We connect with others to form a positive community.</p> 	<p>Empowerment</p> <p>We enable people to reach their potential.</p> <p>Our behaviours: Accountability – We make a positive impact and get things done, owning our actions and decisions. Innovation – We encourage people to be curious. Ambition – We strive for success in everything we do.</p> 
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In addition to undertaking the accountabilities as outlined below, the post holder will be expected to fully adhere to all Norwood policies and procedures which are referenced in the employment contract and Norwood's intranet.

Role Summary The Head of People is responsible for supporting the development and delivery of Norwood’s People & Culture strategy, translating strategic priorities into effective operational delivery across the charity.



The post-holder will lead the People Partnering, Employee Relations, Reward & Recognition and people operations functions, ensuring high-quality, compliant and values-led people practices that support organisational performance, wellbeing and employee experience.

Working closely with the wider senior people team, the role will also support employee engagement, change, leadership capability and continuous improvement across Norwood.

KEY ACCOUNTABILITIES

Strategic Leadership

1. Help shape and deliver Norwood's People & Culture strategy aligned to organisational priorities
2. Provide visible, collaborative leadership across the People & Culture function
3. Embed equity, diversity, inclusion and belonging into people strategy and culture
4. Build strategic partnerships and external networks to support organisational objectives

Business Partnering

1. Deliver a proactive, customer-focused People Partnering model supporting operational excellence
2. Ensure effective, compliant and solutions-focused employee relations delivery
3. Deliver people wellbeing initiatives that improve employee experience, support retention and contribute to reduced people risk and absence trends
4. Strengthen management capability through coaching, guidance and operational partnership.

Compliance & Risk

1. Lead people governance aligned to employment law and regulatory requirements
2. Ensure people systems support safer recruitment, audit and regulatory compliance
3. Develop and maintain people policies aligned to best practice and organisational risk
4. Promote a culture of accountability, safeguarding and professional standards aligned to Norwoods values and behaviours.

People Systems & Continuous Improvement

1. Lead continuous improvement of people systems, reporting and digital capability to improve efficiency, compliance and user experience
2. Develop accurate and meaningful people insight, MI and analytics to support strategic decision-making, operational oversight and people planning
3. Embed performance metrics, service standards and continuous improvement

Pay & Reward

1. Oversee the development and ongoing improvement of pay, benefits and recognition processes, ensuring they remain equitable, sustainable and responsive to organisational needs, people trends and continuous improvement priorities.

Organisational Development & Change

1. Lead people aspects of organisational change and transformation programmes
2. Strengthen organisational performance and accountability frameworks
3. Drive initiatives that improve culture, engagement and organisational effectiveness

Employee Relations

1. Promote a positive and values-led employee relations culture through
 - a. early intervention,
 - b. coaching and
 - c. effective resolution of people issues

Management Information & Reporting

1. Lead the production and continuous improvement of MI and reporting frameworks to strengthen operational oversight, regulatory assurance and strategic people planning.

Person Specification

	Essential	Desirable	Evidence
Qualification(s)	CIPD Level 5 qualified or equivalent degree		Cover Letter / CV / Onboarding
Experience	<ol style="list-style-type: none"> 1. Experience of leading an HR or People function within a fast-paced service-focused organisation 2. Experience of undertaking change processes, including structural changes and redundancy 3. Experience of managing complex employee relations cases 4. Experience of managing a high performing team 5. Experience developing and implementing people policies and people practices 	<ol style="list-style-type: none"> 1. Experience in health or social care 2. Experience of the design service user involvement in training 3. Experience of organisational development work in a complex organisation 4. Experience of development EDI strategies 	CV / Interview / Onboarding
Knowledge, Skills & Abilities	<ol style="list-style-type: none"> 1. Knowledge of the requirements of CQC in respect of employment in the care sector 2. Extensive knowledge of employment law, people governance and HR best practice within complex organisations 3. Strong commercial and operational acumen with the ability to 	<ol style="list-style-type: none"> 1. Experience of HR systems development, digital people transformation and people analytics platforms 2. Knowledge of organisational development, employee engagement and leadership development frameworks 	Cover Letter / CV / Interview

	<p>balance people, financial and service priorities</p> <p>4. Ability to drive continuous improvement, strengthen people systems and improve organisational effectiveness</p> <p>5. Ability to develop meaningful people MI, KPI reporting and insight to support organisational performance and compliance oversight</p>		
Personal Qualities & Attributes	<p>1. Commitment to Norwood's values of Kindness, Respect, Belonging and Empowerment.</p> <p>2. Flexibility to travel across London and Berkshire locations as required</p> <p>3. Collaborative leadership style with the ability to influence and support others</p> <p>4. Credible and professional communicator with strong emotional intelligence</p> <p>5. Adaptable, resilient and solutions-focused approach</p>	<p>1. Passion for continuous improvement and organisational development</p> <p>2. Commitment to inclusive leadership and people wellbeing</p>	Cover Letter / CV / Interview

All roles require a DBS check and satisfactory clearance under Norwood's safer recruitment policies. We are committed to safeguarding the wellbeing of our people and maintaining a respectful, safe environment.