



# Head of People and Development

## INFORMATION PACK



St Leonards | St Andrews  
Fife Scotland KY16 9QJ | T: +44 (0) 1334 472126 | [stleonards-fife.org](http://stleonards-fife.org)

St Leonards is a GMC and IB World School | St Leonards Charity SC010994 Registered Company SC116692



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## The Role

The independent school sector has experienced significant levels of change and this will continue in the coming years. This provides challenge but also real opportunity to respond to the change and develop approaches which maximise the contribution of our team while offering our employees a supportive and inclusive employee experience.

This is a leadership opportunity to shape the future culture and employee experience at St Leonards School as the Head of People and Development will provide strategic and operational leadership across all aspects of Human Resources activity, ensuring the delivery of an effective, compliant and supportive environment that facilitates an exceptional educational experience.

There is a strong foundation in place with work having been done to introduce new working arrangements and staffing model; the next step is to assess what's needed to move focus to development and future-proofing and develop a plan which will deliver this in an ever changing sector.

Operating at a senior level the postholder will work closely with the Board, Head, Director of Finance and Operations, and Executive Leadership Team and will sit on the Senior Management Team attending Committee meetings on a regular basis.

The role also offers the opportunity to also make a difference to the school and individual employees on a day to day level as, being part of a small People and Development team, the post holder must be able to adapt to the unexpected which every experienced HR professional knows will occur and be part of operational delivery when needed.



## Discover St Leonards

St Leonards has been at the forefront of education since its foundation in 1877. It is a traditional school, yet forward-thinking and ever progressive in its outlook, offering a truly inspirational global learning environment for pupils aged five to 18.

St Leonards is an HMC and IB World School situated in the heart of the vibrant, historic and cosmopolitan university town of St Andrews, the 'Home of Golf'. The School is fully co-educational with 530 pupils from Kindergarten to Year 13, over 150 of whom are boarders, with boarding available from age ten. The Junior School accounts for 135 of the pupils of St Leonards, with plans to continue to grow our Junior boarding offering.

With 38 nationalities in the pupil body, it is a school with a truly global outlook. The school's motto is Ad Vitam ('for life'), and the approach to learning of the International Baccalaureate permeates all areas of school life, within and beyond the classroom. The IB ethos is central to all that we do in our school community, to our present day and to our future.

St Leonards offers an exceptional range of enriching academic, sporting, musical and creative opportunities, and was named 'Scotland's Independent School of the Year' by the Sunday Times for 2019, in recognition of its complete commitment to offering a first-class education.

Since then, St Leonards has been named winner of the BSA Boarding Research (Boarding & Wellbeing) Award 2022, Independent School of the Year 2024 for Academic Performance (A Level/IB) and most recently Scotland's Independent School of the Year 2026 for Academic Excellence by the Sunday Times.

The average IB Diploma points score in 2025 was 36, with over 85% of all Higher Level (HL) scores graded at 7/6/5 (equivalent to A\*/A/B at A level).

The School has recently undergone a multi-million refurbishment programme of the boarding houses; a sector-leading golf programme is well established; the record school roll continues to grow; academic achievement is strong; public recognition of St Leonards is incredibly positive; the highest standards of pastoral care are provided by experienced and committed staff, and outstanding teachers are attracted to work in and become part of the inclusive and diverse St Leonards community.

One hour from Edinburgh Airport and approximately a one-hour flight from London, our enviable Scottish location is accessible, with beautiful beaches, historic landmarks and rolling countryside on our doorstep.

The town is very much seen as an extension of the School campus and St Leonards' close collaboration with the University of St Andrews, recently voted the top university in the UK for a second year running, is yet another opportunity. It truly is a special place to live and to work, offering an outstanding quality of life in the most scenic of surroundings.

As we move towards our 150th anniversary, the School is at an exciting stage of its development. At St Leonards, we aspire to attract and retain the best staff, who embody the IB Learner Profile attributes and strive to deliver a holistic education that effectively prepares pupils for the future, fostering in them a love of learning that they take with them through life,

*Ad Vitam.*



## Job Description

<b>Job Title:</b>	Head of People and Development
<b>Responsible to:</b>	Director of Finance and Operations
<b>Responsible for:</b>	People and Development Manager
<b>Hours of work:</b>	Monday to Friday 08:30 am to 5.00 pm (37.5 hours per week with a daily one hour unpaid lunch break).

## Job Purpose:

As the Head of People & Development at St Leonards School, you will have a passion for the development and promotion of a positive workplace culture where engagement and inclusion is truly valued. This will be accompanied by excellent communication and influencing skills and the provision of informed and pragmatic advice and direction which will support the delivery of the School's operational and strategic plans.

Working closely with the Executive, Academic and Professional Services colleagues, you will guide and deliver all aspects of the School's progressive people and organisational development agenda through high engagement and collaborative practice with all stakeholders.

You will have extensive professional HR knowledge and experience, ideally gained in an academic environment giving you valuable insights and an understanding of the challenges facing the education sector.

With strong analytical skills, you will support cross-school team effectiveness and departmental resource plans with evidence based decision making. You will be highly competent at understanding and implementing employment legislation and be a key contributor to school wide change initiatives and projects. With high technical and digital expertise, you are well placed to ensure that the School has effective management information tools in place which will equip our leaders and managers with the skills and confidence to support change with empathy and clarity.

## Areas of Responsibility:

### Strategic Direction

- Develop a People and Development strategy which is endorsed by the Executive and Board and implement an action plan which delivers the outputs which will support the School's strategic mission.



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- Advise and support the School's Executive team with any people-related projects such as departmental consultations and restructures, office relocations as agreed etc.
- Along with the Head and DFO, lead the management agenda at the Joint Information and Consultation Committee (JICC) and in any trade union discussions.
- Strive to continuously improve your own and your team's professional, legal and policy development knowledge.

## Guidance and Support

- Ensure that all requests for support and advice are answered in a timely and comprehensive manner by the Department.
- Ensure all HR policies are compliant, up-to-date and accessible presenting core changes for approval by the School's Executive team and, where applicable, the Board of Governors.
- Provide clear guidance and support to the Executive and People Managers in connection with organisational issues such as resource and succession planning, performance management and development activity along with individual people management matters including disciplinary, grievance and sickness absence.
- Identify areas of risk, highlighting these to the DFO for the Audit, Risk and Compliance Committee.
- Develop an appropriate and identifiable employer brand and employee offer to support effective recruitment activity.
- Support the People & Development Manager to manage the onboarding and offboarding processes, to ensure relevant induction and probationary reviews are completed in a timely manner, and exit interviews are completed by the relevant parties.
- Undertake other work that is relevant to the P&D Department as and when required.

## Line Management

- Manage and support the People and Development Manager.
- Carry out regular 1 to 1 reviews and annual performance appraisals with relevant line reports, to maintain an objectives plan and invest in any relevant development courses, such as CIPD.
- Submit fully costed business cases for any fixed term support which may be required to ensure the delivery of specific projects.
- Maintain an overview of the department workload and ensure appropriate allocation of tasks and responsibilities to support effective delivery, personal development and the wellbeing of the team.



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## Due Diligence and Compliance

- Manage all relevant compliance to ensure HR paperwork is up-to-date, including all personnel records.
- Ensure professional registrations are maintained, such as GTCS and SSSC, for all relevant employees. Communicate with the relevant employee if any registrations have lapsed, and inform the DFO.
- Act as a counter-signatory for Disclosure Scotland’s PVG scheme and SSSC. Ensure all employees have an up-to-date PVG certificate before commencing employment with the School.
- Assist the Executive team with e-form submissions to the Care Inspectorate and any other returns which may be required.
- Comply with any school inspections regarding personnel files, safer recruitment checks and registrations.

## Person Specification

Criteria	Essential	Desirable
<b>Education, Training, Qualifications</b>	<ul style="list-style-type: none"> <li>● Educated to degree level in a relevant discipline.</li> <li>● CIPD qualification or significant experience in a senior people management role.</li> </ul>	<ul style="list-style-type: none"> <li>● CIPD Chartered Member status aiming for Fellow.</li> </ul>
<b>Experience and Knowledge</b>	<ul style="list-style-type: none"> <li>● Development of strategic agenda and action plans to ensure best outcomes.</li> <li>● Proven track record of reviewing, revising and implementing people policies and procedures.</li> <li>● Ability to design and implement change projects</li> <li>● Developing productive relationships with employee representatives and local and full time trade union officials</li> <li>● Operating as a trusted advisor to senior Executive team members on school wide and individual employee issues.</li> </ul>	<ul style="list-style-type: none"> <li>● Experience of working in an educational environment, preferably at an Independent School</li> <li>● Experience of working with a variety of different employee groups and related terms and conditions</li> </ul>



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	<ul style="list-style-type: none"> <li>● Production of qualitative reports for Board level.</li> <li>● The use of data to identify and progress HR initiatives and evidence impact.</li> </ul>	
<p><b>Competencies and Personal Attributes:</b></p>	<ul style="list-style-type: none"> <li>● Excellent interpersonal skills.</li> <li>● Clear communication skills, both written and verbal.</li> <li>● Ability to build positive working relationships with a range of stakeholders.</li> <li>● Excellent organisational skills with the ability to work under own initiative, multi task and re-prioritise workload at short notice.</li> <li>● Ability to provide a professional, confidential and discreet service.</li> </ul>	<ul style="list-style-type: none"> <li>● Management and development of an HRIS</li> </ul>
<p><b>Other</b></p>	<ul style="list-style-type: none"> <li>● A systematic and thorough approach to work with meticulous attention to detail.</li> <li>● Comfortable in dealing with people from all levels of the organisation.</li> <li>● Ability to gain credibility with employees and managers alike.</li> <li>● Resilient. Assertive yet respectful.</li> <li>● Placing importance on integrity and confidentiality.</li> <li>● Pleasant, approachable manner with a 'can do' attitude.</li> <li>● Resourceful, especially when faced with a problem.</li> <li>● Highly professional manner and appearance.</li> </ul>	



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## **THE APPLICATION PROCESS**

St Leonards is committed to creating a diverse and inclusive culture, where all members of the community - colleagues, pupils and families - are seen and valued. This culture ensures that St Leonards delivers an outstanding global education in a multi-cultural living, learning and working environment.

The postholder will be expected to promote and safeguard the welfare of children and young people and ensure all operational practices align with the School's safeguarding policies and procedures, including the management of contractors and visitors working across the estate and boarding environment. This role is subject to enhanced PVG clearance and all safer recruitment requirements including two satisfactory references, one of which must be the current employer.

**Applicants must have the right to work in the UK.**

**Applications should be made via St Leonards [Teacheroo portal](#) .**

**Closing time and date for applications is 12.00 noon on Friday 26 June 2026.**

Early applications are encouraged as St Leonards reserves the right to interview and appoint at any time.

Any questions may be directed to Hannah Hawkins, Director of Finance and Operations via our recruitment team [recruitment@stleonards-fife.org](mailto:recruitment@stleonards-fife.org) in the first instance.