



## Appointment of Executive Chair, The Woodard Corporation

Candidate Information, February 2024

Reference: FBMQA

Saxton Bampfylde





# 01 WELCOME

Dear Candidate

Thank you for your interest in the role of Executive Chair of The Woodard Corporation. I am delighted that you are considering applying for the position. I believe this is an exciting and fascinating opportunity for someone passionate about education to lead the Board and Executive of a major Christian educational charity. This brochure will provide you with the information you require about both the role and The Woodard Corporation.

Our great strength lies in the diversity of Woodard schools. They span the country and educational sectors but are united by a shared commitment to the vision for Christian formation that our Founder placed at the heart of the broad, stimulating, and high-quality education we offer. As such, this role affords an opportunity to benefit thousands of children from a range of diverse communities across the country. How to capitalise on the opportunities of this mixed economy of schools, while renewing the focus on Christian distinctiveness and promoting the public benefit of Woodard, will be the major concern of the new Executive Chair.

Following the incumbent Chair, who is retiring after 8 years of excellent service in the role, the new Executive Chair, working with the Board, will shape and implement the strategy for Woodard in accordance with its charitable objectives and address current and future challenges. This will involve placing the Corporation on a firm financial and reputational footing, well-positioned for the future. In addition to leading the Woodard Board and Executive Team, delivering Woodard's strategic vision, and ensuring appropriate oversight of its schools, the Chair will also look to forge strategic alliances and partnerships, and serve as the public face of Woodard in relation to the Chairs and Heads of Woodard schools and its Multi-Academy

Trust, the Department for Education, the Church of England and the Church in Wales, and the Charity Commission.

The Founder's mission was no less than the transformation of his society through education founded on "sound principle and sound knowledge, firmly grounded in the Christian faith." We now seek to interpret that mission for our own day. If you are a leader capable of championing and realizing the ambitions of a complex Christian organization, we would be pleased to receive your application and give it serious consideration.

Yours sincerely,

**The Rt Revd Dr John Inge**  
**Bishop of Worcester**  
**President, The Woodard Corporation**



# 02 ABOUT US

The Woodard Corporation (Woodard) is an educational charity founded on the vision of Canon Nathaniel Woodard (1811 to 1891), with the over-arching objective to provide high-quality education for all in an actively Christian environment rooted in the Anglican tradition.

A priest who started his career as a curate in Shoreham, West Sussex, Nathaniel Woodard was struck by the poverty and social deprivation in the area in the mid-19th century. He opened a school in 1848 called St Nicolas which evolved into Lancing College, a leading independent school. His educational work became his career and he went on to open more schools for boys and later, for girls too. His aim was to provide an education with a fundamental foundation based on "sound principle and sound knowledge, firmly grounded in the Christian faith" and to this day, the legacy of Nathaniel Woodard remains at the core of each Woodard school's purpose and values.

Today, Woodard is the holding charitable company of a community of schools consisting of 14 subsidiary independent schools incorporated within 12 charitable companies (each having its own governing body/board of trustees) and Woodard is also the sponsor of six maintained sector academies operated through the Woodard Academies Trust (WAT), a sister charity. Hurstpierpoint College, a Woodard subsidiary independent school, is also the co-founder of its own multi-academy trust (MAT). There are a further 14 UK based affiliated schools in the independent and state sectors that are committed to following the ethos and objectives of Woodard. Some of these are stand-alone academies, and others are leading members of their own MATs.



Every Woodard school and academy is an integral part of the Woodard family of schools and is expected to be an active partner with other schools within the family. Woodard schools and academies firmly believe that all young people should be given every opportunity to flourish as human beings and to become world class learners, within nurturing and supportive



## 03 THE WOODARD VISION

Today Nathaniel Woodard's vision means that:

- All Woodard schools and academies aim to provide *a high quality education in an actively Christian environment.*
- *We believe that the search for knowledge is a search for meaning and truth.* In our schools and academies we encourage young people to ask why, to look for the connections between things, to bring to the surface the assumptions we have been making about the meaning behind and within things, to become more reflective, to reach beyond themselves a little, to take responsibility, to become more self-aware, to be honest with themselves and courageous.
- *We are committed to developing the inward moral character and disposition.* We encourage young people to develop a moral framework, a rock solid sense of what is right and wrong and a keen appreciation of themselves and others as spiritual beings.
- *We are inclusive communities that cherish each person.* Our Schools and Academies will show a special care for the vulnerable and those in need – they will all have a strong pastoral care system and many will have an effective SEN department.
- *We acknowledge the value and uniqueness of every human being* regardless of gender, age, ethnic origin, creed or sexual orientation. We believe that each person is of sacred value



because they are made in the image of God. Our schools and academies will be ones in which the atmosphere is pervaded by the conviction that there is something good in everybody.

- *We provide ways (both formal and informal) in which members of the school/academy community can develop their spirituality* (eg through nurturing a sense of wonder, an appreciation of beauty, building positive relationships, worship, reflection, creativity).



# 04 WOODARD THEMES

Four themes run through all Woodard schools and academies:

## **Faith Designation**

All Woodard schools and academies will have a vision and ethos based on Christian beliefs and values expressed in practical ways as a true community institution welcoming equally students of all faiths and none.

## **Focus on the Whole Child**

Woodard schools and academies provide student-centred, personalised and holistic education. Each student is to be known, loved and nurtured in all aspects of his/her life.

## **The School as a Dynamic Community**

Woodard schools are strong and vibrant collegiate communities in which students and staff are encouraged to participate fully and support each other.

## **Learning**

The core function of a Woodard school or academy is to accelerate learning for each student and member of the faculty and to promote excellence in all its endeavours. It will prepare young people to lead full and creative lives. The school will develop and inspire confident young people with a 'can do' attitude and an articulate voice within their community. It will place a strong focus upon equipping students for life as learners and workers in the 21st century. The Head/Principal will put in place an appropriate curriculum that provides for a high degree of personalised learning based on a clearly defined learner profile. The Woodard prospectus provides each school or academy with a Woodard Learner Profile as a model.





# 05 THE ROLE

Woodard wishes to recruit an Executive Chair from September 2024 for an initial term of three years to work two days per week.

This is an exciting opportunity for somebody passionate about education to:

- lead the Board and Executive of a major Christian educational charity;
- take and develop the strategy for Woodard, in accordance with its charitable objects, to promote and extend education, including a consideration of the possible development of one or more new regional MATs and a legal structure for Woodard to support them; and
- renew a focus on the Christian distinctiveness of Woodard in all Woodard schools.

The Executive Chair will be forming strategic alliances and partnerships that will benefit thousands of children from a range of diverse communities across the country, whilst putting The Woodard Corporation on a firm financial and reputational footing, well positioned for the future.

### The Executive Chair will:

- lead the Woodard Board of Directors (the Trustees) in delivering Woodard's strategic vision (having regard to the vision of Woodard's founder, interpreted for the present and future) and ensuring appropriate oversight of its schools, including suitable allocation of resources and talent to execute the strategy successfully.



- oversee best Boardroom practice, and Board succession planning.
- lead the Woodard executive and work with the senior executive team at Woodard, supervising the day-to-day operations to meet challenges in the marketplace and regulatory environment, while also seeking to find an optimal operating model and promoting management succession.
- serve as the public face of Woodard in relation to stakeholders including:
  - ~ the Chairs and Heads of Woodard schools;
  - ~ the Chair and Trustees of the WAT;
  - ~ the Department for Education;
  - ~ the Church of England and the Church in Wales; and
  - ~ the Charity Commission.



## 06

**Key Relationships**

The Executive Chair is appointed by the Woodard Board of Trustees.

Other key relationships include:

- The President - who is the senior figure in the organisation, and to whom all are ultimately responsible.
- The Trustees of The Woodard Corporation (a list is available on the Woodard website), particularly the Senior Independent Director who will have an enhanced role in the light of the proposal to appoint an Executive Chair.
- The wider Woodard community, including Woodard Fellows.
- The Chair, Board and CEO of the WAT (a list is available on the WAT website).
- The Chairs of Governors (known as 'Custodes') of all the Woodard schools.
- The Woodard executive team.

**Major Responsibilities**

- Shape and lead a large and diverse organisation, promoting high-quality and inclusive education, and championing the Founder's distinctively Woodard approach.
- Review and deliver a strategic plan consistent with the mission of Woodard, that enables the collective charities to meet current and future challenges, ensuring a sustainable future.
- Re-ignite the Christian distinctiveness in all schools and academies, promoting the selection and appointment of Chairs of governing bodies and Heads who are actively Christian.
- Review The Woodard Corporation's relationship with its constituent parts to ensure that the organisation works cohesively.
- Lead a project to implement any agreed changes to the



structure and operations of The Woodard Corporation, including in its relationship with the WAT, and with affiliated entities.

- Review governance and executive structures to leverage collaboration and the efficient use of resources across The Woodard Corporation and WAT.
- Drive the benefits of the mixed economy of Woodard schools to (a) promote the public benefit of Woodard, with a particular view to its distinctive Christian ethos; and (b) ensure the long-term financial viability of the group by maintaining and enhancing efficiencies.
- Supervise an executive team and recruit, develop, and retain talent with appropriate skills to accomplish goals consistent with the strategy and mission.
- Build and maintain constructive relationships with all key constituents including the boards of trustees, governing bodies, academy councils, senior staffs and Woodard Fellows.



# 07 PERSON SPECIFICATION

## Helpful Experience

- Experience of promoting a distinctive Christian ethos within an organisation. Woodard schools and academies are characterised by a Christian ethos which is rooted in the Catholic tradition of Anglicanism, and the Executive Chair will be expected to champion these traditions.
- Experience of leadership in education and charities.
- Demonstrable experience of managing projects bringing about successful change in organisations.
- Success working in a sensitive political environment requiring a high emotional intelligence, political nous, extensive interpersonal skills, negotiating skills and cultural competence.
- Demonstrable ability to create and deliver large-scale initiatives that achieve value and develop sustainable revenue streams.
- A proven track record of building strong relationships across diverse partnerships.
- A background in applying strong analytical and financial skills and rigorous financial metrics to operations while remaining flexible in responding to positive or negative impacts on financial and educational performance.

## Other Personal Characteristics

- Faith: A practising Christian. (The objects of the Charity are "to promote and extend Education ... in accordance with the doctrines and principles of the Church through ... establishing, maintaining or otherwise supporting schools which commit to develop and sustain a Christian environment centred on the Anglican tradition of the Eucharist ... and at which a fundamental importance is attached to the teaching of those principles.")



- Unity: Someone who seeks a common purpose alongside inviting debate, attending respectfully and critically to alternative views, and projecting confidence in decision making.
- Vision: A leader capable of championing and realising the ambitions of a complex organisation.
- Collaborative: A team player who puts the team before individual gain. Works well in a matrixed environment and does not become bogged down in process.
- Influence: An intellectual and creative thinker who initiates and champions innovation and improvement. An active listener who can act as both a visionary and a doer.
- Trust: A person who develops and maintains trust and confidence through professionalism and personal integrity.



## 08 APPOINTMENT TERMS

The appointment will be for an initial three-year term. The appointment will entail a salary of £48,000 per annum, together with reimbursement of reasonable travel and accommodation expenses.

### **Time Commitment**

The Woodard Board meets four times a year, typically in February, June, September and November (this meeting generally coincides with the Custodes' (Chairs of Governors) Conference).

The September meeting usually combines Board business with a Strategy Day, taking up most of that day. The other Board meetings last half a day. Most are in London, but the June one is typically held at one of the Woodard schools.

The Executive Chair chairs the Remuneration Subcommittee, but is not a formal member of any of the other Board Subcommittees (Audit, Education, Finance and Estates, Vision Ethos and Pastoral) - but is welcome to attend these by invitation. The majority of committee meetings are held online.

The Executive Chair is not a formal member of the WAT Board (but will be a "Member" of the WAT) but is welcome to attend part or all of WAT Board meetings by invitation.

The Executive Chair will give sufficient time to understand the character, opportunities, and challenges of all constituent parts of The Woodard Corporation, using online meetings and, when appropriate, visits to schools.

There are regular ad hoc briefings with the Senior Executive Team and the CEO of WAT.

The estimated time commitment for this role (including travel) is a minimum of 80 days per annum.





# 09 HOW TO APPLY

Saxton Bampfylde Ltd is acting as an employment agency advisor to The Woodard Corporation on this appointment.

Candidates should apply for this role through our website at [www.saxbam.com/appointments](http://www.saxbam.com/appointments) using code FBMQA. Click on the 'apply' button and follow the instructions to upload a CV and cover letter.

The closing date for applications is noon on **Friday 15th March 2024**.

### GDPR personal data notice

*According to GDPR guidelines, we are only able to process your Sensitive Personal Data (racial or ethnic origin, political opinions, religious or philosophical beliefs, trade union membership, genetic data, biometric data, health, sex life, or sexual orientation) with your express consent. You will be asked to complete a consent form when you apply and please do not include any Sensitive Personal Data within your CV (although this can be included in your covering letter if you wish to do so), remembering also not to include contact details for referees without their prior agreement.*

### Safeguarding

The Woodard Corporation is committed to safeguarding and promoting the welfare of children and young people and expects all staff and volunteers to share this commitment. Successful candidates are required to undergo child protection screening appropriate to the role, including checks with past employers and the Disclosure and Barring Service.



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