



Cornwall  
Education  
Learning Trust

# Deputy People Services Lead

**Recruitment Pack**

Grade M - £50,841 - £59,934.

Exceptional Educational Experience



Dan Morrow  
Trust Leader

# Welcome

At Cornwall Education Learning Trust (CELT), our mission is clear: to provide every learner with an **exceptional educational experience**. One that enables them to thrive, achieve and succeed in life. We believe in a **100%** mindset, that every learner, in every classroom, in every school, deserves the very best we can offer. For us, 100% means no compromise: no learner left behind, no community overlooked, and no opportunity wasted.

Our strategic goals reflect this ambition. We are committed to empowering and growing our people, building an ambitious all-through entitlement, forging exceptional relationships with our communities, transforming provision through meaningful partnerships, and leading an ethical, effective and innovative organisation. These are not just aspirations; they are promises that shape the way we work and the culture we are building together.

Joining CELT means becoming part of a values-driven trust where collaboration, innovation, and care for people are at the heart of all we do. If you share our 100% mindset, are passionate about education, and want to make a tangible difference to learners and communities across Cornwall, we would be delighted to welcome you to CELT.

A stylized, handwritten signature of Dan Morrow in a teal color, written in a cursive script.

Dan Morrow  
**Trust Leader**



Rich Baker  
Deputy Trust Lead

EXCEPTIONAL  
EDUCATIONAL  
EXPERIENCE

100%





## Welcome from our Chair of Trustees

Our values are at the heart of everything we do. We believe in the power of **Collaboration**, building strong relationships and working together as one team to achieve our collective goals. We are committed to **Empowerment**, creating a culture where initiative, innovation and trust flourish, and where every individual feels valued, respected and motivated.

As a Trust, we are grounded in promoting **Leadership**, sharing a moral and ethical purpose to improve the lives of others and make a lasting difference for our learners and communities. And we embrace **Transformation**, approaching change positively so that we can all become our best selves and do our best work.

These values guide every decision we make and every action we take. They are the foundation of our Trust and the reason we can offer such exceptional opportunities for our learners and staff. If you choose to join CELT, you will be part of a values-driven organisation where people are supported to grow, contribute, and thrive.

Sally Foard  
**Chair of Trustees**



Sally Foard  
Chair of Trustees





# Cornwall Education Learning Trust

Our Family of Schools

Our family of schools have the privilege of educating 9000 learners across mid-Cornwall. We are passionate about collaborating and ensuring 100% of our learners have an exceptional educational experience.



**9000**  
LEARNERS



**1200**  
CELT STAFF



**16**  
SCHOOLS



## Trust Deputy People Services Lead

### **Purpose of the Role**

Working closely with the Trust People Services Lead, the Deputy People Services Lead will provide high-quality strategic and operational leadership across People Services. The role will support Headteachers, senior leaders and line managers with all aspects of people management, ensuring practice is legally compliant, values-led, solution-focused and aligned with CELT's commitment to delivering an exceptional educational experience for every learner.

The Deputy People Services Lead will play a key role in strengthening people systems, supporting effective employee relations, improving workforce processes and ensuring leaders are equipped to manage people confidently, fairly and consistently. The role will also deputise for the Trust People Services Lead when required, providing professional leadership, advice and assurance across the People Services function.

### **Strategic Leadership**

The Deputy People Services Lead will support the development, implementation and review of the Trust's People Strategy, ensuring that people policies, systems and practices enable schools and central teams to recruit, retain, develop and support staff effectively. Working with the Trust People Services Lead, the role will translate workforce data, casework trends and organisational priorities into clear actions that support school improvement, staff wellbeing and effective Trust operations.

The role will provide professional advice and guidance to Headteachers, senior leaders and managers on employment matters including employee relations, organisational change, absence management, performance, capability, conduct, grievance, probation and wellbeing. It will also contribute to workforce planning across the Trust, using data such as absence, turnover, recruitment, retention, casework and staffing trends to identify risks, inform decisions and support continuous improvement.

The Deputy People Services Lead will support the development and review of employment policies and practices, ensuring they reflect current employment legislation, education-sector expectations, safer recruitment requirements, best practice and the Trust's values.



## **Operational Oversight**

The Deputy People Services Lead will support the day-to-day delivery of People Services across the Trust, ensuring schools and central teams receive timely, accurate and professional advice. This includes managing complex and sensitive employee relations casework; advising on absence, occupational health, wellbeing, probation, return-to-work arrangements and workplace adjustments; and supporting leaders to act in line with Trust procedures, employment law and statutory requirements.

The role will support organisational change, including restructures, consultations, TUPE and redundancies, ensuring processes are well planned, compliant and managed with professionalism, dignity and care. It will also provide guidance across the employee lifecycle, including recruitment, contracts, pay, conditions of service, onboarding, contractual changes, resignations, retirements and exit processes.

The Deputy People Services Lead will support leaders with managing performance and Learning and Development processes, ensuring people practice supports staff growth, accountability and improvement. The role will also ensure HR systems and payroll information, are accurate and up to date, and where required, line manage, coach and support colleagues within the People Services team.

## **Quality Assurance and Compliance**

The Deputy People Services Lead will support the Trust People Services Lead to ensure people practice across CELT is compliant, consistent and aligned with Trust policy. The role will monitor, report and escalate key people-related risks, issues and trends so that leaders have the information needed to act promptly and appropriately.

The role will contribute to audits and quality assurance activity across recruitment, employee records, casework, absence, policy implementation, safer recruitment and workforce compliance. It will also support reporting to senior leaders, the Executive Team and Trustees as required, providing clear analysis of people data, risk, actions and impact. The Deputy People Services Lead will handle confidential and sensitive employee information with professionalism, discretion and care, ensuring compliance with data protection requirements at all times.



# Job Description

## **Training and Development**

The Deputy People Services Lead will provide coaching, guidance and training to leaders and managers on people management processes and effective employment practice. This will support leaders to manage people matters fairly, consistently and confidently, in line with Trust policy and employment law.

The role will contribute to the Trust's wider Learning and Development offer where this relates to leadership, managing people, employee relations, recruitment, absence, wellbeing, performance and organisational change. It will also help identify common training needs arising from casework, workforce data, policy updates and feedback from schools, ensuring support is responsive to the needs of the Trust.

The Deputy People Services Lead will model professional learning and reflective practice, contributing to a culture where leaders continue to improve how they lead, support and develop staff.

## **Partnership and External Liaison**

The Deputy People Services Lead will develop and maintain effective professional relationships with recognised trade union representatives, supporting constructive dialogue and the effective resolution of issues. The role will liaise with external partners where appropriate, including occupational health providers, legal advisers, payroll providers, local authority colleagues, professional networks and other relevant agencies.

The Deputy People Services Lead will attend and contribute to external HR, education and employment networks to remain informed about employment law, national developments and best practice within schools and multi-academy trusts. In all external liaison, the role will represent CELT professionally and ensure that the Trust's values, standards and commitment to fairness are evident.

## **Culture and Ethos**

The Deputy People Services Lead will promote a people-centred, professional and values-led culture across the Trust, ensuring staff are treated fairly, consistently and with respect. The role will model CELT's values of collaborate, empower, lead and transform, building trusted relationships with leaders, managers, staff and external partners.

The role will support a culture where leaders are confident to address issues early, act with integrity and make decisions that support both staff wellbeing and the best interests of learners. It will also contribute to an inclusive working environment where equality, diversity and belonging are actively promoted through employment practice.

The Deputy People Services Lead will balance high support with appropriate professional challenge, helping leaders to make clear, fair and timely decisions.



# Job Description

## **Safeguarding Responsibilities**

The Deputy People Services Lead will understand and uphold the Trust's safeguarding responsibilities at all times. The role will ensure that people management advice, recruitment practice, employee relations work and policy implementation support the safeguarding and welfare of children and young people.

The role will act in accordance with Keeping Children Safe in Education, Trust safeguarding policies and safer recruitment expectations, escalating concerns appropriately and without delay. It will also support the consistent application of safer recruitment practice across the Trust, including pre-employment checks, Single Central Record expectations and safeguarding-related employment processes.

## **Professional Development**

The Deputy People Services Lead will maintain up-to-date knowledge of employment law, HR best practice, education-specific terms and conditions, safer recruitment requirements and relevant statutory guidance. The role will require ongoing professional development through appropriate training, professional networks and sector engagement.

The Deputy People Services Lead will contribute to the continuous improvement of People Services across the Trust, bringing professional curiosity, reflective practice and a commitment to high standards. The role will support innovation and improvement so that systems, processes and professional advice continue to meet the needs of a growing and ambitious Trust.

## **General responsibilities applicable to all staff**

- To attend staff meetings and Trust-based INSET as required.
- To undertake any other duties as reasonably required by the Headteacher, to ensure the efficient and effective operation of the school.
- TO be aware of, and comply with, Trust and school policies and procedures relating to child protection, health, safety and security, confidentiality and data protection, reporting all concerns to the appropriate person.

## **Note**

This job description is illustrative of the general nature and level of responsibility of the work to be undertaken commensurate with the grade. It is not a comprehensive list of all the responsibilities, duties and tasks relating to the post. The postholder may be required to undertake such work as may be determined by their line manager from time to time, up to or at a level consistent with the main responsibilities of the job. This job description may be amended at any time in consultation with the postholder.



## Qualifications and Professional Development

Essential	Desirable
CIPD Level 5 qualification, or currently working towards this.	CIPD Associate Membership or higher.
Relevant professional qualification in HR, people management or equivalent experience.	Diploma or degree in Human Resources Management, employment law, organisational development or a related field.
Evidence of ongoing professional development in HR, employment law or people management.	Experience of contributing to leadership development or professional learning for managers.

## Leadership & Experience

Essential	Desirable
Proven experience of providing solution-focused HR or people management advice and guidance to leaders and managers.	Experience gained within education, a multi-academy trust, local authority, or complex unionised organisation.
Experience of managing a varied employee relations caseload, including conduct, grievance, absence, capability and performance matters.	Experience of supporting organisational change, including restructures, consultations or redundancy processes.
Ability to work with senior leaders and managers, providing professional support and appropriate challenge.	Experience of contributing to strategic people planning or workforce improvement.
Strong line-management, coaching or team leadership skills.	Experience of working across multiple sites or settings.
Personal impact and presence based on confidence, humility and trust.	Experience of developing or reviewing HR policies and procedures.
Outstanding collaborator and team player.	Experience of working constructively with trade unions or employee representatives.



## Knowledge and Understanding

Essential	Desirable
Strong knowledge of current employment law, HR policy and best practice.	Knowledge of education-specific employment frameworks, including STPCD, Burgundy Book and Green Book terms and conditions.
Understanding of employee relations processes and the importance of procedural fairness.	Understanding of safer recruitment requirements in schools and trusts.
Understanding of equality, diversity and inclusion in employment practice.	Knowledge of HR systems, workforce reporting and payroll processes.
Understanding of confidentiality, GDPR and the handling of sensitive employee information.	Knowledge of occupational health processes and reasonable adjustments.
Understanding of safeguarding responsibilities in relation to recruitment, employment practice and staff conduct.	Knowledge of workforce planning, talent management or organisational development.

## Skills & Abilities

Essential	Desirable
Excellent written and verbal communication skills, with the ability to communicate clearly with staff, leaders and external partners.	Ability to design and deliver training for managers and leaders.
Strong organisational and problem-solving skills, with the ability to manage competing priorities.	Ability to support project management linked to people services improvement.
Ability to analyse information, produce reports and identify key risks, trends and actions.	Confidence in supporting senior-level casework or complex employment matters.
Ability to handle sensitive and complex matters with discretion, professionalism and emotional intelligence.	Ability to use HR systems to improve reporting, processes and compliance.
Ability to coach and support managers to develop confidence in people management.	Ability to contribute to Trust-wide improvement projects.
Ability to work independently, use initiative and exercise sound professional judgement.	



# Person Specification

## Personal Qualities

Essential	Desirable
Commitment to high expectations and equity for all students	Passionate advocate for inclusive and values-led employment practice.
Commitment to high expectations, equity and fairness for all staff and pupils.	Values professional learning and continuous improvement.
Resilient, calm, and emotionally intelligent leader	Able to build trusted relationships across a range of professional groups.
Commitment to maintaining confidentiality at all times.	Reflective, curious and open to feedback.
Commitment to safeguarding and promoting the welfare of children and young people.	Able to balance empathy with professional challenge and accountability.
Ability to work under pressure and prioritise effectively.	Confident to deputise for the Trust People Services Lead when required.





## Applying to CELT

We welcome applications via My New Term in the CELT Careers section of our website: [www.celtrust.org](http://www.celtrust.org).

If you would like to arrange a visit or discuss the role further, please contact **Leanne Randall, People Services Lead - [lrandall@celtrust.org](mailto:lrandall@celtrust.org)**

We want every candidate to know exactly what to expect from our recruitment process. All CELT application packs clearly set out key information : salary, interview dates, and application deadlines. All line managers involved in recruitment are trained to recognise and reduce bias, ensuring a fair and consistent experience for every applicant.

More information about our approach can be found in our Recruitment and Selection Policy via the trust website.



## Safeguarding

Safeguarding is the golden thread through CELT - safeguarding is everyone's responsibility. We promote an open culture of learning and development where good practice is celebrated and mistakes are used to learn and improve practice and therefore outcomes for our learners.

A whole-school approach to safeguarding means listening to the voices of everyone in the school community. This includes learners as well as parents, carers and school staff.



Amy Daniels  
Director of Inclusion

All offers of employment are conditional and subject to satisfactory pre-employment checks including receipt of original qualification documents, references, medical screening, proof of eligibility to work in the UK, Childcare Disqualification check and an Enhanced Disclosure and Barring Service (DBS) check.



Our vision is to build and nurture a talented, diverse team who are proud to deliver exceptional education across our Trust.

We believe in working together, treating everyone fairly, and always learning and growing. We are committed to creating a safe, inclusive, and supportive workplace where every colleague feels valued and inspired to do their best.

By investing in and caring for our people, we unlock their potential – enabling them to make a real difference to our schools, our learners and the communities we serve.

CEL T is committed to developing and empowering staff by ensuring that every colleague has the opportunity to thrive in their current role while being prepared for future opportunities.

Lea Randall  
**People Services Lead**



Lea Randall  
People Services Lead

**Empowering  
our people to  
support, teach  
and lead**



*Claire White*  
**Headteacher**

I feel privileged to have been part of SW100's cohort 2. I finished the year a different leader to the one I was 12 months before and I've never been more committed to change in our system. It reinforced my belief that teaching truly is the best job in the world.



*Andrew Gasiorowski*  
**IS Manager**

I joined Brannel School as an apprentice and now manage the information services team at Poltair School. Working at CEL T has enabled me to progress professionally and has provided opportunities for me to work on strategic projects across the Trust.



*Rebecca Blizzard*  
**Assistant Headteacher**

From gaining valuable leadership experience as Head of Science I felt ready and supported to become an Assistant Headteacher. I value the range leadership opportunities at CEL T and the strong collaboration amongst colleagues and our family of schools.

# Staff Entitlement

As a Trust we understand that we have a responsibility to create a future-focused team that is ready for change and able to support our development. Part of this future planning involves succession planning and dynamic talent management.

Talent management is crucial at both a strategic and an individual level. It is about the value that every individual brings to Cornwall Education Learning Trust. By understanding people's strengths and unique contributions, we can ensure that they receive the development they need to have the maximum impact in their current and future roles.



## Personal Growth & Inspiration:

- Exceptional development opportunities through training, mentoring, and networking.
- Complimentary access to Inspiring the South West conferences to fuel your ambition.



## Health & Wellbeing:

- Free annual flu jabs, health screenings, and eye tests to keep you feeling your best.
- Discounted gym and leisure centre memberships to support your fitness goals.
- Wisdom app access for mental health support, mindfulness, and resilience.
- Confidential helpline and counselling through Health Assured, available 24/7.



## Family & Flexibility:

- Up to 5 days paid emergency leave for dependants when life throws a curveball.
- Family-friendly policies and flexible working arrangements to help you balance work and home.



## Perks & Extras:

- Cycle to Work scheme to promote greener commuting and save on bike purchases.
- Generous public sector pension scheme to invest in your future.



CELT CENTRE OF  
EXCELLENCE

At CELT, we believe inspiration should flow through our staff as much as our students. Great teaching comes from colleagues who are curious, ambitious and continually developing their practice. Professional learning isn't an add-on – it's part of who we are.

The CELT Centre of Excellence at Penrice Academy brings this vision to life. It offers a place to reflect, learn and plan next steps, supporting colleagues at every stage of their career. Through programmes such as Future Leaders, New and Aspiring Leaders, and the upcoming Flourishing Programme, the Centre provides clarity, connection and opportunity for all roles across CELT.

Our aim is simple: to help every colleague grow, feel valued and thrive. By investing in ourselves, we strengthen our culture and keep inspiration at the heart of our classrooms.

**CLICK HERE**



"CELT is where teaching talent takes flight, and connection becomes the fuel that propels us forward. With comprehensive support, collaborative communities, mentoring, research-informed practice, and an unwavering focus on equity, CELT creates an environment where both teachers and learners thrive."



*Hayley Bissenden*

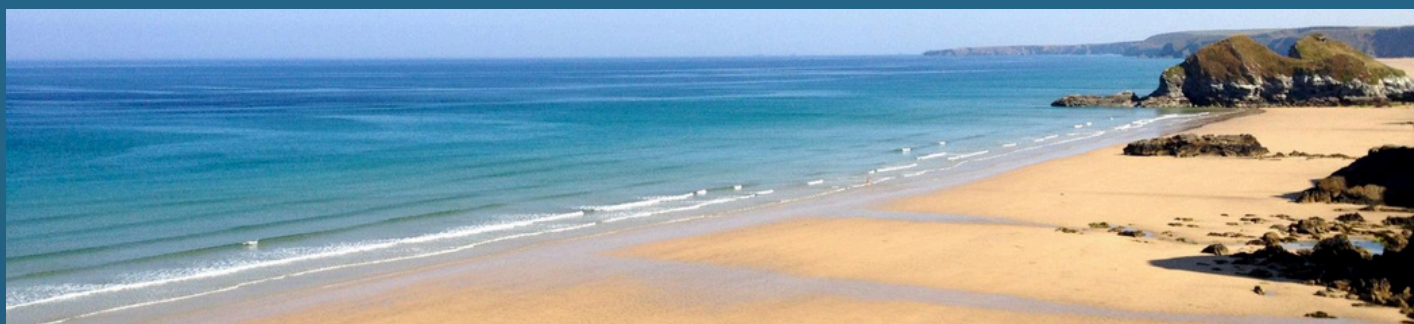
**Hayley Bissenden**  
Director of the  
Centre of Excellence





## Living and Working in Cornwall

A Life That Feels Different—in the Best Way



Cornwall offers a rare blend of meaningful work, breathtaking surroundings and an exceptional quality of life. Our schools sit at the heart of proud, supportive communities where relationships matter and staff quickly feel part of something bigger.

### Community

Cornwall's towns and villages are close-knit, welcoming and full of character. Families are deeply invested in their local schools, and the strong partnership between home and school is a defining feature of life here. When you join us, you're joining a place where people genuinely look out for one another.

### Lifestyle

From beaches and rugged coastline to moorland and open countryside, Cornwall's natural beauty is always within easy reach. Shorter commutes and access to the outdoors help create a healthy balance between work and life—and the space to truly recharge.



### Infrastructure

Cornwall is ambitious about its future. From major road improvements such as the upgraded A30 to enhanced digital connectivity and the convenience of Cornwall Airport Newquay, the region continues to invest to keep people connected and moving.

### Families

Safe communities, excellent schools, and a huge range of activities make Cornwall an exceptional place to raise children. Whether it's beach days, outdoor adventures or creative arts, there's always something to inspire young minds.