

In toto ed

Director of HR *Candidate Pack*

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Welcome Letter Director of HR

Dear Candidate

Thank you for your interest in joining In Toto Ed.

At the heart of our organisation is a simple belief: every young person deserves an education that recognises their potential and gives them the support and environment they need to succeed. For young people who have found mainstream education difficult, the right setting can make an enormous difference - not only to their learning but also to their confidence, relationships and hopes for the future.

That is what we are working to achieve at In Toto Ed.

Across our provision in London, Cambridge and Peterborough we support young people with additional and complex needs through an approach that starts with the individual. We take time to understand their strengths, interests and challenges and to build the relationships that help them feel understood and able to engage. Our expectations are ambitious, but the pathway to achieving them will look different for each student.

For us, education is about the whole young person. Qualifications are important but so too are discovering a talent, developing independence, rebuilding confidence and taking the next step towards a fulfilling adult life. We want our students to experience success in ways that are meaningful to them and to leave better equipped for their future.

The quality of our staff and leadership is central to this. We value colleagues who combine professional expertise with compassion, curiosity and sound judgement - who are willing to listen, reflect and adapt - and who understand that how we work with one another matters just as much as the policies and processes we put in place. We want our staff to feel supported and able to develop, so that they can provide the best possible education and support for our students.

In Toto Ed has grown considerably and we are now strengthening the leadership, systems and support that will underpin our next stage of development. As we look towards welcoming additional schools into the Group, our priority is to build on what makes our provision distinctive while ensuring that we have the expertise and organisational foundations to grow well.

Our new Director of HR will play a central role in this next stage. Reporting to our Chief Financial Officer, you will develop a consistent, professional HR function that supports our schools and can grow with the organisation. We are looking for someone who can provide trusted advice, develop our managers and translate our agreed values into fair policies, effective working practices and a positive staff experience. This is an opportunity to build something lasting, working closely with colleagues who care deeply about the education we provide.

I hope this pack gives you a sense of who we are and what we are seeking to achieve. Above all, we are looking for someone who believes in the potential of our young people and wants to help us create the conditions in which they can flourish.

Thank you for considering In Toto Ed. I look forward to learning more about what you could bring to our organisation.

Simon Gunton
Co-founder and Director
In Toto Ed





About Us

In Toto Ed is a specialist education provider supporting young people with additional needs through a personalised, nurturing and highly supportive approach to education.

With provisions across Cambridge, Peterborough and London, In Toto Ed provides an alternative to mainstream education for young people who may have experienced challenges, barriers or disengagement within traditional educational settings. Our approach is built around a simple belief: that every young person has the potential to succeed when they are understood, valued and given the right environment in which to thrive.

At In Toto Ed, education is tailored around the individual. Small class sizes, personalised learning pathways and a flexible curriculum allow students to work towards appropriate academic and vocational qualifications while developing their confidence, independence and practical skills. The aim is not simply to help students achieve academically, but to re-engage them with learning and prepare them positively for their next steps.

Supporting Every Young Person

Pastoral care and wellbeing are central to the In Toto Ed approach. Staff take time to understand each young person as an individual, building strong and trusting relationships with students and their families. Every student has a named member of staff who acts as their champion, ensuring their voice is heard and their individual needs remain at the heart of decision-making.

This personalised approach is supported by a multidisciplinary team, including teachers, pastoral staff and therapeutic specialists. Students can access targeted therapeutic support designed around their individual needs, alongside a range of approaches that support their social, emotional and sensory development. The organisation also works closely with families, Local Authorities and external professionals to provide consistent and joined-up support.

Across its provisions, In Toto Ed creates calm, structured and welcoming environments where young people can feel safe, rebuild confidence and develop a positive belief in themselves. Its curriculum, facilities and support services are all designed with the needs of its students in mind, providing opportunities to explore academic, creative, vocational and practical interests.

At the heart of everything In Toto Ed does is belief – belief in every young person's potential, belief in the importance of the right environment, and belief that with the right support, every student can achieve and thrive.



Our Values, Ethos and Vision

The vision behind In Toto Ed is simple: students do not lack ability, they lack the right environment. Every young person deserves a school that supports them to thrive – academically, socially, and emotionally – allows them to be themselves, and truly has belief in them.

That word – belief – has come to define everything we do. It is In Toto Ed's one and only Value.

Belief

in our students' potential.

That belief shapes our culture, our expectations, and the way we partner with our families, Local Authorities, and other schools.

Our ethos is built on inclusion, respect, and the unwavering belief that all students can succeed when given the right support, the right environment, and the chance to be heard.

We are committed to providing a safe, nurturing, and aspirational setting where students are empowered to rediscover a love of learning, rebuild self-confidence, and take ownership of their personal growth. Through a trauma-informed approach, we respond to individual needs with compassion, consistency, and high expectations, recognising that behaviour is a form of communication and that relationships are central to progress.

Belief

in the power of the right environment.

Our vision is to create meaningful and personalised pathways for each and every student. We strive to remove barriers to learning and wellbeing by offering a broad, engaging curriculum, therapeutic support, and opportunities for real-world development. Whether students are with us for a short intervention or a longer placement, we prepare them not just for academic success, but for life beyond the classroom.

We work in close partnership with families, mainstream schools, and local authorities to ensure that every young person at In Toto Ed is known, valued, and supported; we want to make the unachievable, achievable.

Belief

that, with the right support, every young person can achieve success.

Director of HR Job Description

Reporting to: Chief Financial Officer

Location: Primarily London-based, with regular travel to Cambridge and Peterborough

Scope: Group-wide across In Toto Ed, including future schools as the Group expands

Role purpose

To provide strategic and professional HR leadership across In Toto Ed, ensuring that the Group has effective, consistent and legally compliant HR practices that support organisational growth, workforce quality and strong leadership.

The Director of HR will lead the development of the Group-wide HR function across London, Cambridge and Peterborough and ensure that the HR operating model is capable of supporting the Group as it expands to include additional schools in future.

The role will report to the Chief Financial Officer and act as the principal professional HR adviser to the CFO, founders and Headteachers across the Group.

The Director of HR will also support the implementation of the organisation's agreed values and cultural expectations through appropriate policies, management practice, leadership behaviours and workforce processes.

Key Responsibilities

Strategic HR Leadership

- Lead the development and implementation of the Group's HR strategy.
- Provide high-quality professional advice to the CFO, founders and Headteachers across the Group.
- Provide constructive challenge where required on employment, workforce and organisational matters.
- Ensure HR strategy supports the Group's operational priorities and future growth.
- Contribute to the continuing development of the Group's central leadership and management arrangements as the organisation grows.



Director of HR Job Description - *continued*

HR Function Development

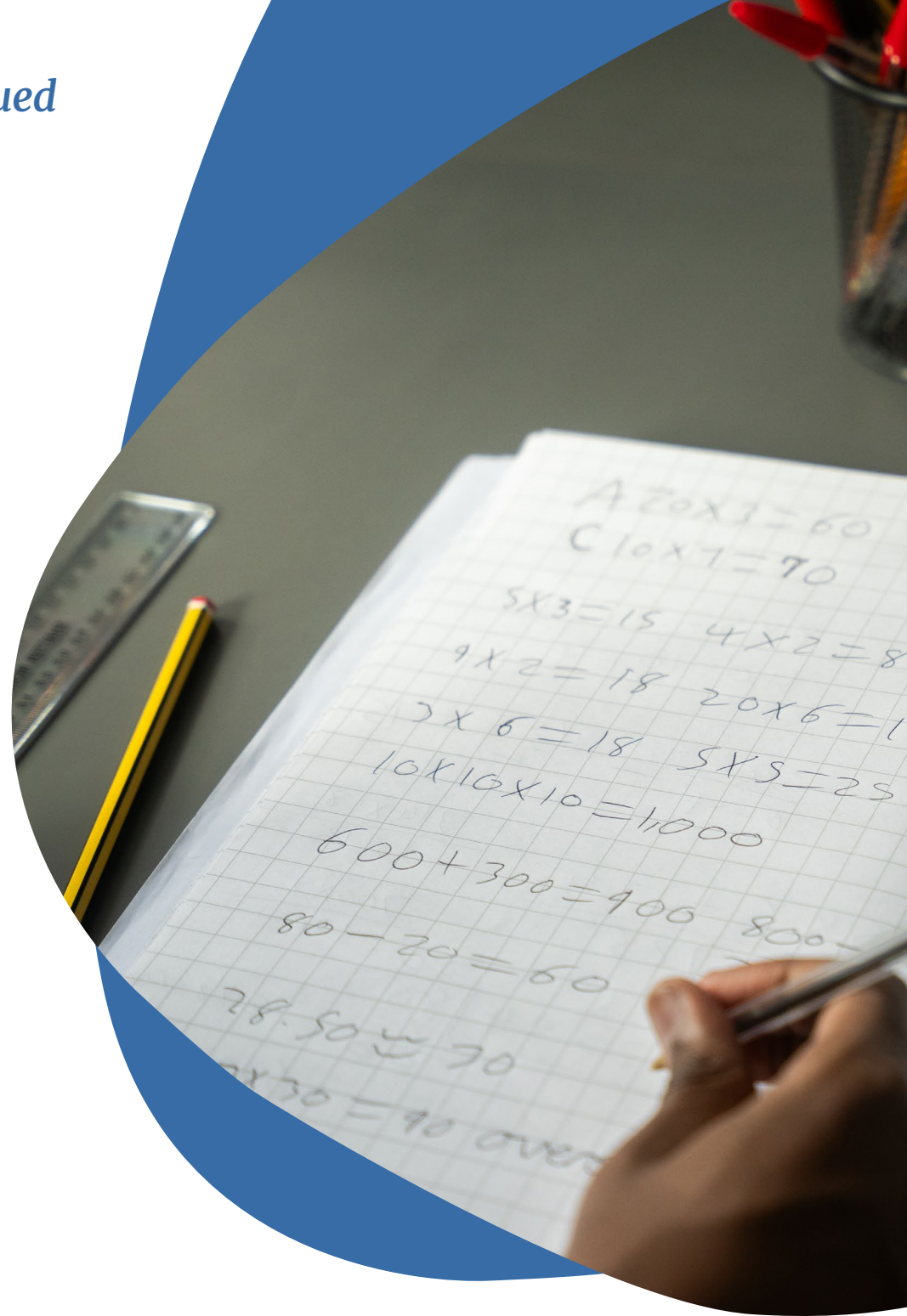
- Establish and develop a consistent Group-wide HR function across all schools.
- Review and improve HR policies, procedures, systems and documentation.
- Introduce clear standards and processes that reduce inconsistency and unnecessary reliance on informal practice.
- Ensure HR arrangements are scalable as the organisation grows and additional schools are added to the Group.
- Develop an effective balance between central HR leadership and appropriate local responsibility within schools.

Employee Relations

- Lead on complex employee relations matters, including disciplinary, grievance, capability, absence and performance cases.
- Ensure employee relations matters are managed consistently, fairly and in accordance with employment law.
- Advise managers and leaders on appropriate action, risk and resolution.
- Provide appropriate professional challenge where proposed action may create employment, legal or organisational risk.
- Reduce unnecessary reliance on external HR and legal advisers for matters that can appropriately be managed internally.

Workforce Planning and Organisational Development

- Work with the CFO, founders and Headteachers on workforce planning and organisational structure.
- Support restructures and organisational change where required.
- Identify succession, capacity and workforce risks.
- Support the development of appropriate staffing structures as the Group grows.
- Ensure HR structures, policies and systems are capable of supporting additional schools.
- Support workforce planning and organisational integration associated with future expansion.
- Help ensure that new schools are brought into a consistent Group-wide HR framework.



Director of HR Job Description – *continued*

Recruitment and Retention

- Develop effective and consistent recruitment and selection processes.
- Ensure safer recruitment requirements are properly embedded within HR processes.
- Support the attraction and retention of high-quality staff.
- Develop effective onboarding, probation and induction arrangements.
- Work with school leaders to improve recruitment planning and reduce avoidable vacancies and turnover.
- Support senior leadership recruitment where appropriate.

Pay, Reward and Benefits

- Advise on salary structures, pay frameworks and annual pay decisions.
- Support the development of clear, consistent and equitable salary arrangements across the Group.
- Advise on benefits and pension arrangements.
- Support the movement towards transparent salary structures and away from unnecessary reliance on individual spot salaries.
- Work closely with Finance to ensure workforce decisions are financially sustainable.
- Support appropriate market benchmarking of salaries and benefits.

Performance and Development

- Develop effective appraisal and performance-management arrangements.
- Ensure performance-related progression is supported by clear and consistent processes.
- Support leadership and management development.
- Identify wider training and development needs.
- Help develop managers' confidence and capability in managing people effectively.



Director of HR Job Description - *continued*

Culture and Behaviours

- Support the founders in embedding the agreed organisational values, ethos and cultural expectations.
- Translate agreed cultural direction into appropriate HR policies, management standards and workforce practices.
- Support leaders in promoting expected behaviours and addressing conduct that does not align with agreed standards.
- Ensure recruitment, induction, performance management and employee processes reinforce the organisation's agreed values and expectations.
- Use employee feedback and workforce information to identify areas where organisational practice may not reflect stated values.

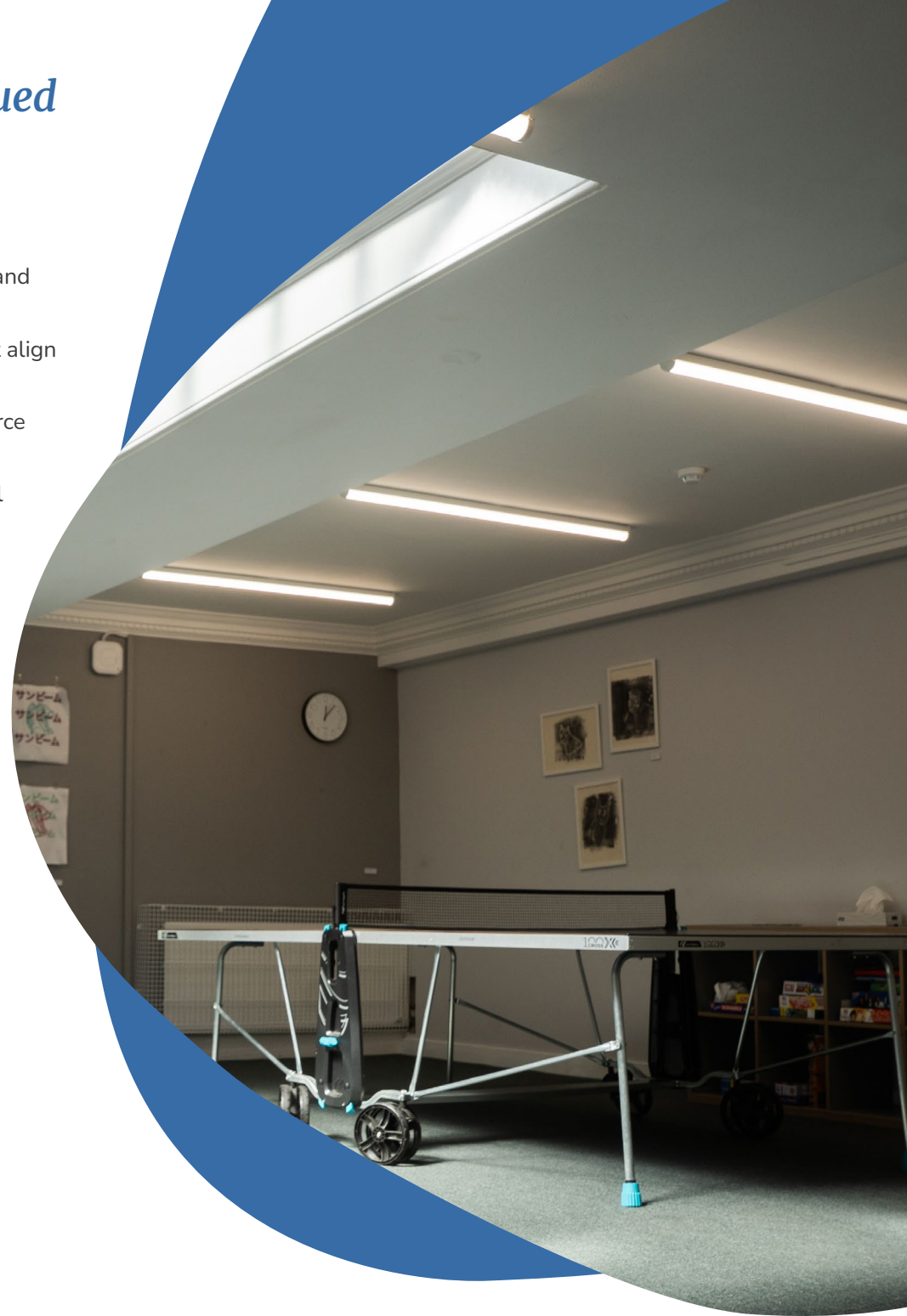
Ownership of the organisation's ethos, values and overall cultural direction will remain with the founders. The Director of HR will be responsible for supporting the effective implementation and embedding of that direction through professional HR practice.

Employment Law and HR Compliance

- Ensure HR policies and practices remain legally compliant.
- Maintain appropriate employment documentation and contractual arrangements.
- Monitor relevant changes in employment legislation and advise leadership accordingly.
- Ensure appropriate employment records and HR processes are maintained.
- Work with external legal or HR advisers where specialist support is required.
- Promote consistent and appropriate HR governance across the Group.

Management Information and Workforce Data

- Develop effective HR reporting and workforce information.
- Provide the CFO, founders and school leaders with clear and meaningful workforce information.
- Monitor areas including headcount, vacancies, turnover, absence, employee relations, recruitment and workforce costs.
- Use workforce data to identify trends, risks and areas requiring intervention.
- Work closely with Finance to support workforce budgeting and forecasting.



Director of HR Job Description - *continued*

Key Working Relationships

- Chief Financial Officer
- Founders/Directors
- Director of Safeguarding and Compliance
- Headteachers
- Senior leadership teams within each school
- Finance and payroll
- External HR and legal advisers
- Recruitment and other professional partners

Role Boundaries

Safeguarding and Compliance

The Director of Safeguarding and Compliance will retain leadership responsibility for safeguarding and wider compliance.

The Director of HR will work closely with that role where responsibilities intersect, including safer recruitment, staff conduct, workforce compliance and employee-related safeguarding matters.

The two roles should operate collaboratively while maintaining clear professional accountability for their respective areas.

Culture

Ownership of the organisation's ethos, values and cultural direction will remain with the founders.

The Director of HR will provide professional advice where appropriate and support the implementation and embedding of that direction through HR policies, management practice, leadership behaviours, employee processes and expected standards of conduct.



Person Specification

Essential

- Significant senior-level HR leadership experience.
- Strong knowledge of employment law and employee relations.
- Demonstrable experience of developing, improving or professionalising an HR function.
- Experience of operating at a strategic leadership level.
- Strong influencing, communication and relationship-management skills.
- Ability to provide constructive professional challenge to senior leaders.
- Strong judgement, discretion and personal credibility.
- Experience of managing complex employee relations matters.
- Experience of organisational change and workforce planning.
- Experience of developing HR policies, procedures and systems.
- Commercial awareness and an understanding of the financial implications of workforce decisions.
- Experience of supporting organisational growth, ideally within a multi-site or expanding organisation.
- Ability to work effectively across multiple locations and build strong relationships with senior leaders.
- Ability to operate both strategically and practically in a developing organisation.

Desirable

- Experience within education, SEND, healthcare, social care or another highly regulated environment.
- Experience of safer recruitment and safeguarding-related HR processes.
- CIPD Chartered or Fellow status, or equivalent senior professional standing.
- Experience of developing salary structures, reward frameworks and organisational design.
- Experience of supporting a growing or founder-led organisation.
- Experience of integrating new sites or organisations into common HR structures and processes.

Reporting Line

- Reports directly to the Chief Financial Officer.
- Works closely with the founders, Headteachers and other senior leaders across the Group.
- Has direct access to the founders where appropriate on significant HR, workforce and organisational matters.
- Will work closely with the CFO in developing the Group's central leadership and support arrangements as the organisation grows.

Location and Travel

- Primarily London-based.
- Group-wide responsibility across London, Cambridge and Peterborough.
- Regular travel to all schools will be required.
- The role will be expected to support additional schools and locations as the Group expands in future.

In Toto Ed 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 all necessary pre-employment checks, including an enhanced DBS check, references, verification of identity, qualifications and right to work in the UK, together with any other checks required by Keeping Children Safe in Education (KCSIE). Online searches may be undertaken on shortlisted candidates. We are committed to equality, diversity and inclusion and welcome applications from all suitably qualified candidates.



How to Apply

If you wish to discover more about this exciting opportunity, need any further information or would like to have an informal discussion, please contact Neil Massie at Academicis, our recruitment partner, on nmassie@academicis.co.uk or by phone on 07818 875514 / 01223 907979.

Please submit a completed application form and supporting statement by the closing date. CVs alone will not be accepted

Closing date: Monday 26th October 2026

Shortlisting date: w/c Monday 26th October 2026

Interviews: w/c Monday 2nd November 2026

Applications may be considered as they are received. We reserve the right to close the vacancy and appoint before the advertised closing date if a suitable candidate is identified.

Any appointment made before the advertised closing date will still follow the agreed assessment and selection process, ensuring a fair and robust recruitment process for all candidates.



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