

Tandridge Learning Trust

Director of People & Culture

£81,796 to £89,942 FTE
depending on experience



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Tandridge Learning Trust is committed to safeguarding and promoting the welfare of children and young people and expects all staff and volunteers to share this commitment. The successful candidate will be subject to safer recruitment checks, including an enhanced DBS check.

As an equal opportunities' employer, Tandridge Learning Trust is also committed to achieving a diverse and inclusive workplace and strongly encourages suitably qualified applicants from a wide range of backgrounds irrespective of personal characteristics.



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WELCOME

Dear Candidate

Thank you for enquiring about this post.

This candidate pack has been designed to give you essential information about our vacancy and the specifics of the role so you can decide if this should be the next step in your career. It should be read in conjunction with our booklet called, "Joining Our Team" which explains the benefits of working for Tandridge Learning Trust.

It is important to us that colleagues at every level feel valued and supported. We want you to enjoy working for our Trust and embrace being part of our dedicated teams, improving the lives and outcomes for our students. To this effect, we will ensure that development is a high priority and our commitment to you will begin immediately with a good on-boarding process, ensuring those first few weeks and months are an exciting, informative and rewarding experience.

This is a very exciting time to join us at a point when we are growing and refining and developing our strategy. Our Executive Board consists of inspirational and strategic leaders who are all committed to investing in and helping shape the next stage of our Trust development, challenging and supporting us all to provide the best possible opportunities for every child and young person across Tandridge Learning Trust.

I can guarantee that you will find our staff friendly, inclusive and welcoming, irrespective of which team you are joining. I hope that these factors, together with our excellent benefits will encourage you to apply for this vacancy.

We hope that this pack provides sufficient information to encourage you to take your application to the next stage. Do telephone or email, if you wish to discuss any aspect of the post - contact details can be found on page 14.

We look forward to receiving your application.

Kind regards,



Rebecca Plaskitt
Chief Executive

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JOB ADVERTISEMENT

Tandridge Learning Trust is seeking to appoint an exceptional Director of People & Culture to join our Executive Board.

The successful candidate will build on the positive foundations already established across the Trust and bring the vision, expertise and creativity needed to further develop our people strategy and organisational culture. You will inspire and bring out the best in our staff, demonstrating resourcefulness, resilience and drive, together with a proven track record of delivering effective workforce and organisational improvement.

Working collaboratively as part of a cohesive and high-performing Executive Board, you will provide strategic leadership across all aspects of people, culture and organisational development. You will help ensure that the Trust attracts, develops, supports and retains a skilled, motivated and inclusive workforce capable of delivering the highest standards of education for every pupil.

We are looking for an outstanding individual who will shape and deliver the Trust's People Strategy, strengthening leadership capacity, staff engagement, wellbeing, performance and professional development across our schools. You will promote a positive and inclusive working environment in which colleagues feel valued, supported and accountable for delivering the Trust's strategic priorities.

You will possess extensive and well-informed knowledge of effective human resources practice, employment legislation, organisational development and evidence-based approaches to workforce improvement. You will be confident in leading the quality assurance of HR policies, procedures and practices across the Trust, ensuring they are legally compliant, consistently applied and aligned with our values.

You will also lead the analysis of workforce information, including recruitment, retention, turnover, sickness absence, employee relations, performance and staff engagement. You will identify trends, risks and areas for improvement, benchmark the Trust's performance against comparable high-performing multi-academy trusts and use this intelligence to inform strategic decision-making and targeted interventions.

The ideal candidate will:

- Be a visionary leader, one that can empower others to achieve at the highest levels.
- Demonstrate significant, effective and evidenced improvement expertise.
- Be capable of challenging, as necessary, and backing that up with knowledge and data.
- Be a confident, strategic thinker who can work with the schools, trust leaders and the board.
- Lead by example in demonstrating our vision and values in everyday work and practice.



JOB ADVERTISEMENT

The successful candidate will benefit from:

- A committed and collaborative Executive Board that will welcome you to the team.
- The opportunity to shape and lead the Trust's People Strategy and operating model.
- A flexible working arrangement and bright, modern office space with off street parking.
- Workplace pension, through the Local Government Pension Scheme.
- A Trust-wide focus on wellbeing and support, including an EAP.
- Opportunities for continuous professional development.
- Staff benefits package, including lifestyle & retail discounts, staff sports and social events.

If you are excited by the prospect of this position and believe you can make a difference then we would like to hear from you. Please do not hesitate to contact us if you have any queries and you are welcome arrange an informal discussion with our HR team about this position prior to applying.

This is a part time role working in the region of 4 days per week over 52 weeks per annum. The full time equivalent annual salary is £81,796 to £89,942 which will be pro-rated accordingly.

Tandridge Learning Trust is committed to safeguarding and promoting the welfare of children and young people and expects all staff and volunteers to share this commitment. The post is exempt from the Rehabilitation of Offenders Act 1974 and the successful candidate will be required to have an enhanced DBS check and an overseas criminal records check if you have lived or worked outside the UK within the last 10 years.

In accordance with Keeping Children Safe in Education, online checks will be completed on all candidates shortlisted for interview. References will be sought for shortlisted candidates prior to interview, unless a specific request is made to the contrary.

Closing Time & Date: 12pm (midday) on Thursday 13th August 2026

Please note that applications will be considered upon receipt. Early applications are encouraged as we reserve the right to close the recruitment process once a suitable candidate is appointed.

Interviews

Interviews will be held on Tuesday 18th August at our offices in Tithepit Shaw Lane, Warlingham.



ABOUT US

Our Trust was formed in 2017 by schools within the Tandridge district. We are a cross-phase Multi-Academy Trust (MAT) currently comprising one secondary, four primary schools and one infant school. Three of our schools have nursery provision.

At Tandridge Learning Trust we recognise the benefits of inter-school collaboration and the sharing of best practice to improve teaching, learning and ultimately attainment for all our children. Together we work as an innovative learning community. Our commitment to supporting and encouraging a love for lifelong learning for everyone extends to our whole community and we are proud of the way we are able to build relationships, creating opportunities for pupils and staff alike to thrive.

Our vision is to empower every learner to excel and flourish within a culture of inclusion and the highest aspiration. We will consistently place the needs of our learners at the heart of every decision we make whilst working tirelessly to reduce educational inequality and achieve outstanding outcomes for every individual.

Our behaviours and interactions will reflect our core values of:

Equity – we strive to eradicate barriers to learning and promote equality in all that we do; we are unbiased, caring, ethical and inclusive.

Collaboration – we work as a team to create strong and sustainable schools; we listen, we share, and we learn together.

Integrity – we build relationships and trust founded on honesty, fairness and respect for one another.

We recognise that our people are vital to our success – School Leaders, Teachers, and Support Staff are at the heart of our organisation and in order to succeed we understand the need to provide opportunities, support and guidance. We do this by sharing knowledge, improving professional development, prioritising wellbeing and demonstrating our values of equity, collaboration and integrity.

Our professional networks and the opportunities for development and movement within the Trust creates an attractive working environment which supports staff recruitment and retention. This structure also provides more possibilities for robust succession planning and encourages the continual development of school leaders. Our strategic plan is to grow and improve: continually investing in our people supports these ambitions.



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ABOUT US

Our friendly and dedicated Central Services teams are based at our newly refurbished offices on our large campus in Warlingham, which is also home to two of our biggest schools. Our offices are bright and airy, with attractive outside green space with seating area, secure, off street parking and excellent facilities. In the same building, we have a fantastic suite of meeting rooms and conference facilities that are available for internal and external use. We are situated next door to Acorns Nursery which is run by Hamsey Green Primary School and offers discounts to staff.

We have several professional teams who work collaboratively to support and enable our schools to function efficiently. This involves providing strategic professional guidance and well as undertaking a range of operational activities.

Working with external partners when necessary, we aim to ensure processes, guidance and advice is consistent whilst supporting school leaders and other staff as required.

Our main functions include:

- Compliance
- Estates
- Finance
- Governance Support
- Human Resources
- IT
- Marketing

Led by enthusiastic, forward-thinking and qualified managers, our teams have a wealth of knowledge and are keen to maintain successful relationships with all stakeholders. Opportunities for growth and development within the shared service functions means that we employ a range of dedicated people, including apprentices, administrators and managers who all strive to achieve their full potential together and share our values of equity, collaboration and integrity

More information about Tandridge Learning Trust is available on our website:
www.TandridgeLearningTrust.co.uk.



CONTEXT OF THE ROLE

This is a critical executive leadership role within our growing multi-academy trust. This appointment will lead on HR and Culture, ensuring it is effective, high quality, and sustainable. You will be a key collaborator in our strategic planning, supporting and working in partnership with our Headteachers and senior leadership teams to help them to achieve our ambitious aims in line with our TLT values and our vision, which is:

To empower every learner to excel and flourish within a culture of inclusion and high aspiration. We will consistently place the needs of our learners at the heart of every decision we take whilst working tirelessly to reduce educational inequality.

The Director of People & Culture will play a pivotal role in delivering this vision by ensuring that the Trust attracts, develops, supports and retains an exceptional workforce. You will champion an inclusive, values-led culture in which colleagues are empowered to perform at their best and where staff wellbeing, professional growth and organisational effectiveness directly contribute to improved outcomes for pupils.

This role will be both varied and influential. On any given day, you might be developing the Trust's people strategy, advising senior leaders on complex employee relations matters, reviewing workforce data, leading organisational change, strengthening leadership development, presenting to Trustees or evaluating the effectiveness of people practices across our schools.

You will join our Executive Board, working alongside our Headteachers, the Chief Executive Officer and the Director of Finance & Business Operations. You will provide strategic leadership across all aspects of people, culture and organisational development, while ensuring that high-quality, responsive and legally compliant HR support is available throughout the Trust.

You will be accountable to the Director of Finance & Business Operations for the development and delivery of the Trust's people and culture strategy. You will provide assurance on workforce planning, recruitment and retention, employee relations, staff attendance, performance management, professional development, wellbeing, equality, diversity and inclusion, and compliance with employment legislation and Trust policies.

Working closely with Headteachers and senior leaders, you will ensure that people practices are consistent, proportionate and aligned with the Trust's values and strategic priorities. You will use professional insight, workforce intelligence and constructive challenge to strengthen leadership capacity, improve organisational culture and ensure that our schools have the skilled, motivated and sustainable workforce required to deliver the highest standards of education.

We are looking for an exceptional people leader with substantial strategic and operational experience across human resources, organisational development and cultural transformation. You will have a strong record of advising and influencing senior leaders, managing complex employee relations matters and successfully leading organisational change.



CONTEXT OF THE ROLE

Experience within education, a multi-academy trust or another complex, multi-site organisation would be highly advantageous. You will bring a thorough understanding of employment law, safer recruitment, workforce planning, equality duties and effective people governance. A relevant professional qualification, such as Chartered Membership or Fellowship of the CIPD, would be desirable.

You will be confident in analysing and presenting complex workforce information, enabling the Trust to identify trends, anticipate risks and make evidence-informed decisions. You will use data relating to recruitment, retention, absence, turnover, employee relations, pay, performance and staff engagement to diagnose organisational needs and develop effective, measurable interventions.

You will support leaders through periods of change and challenge, providing clear, pragmatic and professionally robust advice. You will combine high-level strategic thinking with the ability to respond effectively to immediate operational pressures and sensitive people matters.

The collaborative and trusted relationships you build with the Executive Board, Headteachers, Trustees and colleagues across the Trust will be fundamental to your success. You will be visible, approachable and credible, while being prepared to offer constructive challenge and maintain the highest standards of confidentiality, fairness and professional integrity.

TLT is preparing for continued sustainable growth over the next few years, and this key role will help support the Director of Finance & Business Operations to shape a Central Services Team which can effectively meet the needs of our schools and communities, whilst maintaining the level of challenge and support our existing schools are looking for. TLT is committed to staff wellbeing at all levels and the Director of People & Culture should be mindful of how they can support the wellbeing of each of our Headteachers.

At TLT we cherish the individuality and character of each of our schools and our communities. We recognise that we are stronger together and therefore we are also committed to a range of agreed consistent standards and approaches which reduce workload and repetition across our Trust. We are seeking an individual with professional credibility and personal rapport to quickly establish a dialogue characterised by honesty and openness, in line with our core values and beliefs.



JOB DESCRIPTION

Job Title	Director of People & Culture
Department	Central Services
Accountable To	Director of Finance & Business Operations
Responsible For	HR Team
Grade / Pay Scale	£81,796 to £89,942 FTE (TLT 14)
Contract	Permanent, 4 days per week
Date	July 2026

The role will be further defined by annual objectives and Key Performance Indicators which will be developed with the role holder and their line manager.

Job Purpose

To provide strategic and operational leadership for all people-related matters across Tandridge Learning Trust (TLT). The Director of People & Culture will shape and deliver a people strategy that will enable TLT to attract, develop, support and retain outstanding colleagues, ensuring every member of staff can contribute fully to the Trust's mission.

The specific nature and balance of these responsibilities will vary according to the needs of the Trust and may be shared.

Key Accountabilities and Tasks

Overall Strategic Responsibility

- Develop, lead and deliver the Trust's People Strategy, aligned with TLT's vision and strategic priorities.
- Serve as a full member of the Executive Board, contributing to overall Trust strategy, delivery and performance.
- Act as the Trust's senior professional expert on HR and people matters, advising the CEO, Trustees, Executive Directors and Headteachers.



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JOB DESCRIPTION

- Lead workforce planning, succession planning and talent development across the Trust.
- Build effective professional networks within the HR community and keep abreast of legislative, national and local developments affecting the education sector.
- Develop and lead reward and recognition strategies that recognise staff contribution and support retention.

People Function, Operations and Compliance

- Build, manage and support the HR team, ensuring effective resource deployment and high-quality support for schools.
- Ensure HR policies, procedures and contracts remain compliant with UK employment law, statutory guidance and sector best practice, and lead the training of leaders and managers in their implementation.
- Develop and deliver a programme of people management training and coaching for Headteachers, senior leaders and line managers, including absence management, performance capability, conduct, grievance and organisational change.
- Maintain robust safer recruitment practice and safeguarding-related HR processes across the Trust, including regular oversight and monitoring of the Single Central Record in every school.
- Ensure personnel records and HR systems are secure, accurate and managed in line with statutory, audit and data protection requirements.
- Manage people-related budgets and supplier relationships effectively, ensuring value for money.

Payroll and Pensions

- Provide Trust-wide oversight and management of payroll and pensions administration across all schools.
- Oversee the completion and submission of annual payroll and pensions returns.
- Oversee payroll and pensions audits, ensuring accuracy, compliance and timely resolution of findings.

Employee Relations, Culture and Wellbeing

- Lead the Trust's approach to employee relations, including complex, sensitive and high-impact casework, and provide professional HR advice at formal hearings.
- Provide expert guidance to senior leaders on absence management, conduct, capability, grievance and organisational change.
- Build and sustain effective relationships with recognised trade unions and employee representative bodies.
- Drive a positive, inclusive and high-performance workplace culture in which colleagues feel valued and able to thrive.
- Lead TLT's approach to equality, diversity, inclusion and belonging, translating principles into measurable outcomes.



JOB DESCRIPTION

- Champion staff wellbeing across the Trust, supporting a proactive and compassionate approach to physical and mental health.

Recruitment, Retention and Development

- Oversee Trust-wide recruitment, onboarding and induction processes, ensuring an excellent new starter experience.
- Lead the Trust's approach to professional development, enhancing skills and expertise and delivering better outcomes for all.
- Develop and implement retention strategies that reduce turnover and support long-term staff commitment.

People Analytics, Technology and Change

- Develop and report a suite of meaningful people analytics – including recruitment, retention and attendance - creating dashboard metrics and monitoring and acting upon trends to inform emerging people practice.
- Strategically develop HR technology and processes so information, policies and procedures are efficiently managed.
- Advise and lead on change and transformation, including organisational design, culture and any growth of the Trust.
- Support the budgeting process related to HR so it reflects expected benchmarks, staffing structures and best practice.

Monitoring

- Review all HR policies and advise on amendments.
- Review the implementation and effectiveness of HR policies and strategy.
- Ensure that HR practices promote the safeguarding of children and follow best practice, including monitoring of the Single Central Record.
- Analyse and report to the executive team and trustees on HR data including recruitment, retention and attendance of staff, creating dashboard metrics and monitoring/acting upon trends to inform emerging HR practice and strategic developments.



JOB DESCRIPTION

Growth

- Lead the people-related elements of academy conversions, mergers, due diligence, TUPE transfers, new provisions and Trust growth, ensuring effective consultation, workforce integration and legal compliance.

General Responsibilities

- Maintain confidentiality and security of personal data at all times ensuring compliance with the Data Protection Act.
- Work with colleagues to promote and maintain high standards of administrative and technical support. Become familiar with, and practice school policies, in particular those relating to Health and Safety, Confidentiality and Child Protection; to be responsible for a safe, healthy office environment.
- Participate in emergency routines, including fire evacuation practices.
- Participate in all aspects of staff development as outlined in the Staff Development Policy and attend relevant courses and actively seek to broaden knowledge and skills relevant to responsibilities.
- Contribute to the Trust's culture and development by ensuring that you fulfil your professional responsibilities in relation to financial matters and are carrying out duties effectively.
- Take responsibility for your own wellbeing, career development and continuing professional growth.
- Participate in appropriate induction programmes to support new staff into HR and provide excellent support for those members of staff who are new to the Trust.
- Participate in professional growth, take responsibility for your own career choices and actively seek CPD opportunities.
- Any other duties of an appropriate level and nature may also be required, as directed by the Chief Executive or Director of Finance & Business Operations

Main Contacts and Relationships

- Internal: Board of Trustees, Chief Executive Officer, Director of Finance & Business Operations, Education leaders, Headteachers, HR team, and all Trust staff.
- External: Trade unions, HR providers, employment legal advisers, HR technology providers, local authorities and HR professional networks.

Safeguarding

- All staff have a responsibility to promote and safeguard the welfare of children in line with the school Safeguarding and Child Protection Policy

The Director of People and Culture, in consultation with the Director of Finance & Business Operations, may be asked to undertake other duties reasonably regarded as falling within the duties and responsibilities of the post.



PERSON SPECIFICATION

	ESSENTIAL	DESIRABLE
EXPERIENCE	• Significant senior HR/People leadership experience in a complex organisation. • Proven ability to inspire, motivate and lead HR/People professionals. • Experience of leading culture change and organisational development with impact. • Experience of working in a multi-site organisation. • Experience of managing organisational change, growth or mergers. • Experience of trade union engagement and complex employee relations. • Successful financial planning and budget management.	• Experience in the education sector, particularly schools or multi-academy trusts. • Experience within academy trust governance structures.
QUALIFICATIONS	• CIPD membership at Level 7 or equivalent. • Evidence of sustained continuing professional development in HR and leadership. • In-depth knowledge of employment law and HR best practice, applied pragmatically. • Knowledge of change management and organisational development approaches.	• Degree or equivalent professional experience. • Evidence of post-graduate study in HR, leadership or management. • Knowledge of safeguarding including safer recruitment.
SKILLS & KNOWLEDGE	• Ability to lead and manage change in collaboration with key stakeholders. • Thorough knowledge of equality, diversity, inclusion and wellbeing practice. • Ability to quickly establish credibility and build strong relationships at all levels. • Strong analytical, strategic thinking and project management skills. • Effective communication skills, with proven ability to negotiate and influence sensitively. • Ability to work to deadlines, adapt to changing conditions and solve problems. • Knowledge and understanding of budget management and financial systems. • Ability to develop meaningful people analytics and workforce data reporting.	• Knowledge of HR technology platforms and digital transformation. • Understanding of national terms and conditions and education legislation affecting schools and academies. • Familiarity with education performance and inspection frameworks.

PERSON SPECIFICATION

	ESSENTIAL	DESIRABLE
PERSONAL ATTRIBUTES	• Highest levels of integrity, probity and professional discretion. • Collaborative, inclusive and compassionate leadership style. • Alignment with TLT vision and values. • Positive, enthusiastic and solution-focused approach. • Innovative, resilient and able to persevere when faced with challenges. • Commitment to ongoing personal and professional development. • Genuine commitment to education and achieving the best outcomes for children and young people. • Ability to respect and maintain confidentiality where required.	• Passion for the difference education makes to young people's lives.
SAFEGUARDING	• Firm commitment to safeguarding and the welfare of children and young people. • Knowledge of safer recruitment requirements and practice. • Ability to form and maintain appropriate relationships and personal boundaries with children and young people. • Enhanced DBS clearance or willingness to obtain one.	

CONTACT DETAILS & HOW TO APPLY

Closing Time & Date: 12pm (midday) on Thursday 13th August 2026

Please note that applications will be considered upon receipt. Early applications are encouraged as we reserve the right to close the recruitment process once a suitable candidate is appointed.

Interviews

Interviews will be held on Tuesday 18th August at our offices in Tithepit Shaw Lane, Warlingham.

How to Apply

Please complete the Trust's application form and return it electronically together with any supporting documentation requested, to HR@TandridgeLearningTrust.co.uk. Please note that in accordance with our Safer Recruitment practices, CV's will not be accepted.

Designated Contact for this Vacancy

Name:	Sherralyn Squires
Job Title:	Senior HR Advisor
Phone Number:	01883 776677
Email Address:	HR@TandridgeLearningTrust.co.uk

Please note that in accordance with our Safer Recruitment practices, CV's will not be accepted.

References will be sought for shortlisted candidates prior to interview, unless a specific request is made to the contrary.



Tandridge Learning Trust



Tithepit Shaw Lane, Warlingham, CR6 9YB



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Info@TandridgeLearningTrust.co.uk



www.TandridgeLearningTrust.co.uk



facebook.com/TandridgeLearningTrust



linkedin.com/company/tandridge-learning-trust/



twitter.com/tandlearntrust



Tandridge Learning Trust is an exempt charity and a company limited by guarantee, registered in England with Company Number 8248059 and has a registered office at Tithepit Shaw Lane, Warlingham, Surrey, CR6 9YB

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